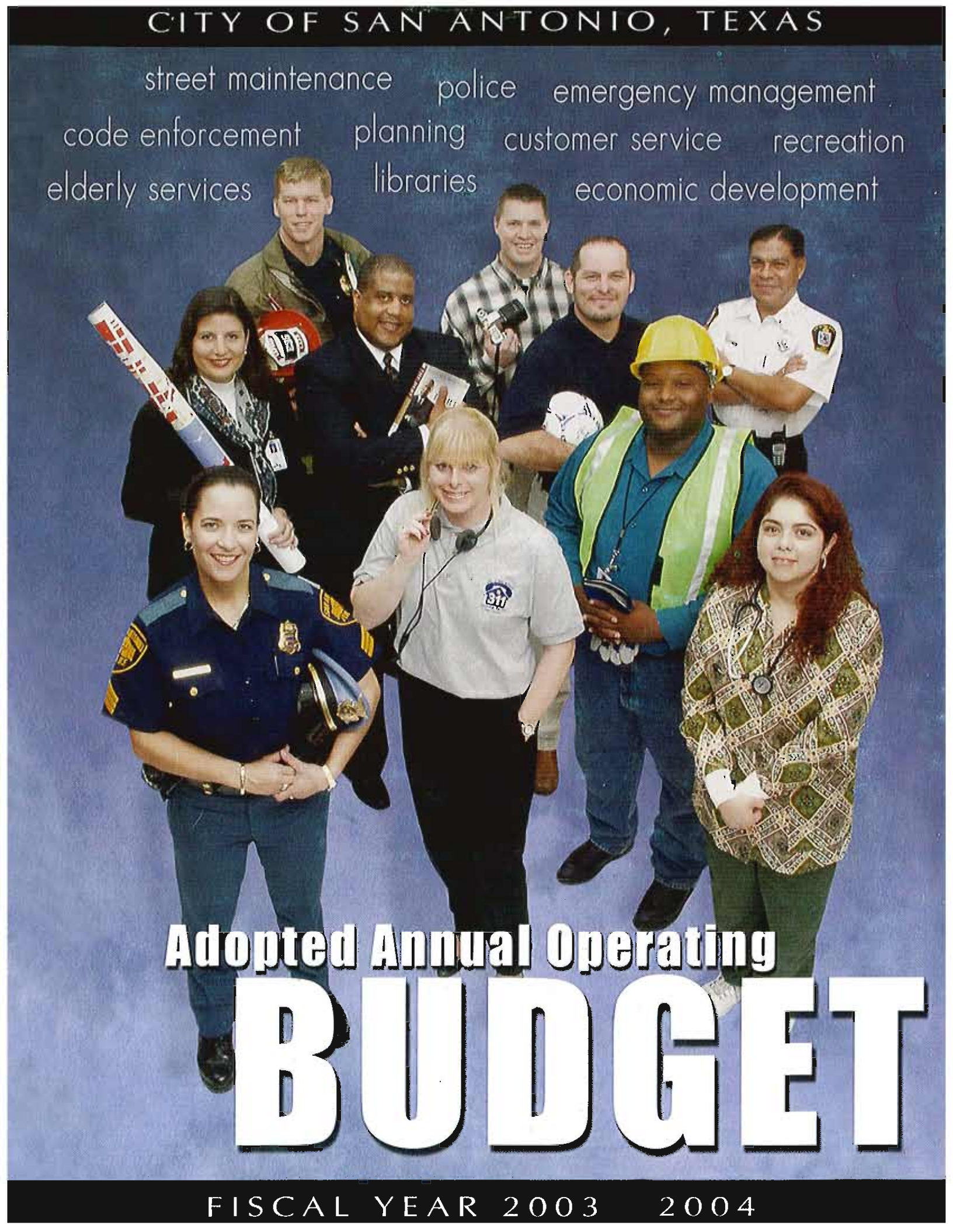
CITY OF SAN ANTONIO, TEXAS



Adopted Annual Operating BUDGET

FISCAL YEAR 2003 2004

CITY OF SAN ANTONIO
ADOPTED ANNUAL BUDGET

FISCAL YEAR 2003 - 2004

OCTOBER 1, 2003 - SEPTEMBER 30, 2004

CITY COUNCIL

EDWARD D. GARZA, MAYOR

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

ENRIQUE M. BARRERA
JULIAN CASTRO
ART A. HALL
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CHRISTOPHER HAASS

CITY MANAGER

TERRY M. BRECHTEL

PREPARED BY:
OFFICE OF MANAGEMENT AND BUDGET

LOUIS A. LENDMAN, DIRECTOR

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TENNETTA GRIMES
NATALIE A. JACKSON
MARCELINA MALDONADO
ROY A. MEDINA
TISHA MORA
NIKKI RAMOS
DIANA RODELA
JAVIER TAMEZ
DELFINA TOVAR
NICOLE VASQUEZ
PETER HILL ZANONI

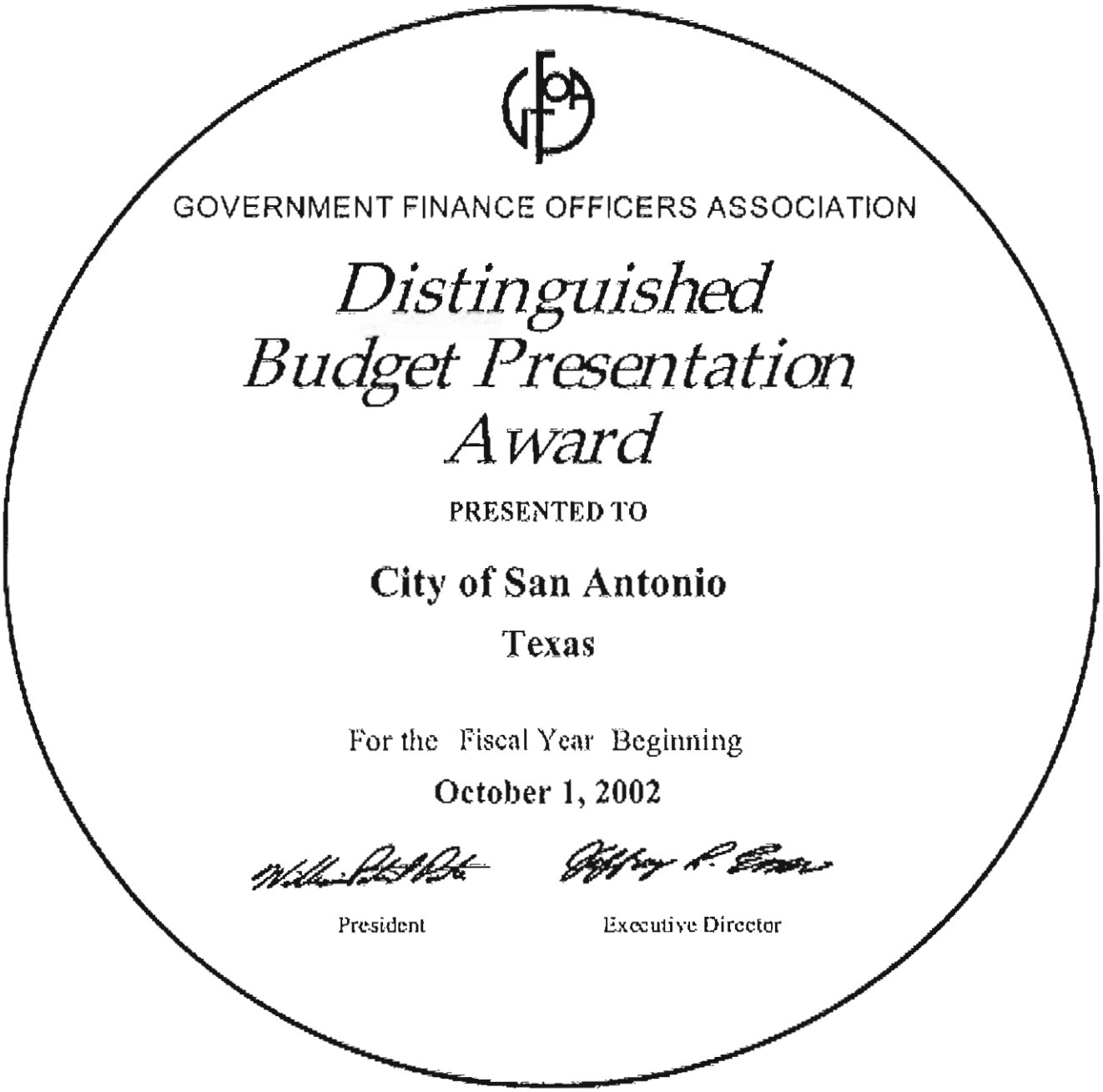
CITY OF SAN ANTONIO

MISSION STATEMENT

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

GOALS

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



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of San Antonio, Texas** for its annual budget for the fiscal year beginning **October 1, 2002**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Table of Contents

TABLE OF CONTENTS

DESCRIPTION	PAGE
User's Guide	
User's Guide to the Budget Document	iii
Operating Flow of Funds	vi
Debt Service Flow of Funds	viii
Chart of Accounts	x
Budget Schedule	xi
Budget Process	xii
Budget Overview	
Transmittal Letter	S3
Organizational Chart	S7
Council Budget Priorities	S11
Executive Summary	S35
Program Changes	
Revenues	3
Improvements	17
Mandates	47
Reductions	57
Personnel Compensation Policy Issues	83
Holiday Schedule	84
Fund Schedules	
All Funds Budget Summary	88
Combined Budget Schedule of all Fund Types	90
Personnel Schedule	92
Tax Supported Funds	
General Fund - Available Funds	97
General Fund - Appropriations	98
Current Property Tax Revenue	99
Delinquent Property Tax Revenue	100
Special Revenue Funds	
Better Jobs Fund	103
Bexar County Rabies Control Fund	104
Capital Improvements Reserve Fund	105
Community and Visitor Facilities Fund	106
Confiscated Property Fund	109
Emergency Medical Services Fund	110
Enterprise Resource Management Fund	111
Golf Course Operating and Maintenance Fund	112
Hotel/ Motel 2% Revenue Fund	113
International Center Fund	114
Job Training	115
Official City Store Fund	116
Parks Development & Expansion Fund	117

TABLE OF CONTENTS

DESCRIPTION	PAGE
Fund Schedules Continued	
Public Health Support Revenue Fund	118
Recreation Athletic Fund	119
San Antonio Local Development Corporation Fund	120
Storm Water Operating Fund	121
Storm Water Regional Facilities Fund	122
Street Maintenance and Improvement Fund	123
Right of Way Management	124
Tax Increment Financing	125
Enterprise Funds	
Airport Operating and Maintenance Fund	129
Airport Confiscated Property Fund	130
Airport Improvement and Contingency Fund	131
Airport Passenger Facility Charge and Subordinate Lien Fund	132
Environmental Service Operating and Maintenance Fund	133
Environmental Service Improvement and Contingency Fund	134
Parking Operating and Maintenance Fund	135
Expendable Trust Funds	
San Jose Burial Fund	139
Internal Services Funds	
Internal Services Building Maintenance & Repair Operating Fund	143
Internal Services Building Maintenance Improvement & Contingency Fund	144
Internal Services Information Technology Services Fund	145
Internal Services Purchasing & General Services Fund	146
Internal Services Equipment Renewal & Replacement Fund	147
Internal Services Alternate Services Employee Fund	148
Self Insurance Fund Employee Benefits Insurance	149
Self Insurance Fund Extended Sick Leave Program	150
Self Insurance Fund Liability Insurance	151
Self Insurance Fund Occupational Health Program	152
Self Insurance Fund Unemployment Compensation	153
Self Insurance Fund Workers' Compensation	154
Categorical Grants	
Categorical Grants – Summary	157
Debt Service Funds	
Debt Management Plan	161
General Obligation Debt Service Fund	167
Airport Revenue System Revenue Bond Series	168
Airport Passenger Facility Charge Debt Service Fund	169
Convention Center Expansion Revenue Bond Series	170
Parking Facilities Revenue Refunding Bond	171
Parks Development & Expansion Commercial Paper	172
Municipal Drainage Utility System Revenue Bonds	173

TABLE OF CONTENTS

DESCRIPTION	PAGE
Departmental Appropriations	
Department Appropriations Overview	177
Alamodome	179
Asset Management	185
Aviation	195
City Attorney	207
City Auditor	215
City Clerk	217
City Manager	223
Code Compliance	227
Community Initiatives	233
Convention Facilities	269
Convention & Visitors Bureau	275
Cultural Affairs	287
Customer Service/ 311 System	295
Development Services	301
Economic Development	309
Enterprise Resource Management	317
Environmental Services	323
External Relations	331
Finance	337
Fire	343
Emergency Medical Services	349
Health	361
Housing and Community Development	409
Human Resources	419
Information Technology Services	435
International Affairs	441
Library	447
Management & Budget	459
Mayor & Council	471
Municipal Courts	473
Municipal Elections	479
Neighborhood Action	483
Non - Departmental	491
Parks & Recreation	505
Golf Course Operations	516
San Jose	520
Planning	523
Police	531
Public Works	553
Streets Maintenance	560
Storm Water	565
Parking Facilities	571
Building Maintenance	575
Purchasing & General Services	581

TABLE OF CONTENTS

DESCRIPTION	PAGE
Other Appropriations	
Non - Departmental/ Non Operating Schedule	591
One -Time Projects	594
General Fund Transfers	597
General Fund Delegate Agencies Description	601
General Fund Delegate Agencies Schedule	603
General Fund Delegate Agencies Agency Pages	605
Non – Departmental Summary	641
Appendix	
Statistical Data	645
Glossary	653
Performance Measure Definitions	669
Index	683

User's Guide

User's Guide to the Budget Document

OVERVIEW

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

BUDGET TABS

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

- User's Guide
- Budget Overview
- Program Changes
- Fund Schedules
- Debt Service Funds
- Departmental Appropriations
- Appendix

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

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

Program Changes - This section contains a brief explanation of the three major General Fund revenue sources (Sales Tax, Property Tax, and City Public Service) and new and/or enhanced revenues adopted for the General Fund and other Funds for the FY 2003-2004 Budget. This section also includes a listing of program changes sorted by Improvements, Mandates and Reductions. An explanation of the Adopted employee compensation package is also included.

Fund Schedules - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the FY 2003-2004 All Funds Budget Summary schedules. Following is personnel information which details the number of positions authorized for each fund. Following those schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

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

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

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

BUDGET AMENDMENTS

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

The City Charter also gives the City Manager the authority to transfer appropriations within funds. To transfer funds within a department the requesting department must complete a Budget Adjustment. This form details where the funds are being transferred "from" and "to" and provides an explanation for the adjustment. Once completed, the Budget Adjustment must be approved by the department head and then submitted to Budget, Finance and the City Manager's office for approval before it can be enacted.

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

BUDGET BASIS

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

FUND TYPES

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

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

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

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

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

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

REVENUE ESTIMATES

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

DELEGATE AND ARTS & CULTURAL AGENCIES

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

CAPITAL BUDGET

The Adopted FY 2004 through FY 2009 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program address general government, public safety, recreation and culture, and transportation functions. The first year of the six year plan is the Adopted FY 2004 Capital Budget. The Capital Budget is published as a separate document.

Operating Flow of Funds

Detail

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

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

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

General Fund

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

Enterprise Funds

- Enterprise Fund Departments - Aviation Department, Environmental Services

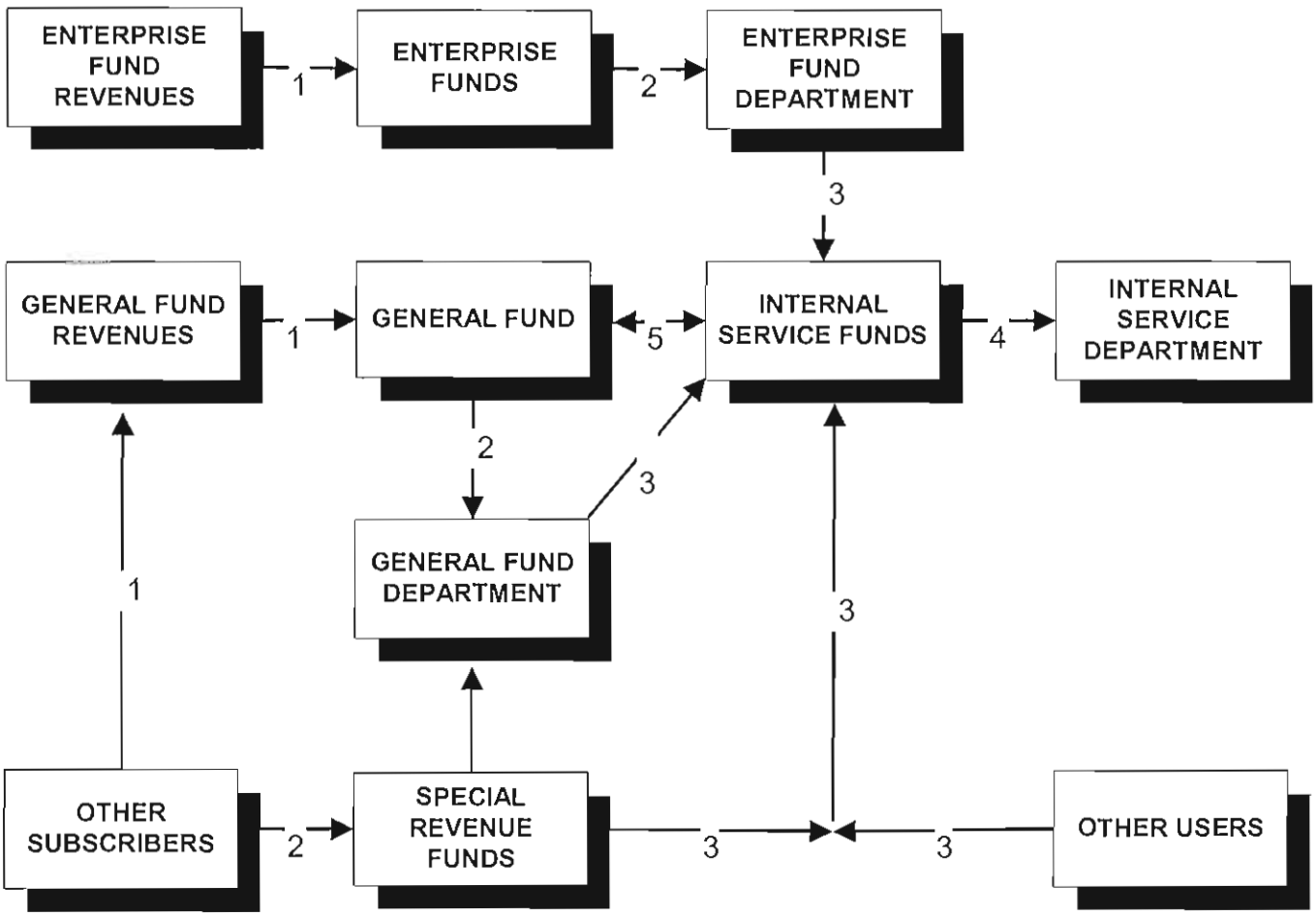
3. General Fund, Enterprise Fund, Special Revenue Funds, and other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations.

4. Internal Service Funds support specific departments. For example; Purchasing and Information Technology Services.

5. Internal Services Funds contribute towards the cost of the General Fund overhead.

Operating Flow of Funds

Exhibit



Debt Service Flow of Funds

Detail

1. The City holds a Bond Sale after one of the following:
    A. Approval by City Council to issue either Certificates of Obligation or Revenue Bonds.
    B. Successful completion of a General Obligation Bond Election.

2. The Bonds are purchased and the funds generated from the sale are allocated to Bonds Funds to support specific projects.

3. The Bond Funds distribute moneys to the individual project budgets.

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

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

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

Debt Service Flow of Funds

Exhibit

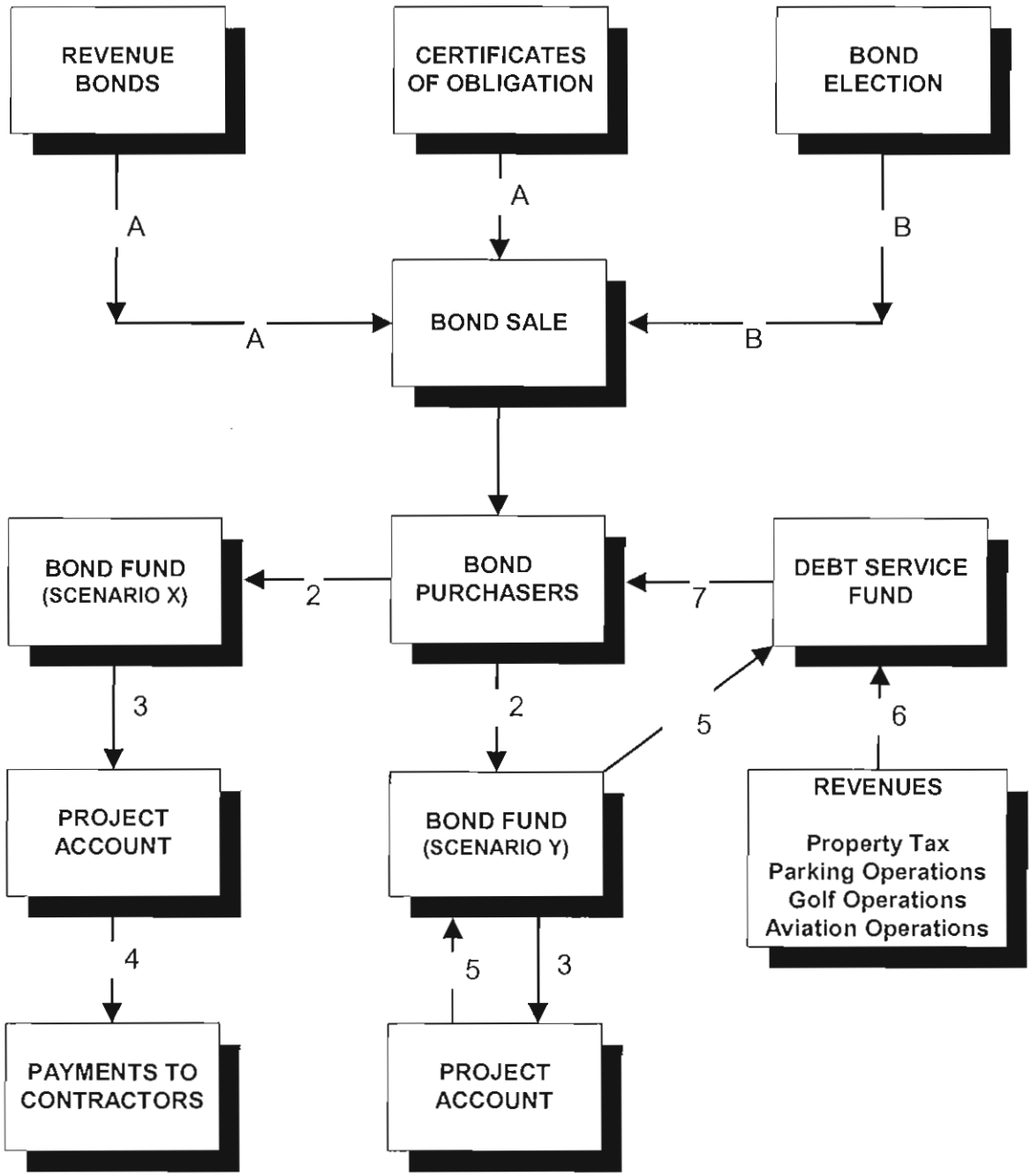
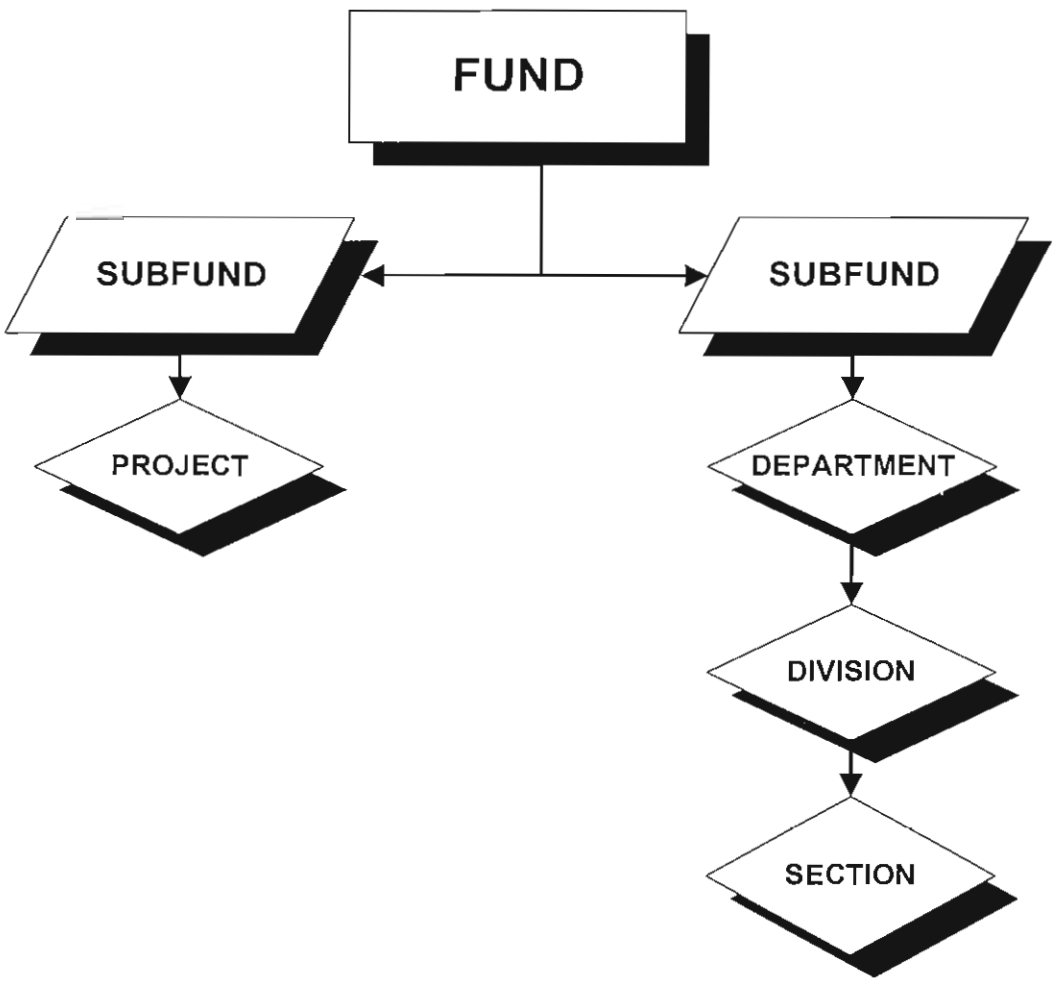


Chart of Accounts

The purpose of structuring a financial system is to organize and identify the sources and use of funds, revenues and expenditures, activities related to each of these, and to allow for the maintenance, retention, and retrieval of this information.

The first step in accessing financial information is identifying the FUND (e.g., General Fund, Airport Funds) which contains the desired data. The next step is the SUBFUND (e.g., Airport Revenue Fund).

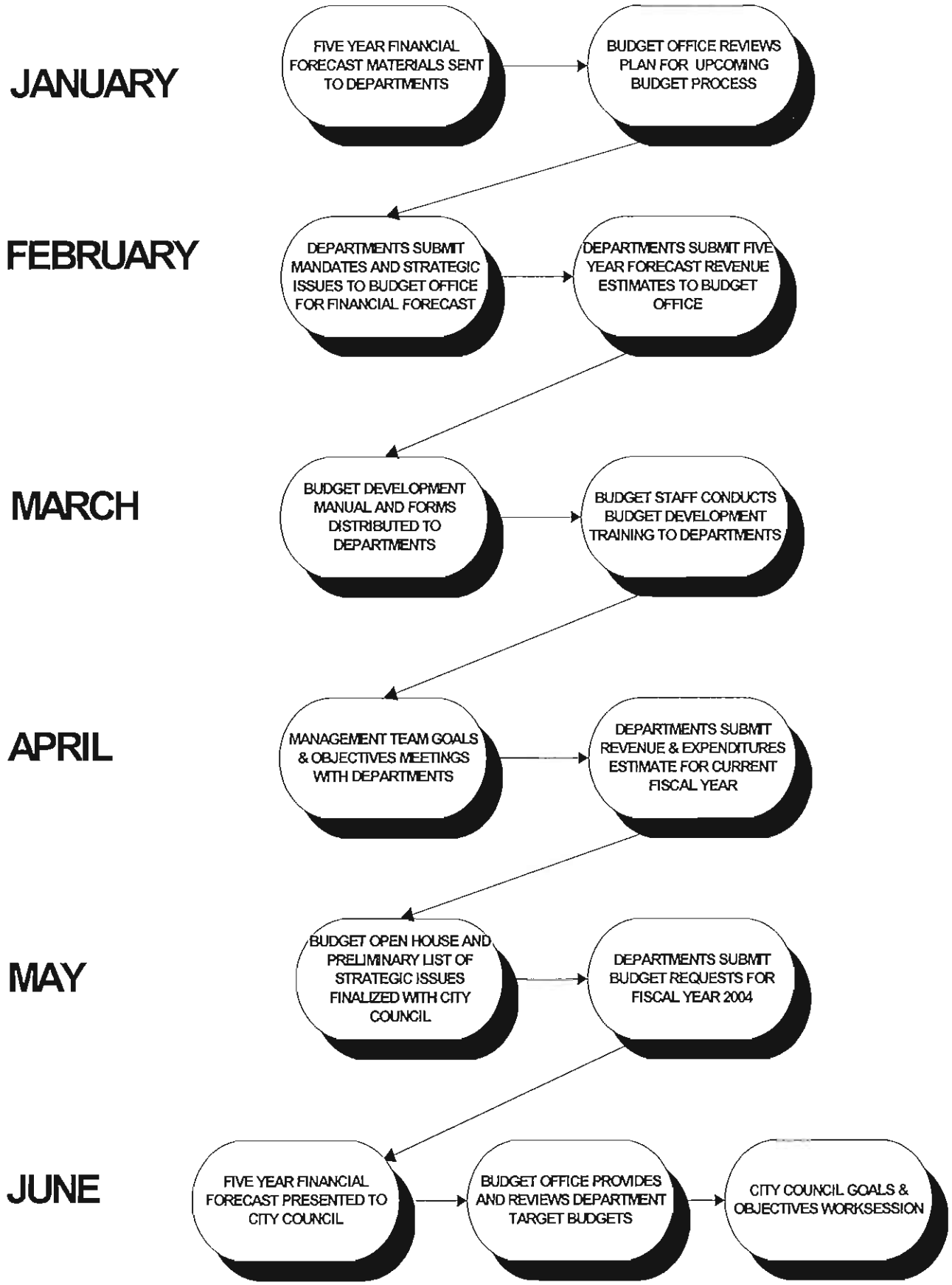
After the subfund, access is available to either the PROJECT (e.g., Park Facilities Roof Repair Project) or DEPARTMENT (e.g., Public Works) level. The department level then provides access to both the DIVISION (e.g., Parking Facilities Division) and SECTION (e.g., Administrative and Fiscal Section) levels of information.



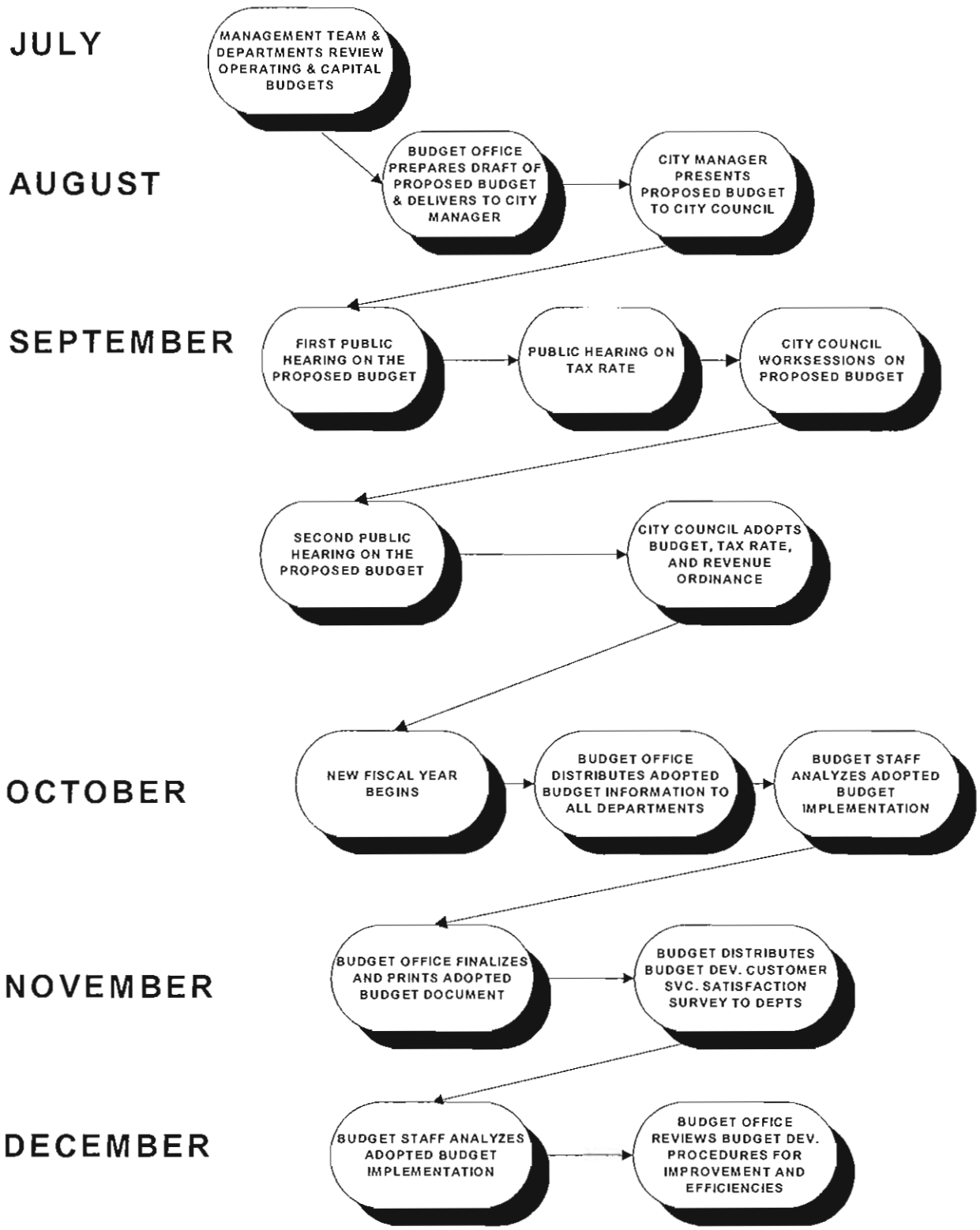
Budget Schedule – Fiscal Year 2003-2004

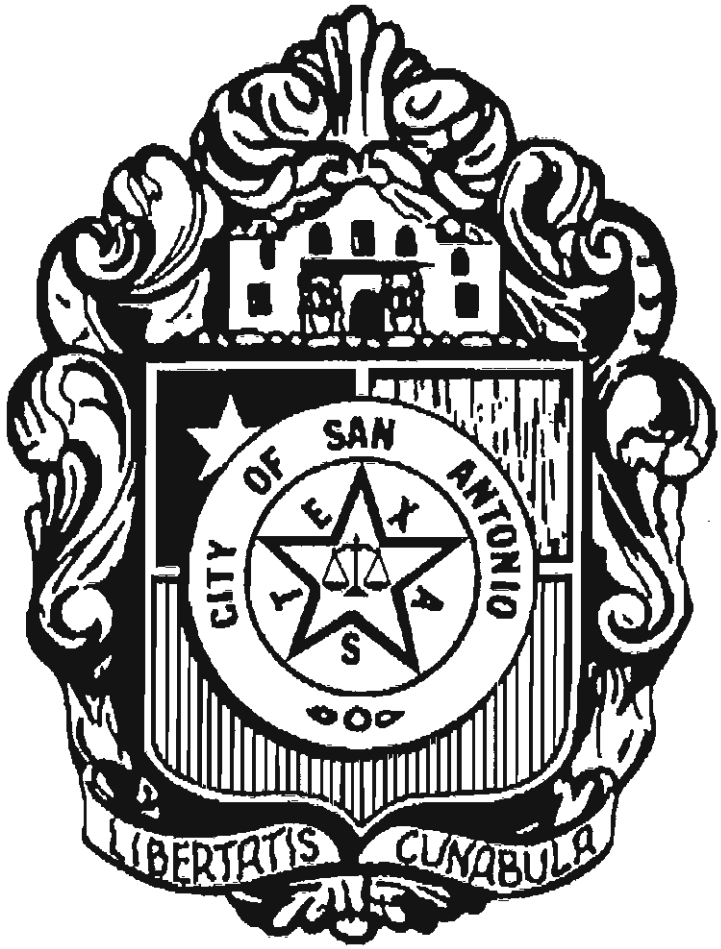
Monday, March 31 - Friday, May 16	Management Team conducts meetings with Department Heads and Budget Office to review departmental goals and objectives, balanced score cards, IT issues and other issues
Thursday, April 24	Departments submit FY 2003-2004 estimated commitments for revenues and expenditures to Budget Office
Friday, May 16	Departments submit Program Information, Proposed Balanced Score Cards, Current Service Budget Justification, Improvements, Mandates, Reductions, Capital Outlay Requests, Fee Rate Adjustments, New Fees and Grant Documents to Budget Office
Thursday, May 22	Budget Open House – City Council Chambers, 7:00 PM
Thursday, June 5	Budget Open House – City Council Chambers, 7:00 PM
Thursday, June 19	Budget Director presents the Five Year Financial Forecast to the City Council
Friday, June 20	City Council Goals & Objectives Worksession
Thursday, June 26	Priority List for Inventory of City Services Finalized with Council "B" Session
Monday July 7- Tuesday, July 29	Management Team reviews operating and capital budgets with Budget Office and Department Heads
Wednesday, July 30- Wednesday, August 6	Management Team discusses and reviews Proposed FY 2003 Operating and Capital Budget decisions
Thursday, August 14	City Manager presents Proposed Budget to City Council; Budget Office delivers copies of final Proposed Operating and Capital Budget to City Clerk, City Manager and City Council
Tuesday, August 19- Thursday, September 11	City Council Worksessions on Proposed Budget - Tuesdays (evenings): 8/19, 8/26, 9/9 - Thursdays (mornings & evenings): 8/21, 8/28, 9/4, 9/11
Thursday, August 21	City Council considers Proposed Tax Rate
Tuesday, September 2	City Council First Budget Public Hearing, 7:00 p.m.
Thursday, September 4	City council Tax Rate Public Hearing, 3:00 p.m., and sets date, time and place for adoption of the tax rate
Thursday, September 18	City Council Second Budget Public Hearing and Consideration of Budget, Tax Rate and Revenues, 3:00 p.m.
Thursday, September 25	City Council considers Closing Ordinance

BUDGET PROCESS



BUDGET PROCESS




CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Budget Message

CITY OF SAN ANTONIO

P.O. BOX 839966
SAN ANTONIO, TEXAS 78283-3966

December 5, 2003

To the Honorable Mayor and City Council:

The Adopted Consolidated Annual Budget for FY 2004, comprised of all funds, excluding transfers, totals $1.53 billion. Lower-than-expected revenues as a result of the slowing economy were the primary contributing factors to the fiscal challenges addressed by the Adopted Budget. Specifically, the challenging fiscal situation required very difficult decisions to be made resulting in redirections of existing programs, and reductions in services and personnel positions. Every effort was made in the preparation of the Adopted Budget to minimize the adverse impact of the reductions on City services and the City's employees.

Operating expenditures total $1.122 billion and capital improvement projects total $406 million. Within the operating expenditures total, General Fund expenditures and transfers represent $639.4 million, an increase of 6.3%, over the FY 2003 Adopted Budget. The increase in FY 2004 adopted appropriations relative to FY 2003 is due primarily to one-time expenditures supported by one-time available resources.

The Adopted Budget for FY 2004 eliminates the projected General Fund shortfall and provides $28 million for improvements through a combination of new revenues and reductions designed to minimize the adverse impact on the delivery of priority services.

- On the revenue side, a total of $34.1 million in additional available revenues is projected to include: $25.9 million in one-time FY 2003 revenues generated from the City's 14% share of City Public Service (CPS) revenues; $1 million from escrow for the cancelled Western Integrated Network agreement; $2.2 million in additional revenue from a proposed 0.50 cent shift from the Debt Service component to the Operations component of the Property Tax rate; and $5.1 million in new revenue proposals.

- On the expenditure side, a total of $12.5 million in reductions is approved to include $1.9 million in Mid-Year reductions; $8.55 million in Tier 3 reductions; $1.26 million in Tier 2 reductions and $838,830 in Tier 1. Of the $12.5 million in reductions, $3.2 million represents reductions from the Bottom Line Strengthening (BLS) Program.

The Adopted Budget requires no increase in the overall property tax rate for the eleventh consecutive year remaining at 57.854 cents per $100 valuation.

The Adopted Budget also provides for added targeted initiatives in Council priority areas such as existing infrastructure, public safety, elderly services, neighborhoods, economic development, employee services, human development, accountability and customer service. Many new initiatives were accomplished through the redirection of existing resources and offsetting new revenue sources.

- Invest $1.875 million toward improving the efficiency and capacity of Street Maintenance and Construction performed by City crews. The funds will be used to acquire 15 truck cabs, 12 thirty cubic yard live bottom trailers and 3 thirty cubic yard dump trailers along with associated capital outlay thereby reducing the number of trips necessary to haul the asphalt as well as the number of times the asphalt is handled resulting in an improved quality. These vehicles will replace 41 existing dump trucks that have smaller loading capacity which require more trips and more handling. These vehicles will be on line by July 2004 and result in a minimum 5% increase in productivity through the end of the

fiscal year. It is anticipated that a full year of operation in FY 2005 will result in an increase in productivity by 15% - 20%.

- A total of $2 million from the one-time revenues will be used to increase the funding for Street Construction, Maintenance and Neighborhood Accessibility & Mobility Program (NAMP). Specifically, $200,000 will be set aside for each district. The funds will be used for the acquisition of contractual services to make improvements.

- Increase Police Patrol Availability (PAF) by more closely following state law requirements for reporting traffic accidents on public streets and the practices of other major cities. Texas law requires that only accidents in which there is damage of $1,000 or more to any vehicle or any claim of injury by the driver(s) or passenger(s) be reported to the state on an accident report form. SAPD proposes a policy change of not requiring a detailed accident report on every accident. This change will have the effect of releasing 17 officers to more direct crime fighting efforts thus increasing the Patrol Availability Factor from 38.9% to 39.9%. The redirection is equivalent of adding 17 officers to patrol.

- Establish an Office of Elderly Affairs in the Community Initiatives Department to coordinate a comprehensive strategy at the local level that is both inter-organizational and inter-professional. It will concentrate its efforts on policy development among the various sectors that will effectuate long-range, effective resource allocation and program development. It will have a distinct arm that will be the central point for dissemination and communication of information on available senior services within San Antonio and Bexar County. Seven existing positions within the Community Initiatives Department will be redirected to provide staffing for the new office.

- The impact of increasing the senior citizen homestead tax exemption from $60,000 to $65,000 will be realized in FY 2004. The estimated loss in FY 2004 revenue from the new exemption totals $777,000, with the General Fund losing $476,000 and the Debt Service Fund losing $301,000. According to the Bexar Appraisal District, there are a total of 67,204 homestead accounts that qualify for a senior citizen exemption. To date, at total of 62,076 senior citizen homestead exemption accounts have been certified. **(Of these certified accounts 32,671 or 52.6%, pay no City property tax.)**

- With respect to the Southside Initiative area, set aside $300,000 of one-time resources to initiate the Public Improvement Master Planning process by developing a Public Improvement Plan for transportation and utility infrastructure, and parks and open spaces needs that compliment the vision for the Southside Initiative Community Land Use Plan. The Southside Initiative encourages balanced growth by supporting economic development, creating sustainable communities, and promoting the unique historical, cultural, and environmental assets of the City's southern sector.

- Increase enforcement against unpermitted garage sales with the addition of a Code Compliance Investigator at a cost of $50,000. An existing Citizen Action Officer position will be redirected toward monitoring compliance. Also ten existing Code Compliance Inspectors will focus their attention on garage sale compliance issues on Saturdays and Sundays. The Garage Sale Permit Fee will also be increased from $4 to $15 apiece and the number of permitted garage sales per year will be increased from two to three.

- From the one-time revenues, make $12.0 million available for an Economic Development Incentive Fund and develop criteria to attract large-scale businesses in targeted industries and other significant investments that will serve as economic generators measured by new job creation, economic impact to the local economy, and leverages investment from other entities.

- Invest $1.45 million to support additional one-time contractual services needed by the Brooks Development Authority and to supplement capital resources available to enhance the drainage area along the eastern border of Brooks City-Base to facilitate future development

- Use one-time resources totaling $1.014 million to further support the City's efforts to address hunger

and homelessness in FY 2004. Specifically, apply $270,000 to provide 25 pounds of food each for 3,000 disadvantaged senior recipients twice a month and use $144,000 to provide emergency shelter on an as needed basis for families. Use $200,000 for resources that will provide added support to food pantries serving low-income families and strengthen the community's ability to promote maximum participation in the food stamp program. In the area of homelessness, $56,000 will support the creation of additional emergency shelter beds in the community. Resources totaling $200,000 will extend mobile canteen and $60,000 will provide day center services to the chronically homeless population. Additional resources of $$84,000 will be used for the oversight and administrative expenses associated with the initiative.

- Establish a Code Enforcement and Compliance Division within the City Attorney's Office through the reallocation of 12 existing positions that will have the following objectives: (1) bring more focused enforcement actions against owners of buildings and property who fail to maintain the property in compliance with the City Code; and (2) aggressively recover damages from persons or entities that breach contracts with the City.

- Add $1.02 million in resources to improve customer service through the addition of customer service representatives and increased automation efficiencies in the Development Services Department. The improvements will ensure more timely response to requests for permits, plats, zoning actions, certificates of occupancy, and inspections.

- Set aside $240,000 from the one-time revenues to support two studies to be conducted by Urban Land Institute (ULI) on the Sunset Station/St. Paul Square area in District 2 and on the Guadalupe Street Corridor in District 5. For each day, it is anticipated that the ULI will provide a panel of eight-to-ten persons with broad experience to examine current land development trends in relation to changing economic and social needs. From this analysis, the ULI panel will make recommendations for development strategies that are appropriate for the area.

- Use the one-time revenues for a one-time additional contribution of $325,000 to Project Quest. This increase will bring the total General Fund contribution in FY 2004 to $2.2 million. One-time resources will be used for this purpose in anticipation that City guidelines for all agencies will be developed that will mandate that no more than a maximum percentage of an agency's overall budget come from City resources.

- From the one-time revenues, $175,000 will be used as a challenge match to the Centro Alameda, Inc (CAI) for operating expenses associated with Museo Americano. The Museo Americano is a Latino Arts and Cultural Museum affiliated with the Smithsonian Institution that will be located in the City-owned Centro de Artes Building in Market Square. It is anticipated that the Museo will open in Spring 2005. CAI will match this City grant with new funds raised of equal or greater amount to be used for Museo operating expenses.

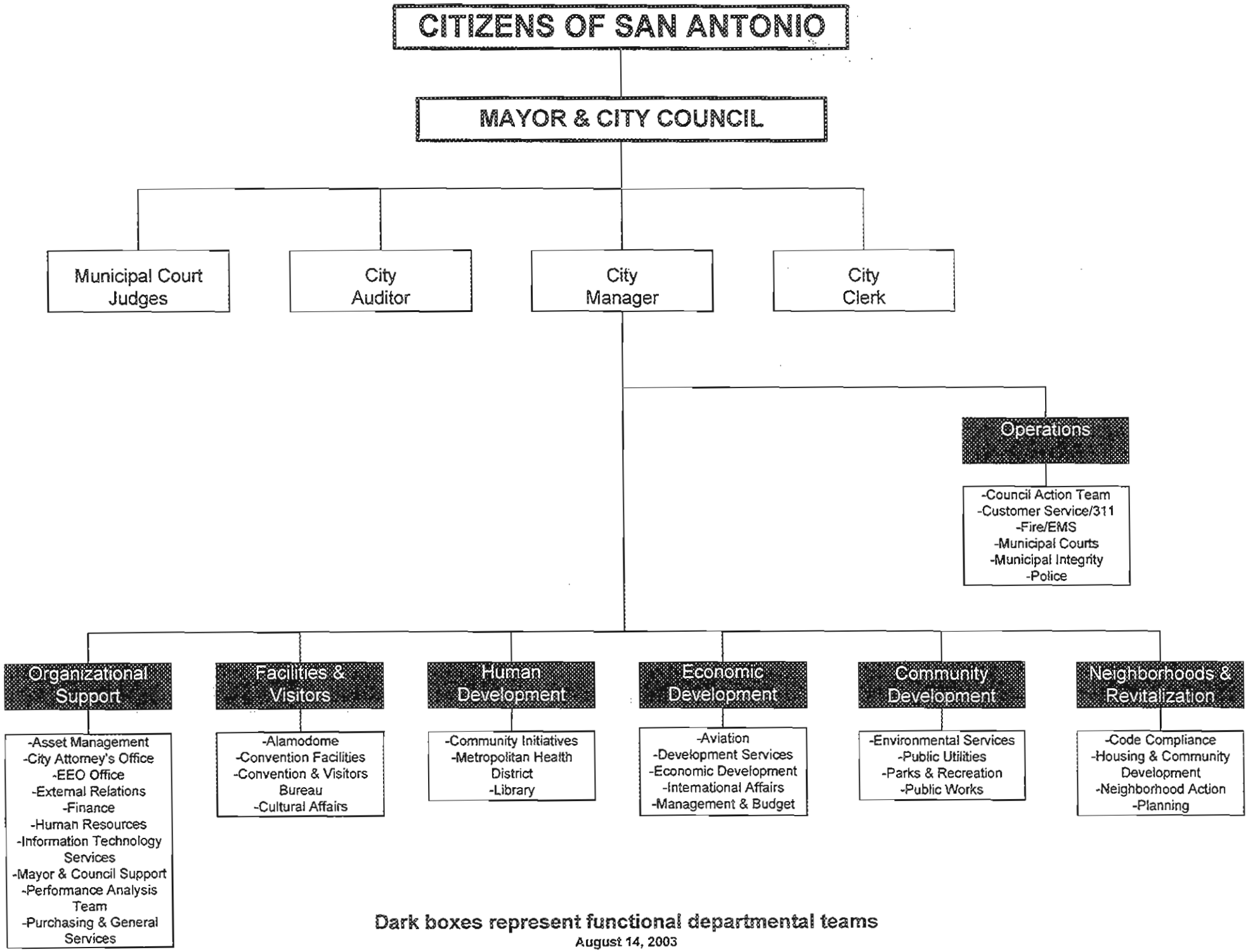
Consistent with the objective of providing an enhanced compensation package, the Adopted Budget includes a compensation package of an across the board three percent market adjustment to all civilian full-time and civilian part-time employee salaries. The total cost is $4.023 million of which $1.310 million is funded with one-time resources and reductions to operating budgets. Also, the Adopted Budget includes a high level of employee benefits with modest program adjustments to include: (1) charging $5 per month per single employee and $15 per month per employee with dependents; (2) adding to premium costs of the CitiDent, COBRA, and retiree insurance programs; (3) making small increases to co-payments needed for medications; and (4) upgrading the City's claims utilization review capabilities for a total savings to the program of $1.8 million in FY 2004.

The Adopted Budget includes a 3% wage increase for firefighters under the terms of the collective bargaining agreement with the San Antonio Professional Firefighters Association approved during FY 2002. The Adopted Budget also sets aside funds in anticipation of a new collective bargaining agreement in FY 2004 with the San Antonio Police Officers Association. The City will maintain the living wage standard for FY 2004 and continue to pay city employees the minimum hourly wage of $8.75.

The finalization of the Adopted Budget represents the culmination of a significant effort on the part of all City departments. I would like to express my sincere appreciation to the City Council for providing valuable policy guidance to the process at the Council Goals and Objectives Worksession. I would also like to thank the staff in each department for their professionalism throughout the process. I would particularly like to recognize the contribution of the City employees who participated in the Bottom Line Strengthening Program (BLS) this spring. Many of the recommendations from the BLS program are included in the Adopted Budget and their savings/revenue impact totals $3.2 million. Finally, I would like to call particular attention to the extensive dedication and commitment of the Executive Team, Management Team and the long hours of hard work by the staff of the Office of Management & Budget in this important effort.

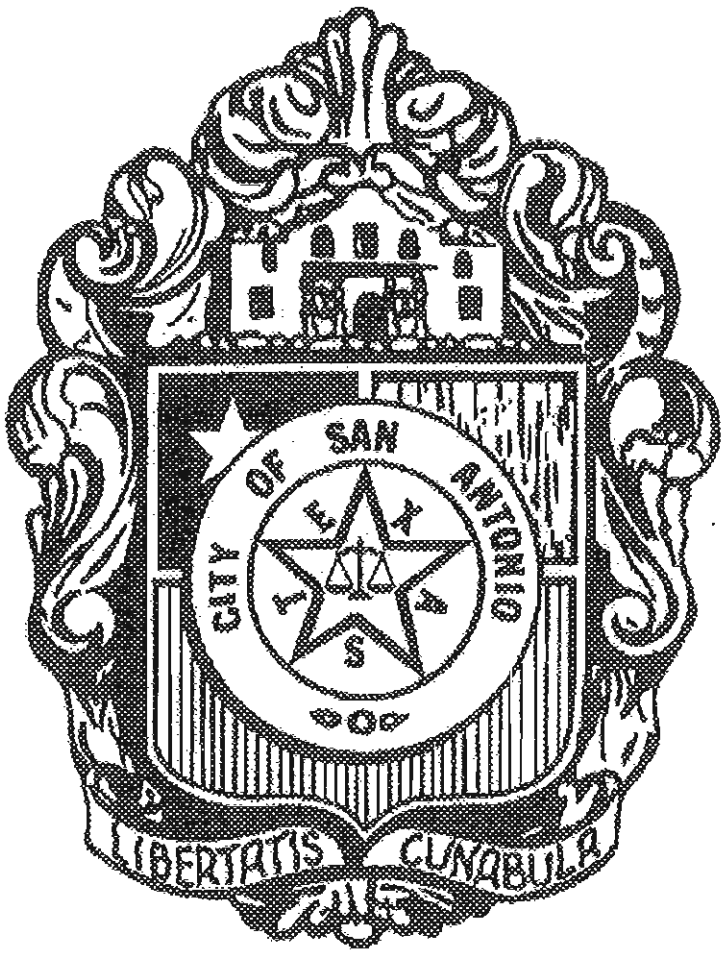
Respectfully submitted,

Terry M. Brechtel
City Manager



Dark boxes represent functional departmental teams

August 14, 2003


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Council Priorities

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Accountability			
	Perf. Measurement & Operational Audits	79	Tier 1
	Contract Compliance Audits	80	Tier 1
	Financial Audit	82	Tier 1
	Programmatic/Grant Audits	84	Tier 1
	Audit Admin, Planning, Scheduling, & Quality Assurance	140	Tier 2
	Information System Audit	154	Tier 2
	Consulting and Advisory Services	157	Tier 2
	Development Services	161	Tier 2
	Contract Management	171	Tier 2
	Municipal Elections	175	Tier 2
	Municipal Integrity	176	Tier 2
	Litigation	191	Tier 3
	Contract Services	192	Tier 3
	Administrative & Financial Svcs	194	Tier 3
	Community Services	195	Tier 3
	Peer Review Services	199	Tier 3
	Commerce & Visitors Services	202	Tier 3
	Performance Analysis Team	203	Tier 3
	Contract Management	206	Tier 3
Convention/Tourist Industry			
	Market Square	248	Tier 3
Customer Service			
	Council Action Team	81	Tier 1
	Customer Service	123	Tier 2
	311 Call Center	128	Tier 2
	Community Link Service Centers	151	Tier 2
	Public Information	196	Tier 3
	Customer First	204	Tier 3
	City Volunteer Corps	208	Tier 3
	Public Information Office	209	Tier 3

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Customer Service			
	Special Projects/ Public Info. Office (PIO)	210	Tier 3
	Public Works Academy	211	Tier 3
	Public Relations	215	Tier 3
	Volunteer Program	216	Tier 3
	Park Reservations	229	Tier 3
	Tell Us What You Think	230	Tier 3
	Code Compliance Awareness Week	232	Tier 3
	Municipal Leadership Institute (MLI)	239	Tier 3
	Speakers Bureau	252	Tier 3
Development Services			
	Inspections	177	Tier 2
	Land Development	178	Tier 2
	Zoning	179	Tier 2
	Plan Review	180	Tier 2
	Addressing	182	Tier 2
Downtown			
	Downtown Traffic Operations	166	Tier 2
	River Operations	170	Tier 2
	Downtown Operations	190	Tier 3
Economic Development			
	Small & Minority Business Services	58	Tier 1
	Light Industry Development	69	Tier 1
	Heavy Industry Development	72	Tier 1
	International Business Development	115	Tier 2
Education/Training			
	Literacy and Adult Basic Education	85	Tier 1
	San Antonio Education Partnership (SAEP)	87	Tier 1
	Better Jobs	218	Tier 3
Elderly Services			
	Comprehensive Nutrition Project (CNP)	16	Tier 1

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Elderly Services			
	Supportive Svcs for the Elderly Proj. (SSEP)	24	Tier 1
	Homemaker Program	53	Tier 1
Employee Services			
	Employee Health Insurance	74	Tier 1
	Classification & Pay	77	Tier 1
	Employee Disability Program	119	Tier 2
	Training	120	Tier 2
	Citywide Employee Training and Development Svcs	126	Tier 2
	Employee Recognition	130	Tier 2
	Employee Relations-Non-Uniform	134	Tier 2
	Recruitment & Support	137	Tier 2
	Employee Assistance Program	138	Tier 2
	Tuition Reimbursement	141	Tier 2
	Affirmative Action	144	Tier 2
	Summer Programs	146	Tier 2
	Equal Employment Opportunity	150	Tier 2
	Retirement	152	Tier 2
	Employee Relations-Uniform	153	Tier 2
	Leadership Development Program (LDP)	158	Tier 2
	Train the Trainer Program	160	Tier 2
	Testing	168	Tier 2
	Off Duty Employment	189	Tier 3
	Temporary Services	212	Tier 3
Existing Infrastructure			
	Streets Maintenance and Construction	1	Tier 1
	Transportation Planning	2	Tier 1
	Traffic Signal/Sign Program	3	Tier 1
	Architectural & Eng. and Construction Prog. Mgmt– Vertical Projects	4	Tier 1
	Capital Project Management	5	Tier 1
	Comprehensive Planning	7	Tier 1

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Existing Infrastructure			
	CIP Review & Inspections	10	Tier 1
	Graffiti Abatement Program	12	Tier 1
	Speed Hump Design Program	13	Tier 1
	Utility Coordination	14	Tier 1
	City Building Maintenance	17	Tier 1
	Facilities Management	18	Tier 1
	Historic Preservation & Design Review	19	Tier 1
	Facility Space Planning	23	Tier 1
	Parking Facility Maintenance	30	Tier 1
	Demolition	34	Tier 1
	Capital Improvements Program (CIP)	93	Tier 2
	Disability Access Program	94	Tier 2
	Traffic Engineering	95	Tier 2
	Surveying	96	Tier 2
	Design Enhancement Project Management	97	Tier 2
	Inventory Management	99	Tier 2
	Catalog of On-Site Artist Services (COSAS) Program	242	Tier 3
Health			
	Prenatal Services	78	Tier 1
	Family Health Services	83	Tier 1
	Disease Control – Epidemiology	91	Tier 1
	Well Child Services	143	Tier 2
	Dental Health	145	Tier 2
	School Health Program Support	155	Tier 2
	Animal Care	163	Tier 2
	Adult Health/Breast/ Cervical Cancer Screening Program	169	Tier 2
	Laboratory	174	Tier 2
	Immunization	188	Tier 3
	Disease Control – STD Control	197	Tier 3
	Food and Environmental Services	198	Tier 3

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Health			
	Environmental Health	200	Tier 3
	Vector Control	201	Tier 3
	Vital Statistics	221	Tier 3
Housing			
	Fair Housing Program	121	Tier 2
Human Development			
	Emergency Response	122	Tier 2
	Community Center Program	129	Tier 2
	Community Centers	132	Tier 2
	Community Action Program	135	Tier 2
	Delegate Agencies	136	Tier 2
Libraries			
	Branch Libraries	125	Tier 2
	Central Library	148	Tier 2
	Library System Support	167	Tier 2
	Mobile Unit	172	Tier 2
	Library Foundation – Liaison	186	Tier 3
	Hertzberg Circus Collection/Museum	205	Tier 3
Neighborhoods			
	General Code Enforcement	33	Tier 1
	Neighborhood Sweeps - Code	54	Tier 1
	Abatement	59	Tier 1
	Neighborhood Sweeps - NAD	60	Tier 1
	Vacant Lot Cleanup (CDBG)	61	Tier 1
	Neighborhood Commercial Revitalization (NCR)	62	Tier 1
	Southside Initiatives	63	Tier 1
	City Master Plan Policies	64	Tier 1
	Neighborhood Improvement Challenge Program	65	Tier 1
	Salvage Yards	66	Tier 1

City Council FY 2004 Budget Priorities Listed by Action Category Rank

Action Category	Program	Rank	Tier
Neighborhoods			
	Comm. Building and Neighborhood Planning Prog.	68	Tier 1
	Corridor Overlay Program	112	Tier 2
	Neighborhood Conservation District Program	114	Tier 2
	Neighborhood Registration Program	116	Tier 2
	Tax Increment Financing (TIF)	117	Tier 2
	Annexation Program	127	Tier 2
	Neighborhood Blue Card Program	187	Tier 3
New Initiative			
	Customer Service/Accountability/Technology	73	Tier 1
	Hunger and Homelessness	88	Tier 1
	Charter Review/Charter Election	89	Tier 1
	Revenue for Neighborhood Infrastructure	90	Tier 1
Organizational Support			
	Intergovernmental Relations	103	Tier 2
	Public Utilities Supervision	173	Tier 2
	Property Management	181	Tier 2
	Utilities Projects	183	Tier 3
	Lease Management	184	Tier 3
	Property Disposition	185	Tier 3
	City Payroll	214	Tier 3
	Capital Projects	217	Tier 3
	Public Works Employee Safety Program	219	Tier 3
	Accounts Payable	226	Tier 3
	City Clerk	227	Tier 3
	Fiscal & Personnel Management	228	Tier 3
	Financial Management	231	Tier 3
	Accounting	234	Tier 3
	Revenue Collections	235	Tier 3
	Budget & Research	240	Tier 3
	Grants	241	Tier 3

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Organizational Support			
	Agency Coordination	244	Tier 3
	Financial Reporting and Accounts Receivable	245	Tier 3
	Treasury, Investigations, Revenue/Billing	247	Tier 3
	City Records Management	251	Tier 3
	Fleet Management	256	Tier 3
	Self Insurance Funds Accounting	257	Tier 3
	Fixed Assets	258	Tier 3
	Procurement of Goods & Services	262	Tier 3
	Vehicle & Equipment Maintenance & Repair	263	Tier 3
	General Ledger	264	Tier 3
	Cooperative Procurement Programs	265	Tier 3
	Warehouse Operations	266	Tier 3
	City wide Mail Distribution	267	Tier 3
	Central Print Shop Operation	268	Tier 3
	Fuel Operations	269	Tier 3
	Motor Pool Operation	270	Tier 3
	Parts Inventory & Supply	271	Tier 3
	Vehicle Replacement Program	272	Tier 3
	Vehicle Acquisitions	273	Tier 3
	Office Supply Program	274	Tier 3
	Vehicle Auction & Disposal Program	275	Tier 3
	Vehicle Wash Operations	276	Tier 3
Other Action Category			
	Other Programs	999	Other Tier
Parks			
	Horticultural Services	75	Tier 1
	Park Maintenance	92	Tier 2
	Park Construction Crew	124	Tier 2
	Park Project Services	149	Tier 2
	Restitution Program	156	Tier 2
	Natural Park Areas	162	Tier 2

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Parks			
	Special Facilities	164	Tier 2
	Proposition 3 (Acquisition and Maintenance)	207	Tier 3
	City Cemeteries	246	Tier 3
Public Safety			
	Patrol	6	Tier 1
	Intensive Code Enforcement (ICE)	8	Tier 1
	Narcotics	9	Tier 1
	Violent Crimes	11	Tier 1
	Emergency Medical Service	15	Tier 1
	Dangerous Premises	20	Tier 1
	Emergency Management	21	Tier 1
	Fire Suppression	22	Tier 1
	Emergency Communications	25	Tier 1
	Property Crimes Investigations	26	Tier 1
	Traffic Control	27	Tier 1
	Hazardous Materials	28	Tier 1
	Vice	29	Tier 1
	Communications	31	Tier 1
	Park Security	32	Tier 1
	Prosecution	35	Tier 1
	Crisis Response Teams	36	Tier 1
	Technical Rescue	37	Tier 1
	Community Resources	38	Tier 1
	Auto Theft	39	Tier 1
	Special Operations	40	Tier 1
	Alarm Unit	41	Tier 1
	Intelligence	42	Tier 1
	Training Academy	43	Tier 1
	Warrant	44	Tier 1
	Management Accountability Program (MAP)	45	Tier 1
	Court Liaison	46	Tier 1

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Public Safety			
	Aerial Support	47	Tier 1
	Universal Hiring Program (UHP)	48	Tier 1
	Magistrate Services	49	Tier 1
	Court Administrative Support (Traffic)	50	Tier 1
	C.O.R.E. Program	51	Tier 1
	Court Administrative Support (Non-Traffic)	52	Tier 1
	Defendant Processing Services (Adjudication)	55	Tier 1
	Judiciary	56	Tier 1
	Financial Crimes	57	Tier 1
	Victims Assistance	98	Tier 2
	Community Policing (SAFFE)	100	Tier 2
	Prevention	101	Tier 2
	Training	102	Tier 2
	Evidence Collection	104	Tier 2
	Bureau of Justice Assistance (BJA) Local Law Enforcement Block Grant (LLEBG)	105	Tier 2
	Arson Investigations	106	Tier 2
	Technical Services	107	Tier 2
	Internal Affairs	108	Tier 2
	Vehicle Storage Unit	110	Tier 2
	Executive Protection	238	Tier 3
Recreation			
	Adult/Senior Program	86	Tier 1
	Aquatics Program	159	Tier 2
	Athletics Program	193	Tier 3
	Cultural Program	233	Tier 3
	Therapeutic Recreation Program	236	Tier 3
	Botanical Garden	249	Tier 3
	Special Events	250	Tier 3
	Sunken Garden Theater	253	Tier 3
	Showmobile	255	Tier 3

City Council FY 2004 Budget Priorities
Listed by Action Category Rank

Action Category	Program	Rank	Tier
Recreation			
	Tennis Program	260	Tier 3
	Golf Operations	261	Tier 3
Technology			
	Enterprise Geographic Information Systems	109	Tier 2
	MIS – Management Information Services	213	Tier 3
	Information Services	220	Tier 3
	Applications	222	Tier 3
	ERM Program Management	223	Tier 3
	Information Technology Planning	224	Tier 3
	Enterprise Data Security	237	Tier 3
	Telecommunications & Network Engineering	243	Tier 3
	Open Systems/Server Support	254	Tier 3
	Wireless Services and Radio Project Mgmt	259	Tier 3
Youth Services			
	Child Care Delivery System	67	Tier 1
	School Safety	70	Tier 1
	Youth Services	71	Tier 1
	After School Challenge Program	76	Tier 1
	Children's Resource and Referral Services	111	Tier 2
	School Crossing Guards	113	Tier 2
	Youth Services (Juvenile and Missing Persons)	118	Tier 2
	Mentorship Program	131	Tier 2
	Striving Together to Achieve Rewarding Tomorrows (START) Program	133	Tier 2
	Project WORTH - DCI	139	Tier 2
	Project WORTH - Health	142	Tier 2
	Urban SmARTS	147	Tier 2
	Curfew Tracking	165	Tier 2
	Roving Leader Program	225	Tier 3

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Streets Maintenance and Construction	Existing Infrastructure	1	Tier 1
Transportation Planning	Existing Infrastructure	2	Tier 1
Traffic Signal/Sign Program	Existing Infrastructure	3	Tier 1
Architectural & Eng. and Construction Prog. Mgmt– Vertical Projects	Existing Infrastructure	4	Tier 1
Capital Project Management	Existing Infrastructure	5	Tier 1
Patrol	Public Safety	6	Tier 1
Comprehensive Planning	Existing Infrastructure	7	Tier 1
Intensive Code Enforcement (ICE)	Public Safety	8	Tier 1
Narcotics	Public Safety	9	Tier 1
CIP Review & Inspections	Existing Infrastructure	10	Tier 1
Violent Crimes	Public Safety	11	Tier 1
Graffiti Abatement Program	Existing Infrastructure	12	Tier 1
Speed Hump Design Program	Existing Infrastructure	13	Tier 1
Utility Coordination	Existing Infrastructure	14	Tier 1
Emergency Medical Service	Public Safety	15	Tier 1
Comprehensive Nutrition Project (CNP)	Elderly Services	16	Tier 1
City Building Maintenance	Existing Infrastructure	17	Tier 1
Facilities Management	Existing Infrastructure	18	Tier 1
Historic Preservation & Design Review	Existing Infrastructure	19	Tier 1
Dangerous Premises	Public Safety	20	Tier 1
Emergency Management	Public Safety	21	Tier 1
Fire Suppression	Public Safety	22	Tier 1
Facility Space Planning	Existing Infrastructure	23	Tier 1
Supportive Svcs for the Elderly Proj. (SSEP)	Elderly Services	24	Tier 1
Emergency Communications	Public Safety	25	Tier 1
Property Crimes Investigations	Public Safety	26	Tier 1
Traffic Control	Public Safety	27	Tier 1

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Hazardous Materials	Public Safety	28	Tier 1
Vice	Public Safety	29	Tier 1
Parking Facility Maintenance	Existing Infrastructure	30	Tier 1
Communications	Public Safety	31	Tier 1
Park Security	Public Safety	32	Tier 1
General Code Enforcement	Neighborhoods	33	Tier 1
Demolition	Existing Infrastructure	34	Tier 1
Prosecution	Public Safety	35	Tier 1
Crisis Response Teams	Public Safety	36	Tier 1
Technical Rescue	Public Safety	37	Tier 1
Community Resources	Public Safety	38	Tier 1
Auto Theft	Public Safety	39	Tier 1
Special Operations	Public Safety	40	Tier 1
Alarm Unit	Public Safety	41	Tier 1
Intelligence	Public Safety	42	Tier 1
Training Academy	Public Safety	43	Tier 1
Warrant	Public Safety	44	Tier 1
Management Accountability Program (MAP)	Public Safety	45	Tier 1
Court Liaison	Public Safety	46	Tier 1
Aerial Support	Public Safety	47	Tier 1
Universal Hiring Program (UHP)	Public Safety	48	Tier 1
Magistrate Services	Public Safety	49	Tier 1
Court Administrative Support (Traffic)	Public Safety	50	Tier 1
C.O.R.E. Program	Public Safety	51	Tier 1
Court Administrative Support (Non-Traffic)	Public Safety	52	Tier 1
Homemaker Program	Elderly Services	53	Tier 1
Neighborhood Sweeps - Code	Neighborhoods	54	Tier 1
Defendant Processing Services (Adjudication)	Public Safety	55	Tier 1

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Judiciary	Public Safety	56	Tier 1
Financial Crimes	Public Safety	57	Tier 1
Small & Minority Business Services	Economic Development	58	Tier 1
Abatement	Neighborhoods	59	Tier 1
Neighborhood Sweeps - NAD	Neighborhoods	60	Tier 1
Vacant Lot Cleanup (CDBG)	Neighborhoods	61	Tier 1
Neighborhood Commercial Revitalization (NCR)	Neighborhoods	62	Tier 1
Southside Initiatives	Neighborhoods	63	Tier 1
City Master Plan Policies	Neighborhoods	64	Tier 1
Neighborhood Improvement Challenge Program	Neighborhoods	65	Tier 1
Salvage Yards	Neighborhoods	66	Tier 1
Child Care Delivery System	Youth Services	67	Tier 1
Comm. Building and Neighborhood Planning Prog.	Neighborhoods	68	Tier 1
Light Industry Development	Economic Development	69	Tier 1
School Safety	Youth Services	70	Tier 1
Youth Services	Youth Services	71	Tier 1
Heavy Industry Development	Economic Development	72	Tier 1
Customer Service/Accountability/Technology	New Initiative	73	Tier 1
Employee Health Insurance	Employee Services	74	Tier 1
Horticultural Services	Parks	75	Tier 1
After School Challenge Program	Youth Services	76	Tier 1
Classification & Pay	Employee Services	77	Tier 1
Prenatal Services	Health	78	Tier 1
Perf. Measurement & Operational Audits	Accountability	79	Tier 1
Contract Compliance Audits	Accountability	80	Tier 1
Council Action Team	Customer Service	81	Tier 1

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Financial Audit	Accountability	82	Tier 1
Family Health Services	Health	83	Tier 1
Programmatic/Grant Audits	Accountability	84	Tier 1
Literacy and Adult Basic Education	Education/Training	85	Tier 1
Adult/Senior Program	Recreation	86	Tier 1
San Antonio Education Partnership (SAEP)	Education/Training	87	Tier 1
Hunger and Homelessness	New Initiative	88	Tier 1
Charter Review/Charter Election	New Initiative	89	Tier 1
Revenue for Neighborhood Infrastructure	New Initiative	90	Tier 1
Disease Control – Epidemiology	Health	91	Tier 1
Park Maintenance	Parks	92	Tier 2
Capital Improvements Program (CIP)	Existing Infrastructure	93	Tier 2
Disability Access Program	Existing Infrastructure	94	Tier 2
Traffic Engineering	Existing Infrastructure	95	Tier 2
Surveying	Existing Infrastructure	96	Tier 2
Design Enhancement Project Management	Existing Infrastructure	97	Tier 2
Victims Assistance	Public Safety	98	Tier 2
Inventory Management	Existing Infrastructure	99	Tier 2
Community Policing (SAFFE)	Public Safety	100	Tier 2
Prevention	Public Safety	101	Tier 2
Training	Public Safety	102	Tier 2
Intergovernmental Relations	Organizational Support	103	Tier 2
Evidence Collection	Public Safety	104	Tier 2
Bureau of Justice Assistance (BJA) Local Law Enforcement Block Grant (LLEBG)	Public Safety	105	Tier 2
Arson Investigations	Public Safety	106	Tier 2
Technical Services	Public Safety	107	Tier 2
Internal Affairs	Public Safety	108	Tier 2

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Enterprise Geographic Information Systems	Technology	109	Tier 2
Vehicle Storage Unit	Public Safety	110	Tier 2
Children's Resource and Referral Services	Youth Services	111	Tier 2
Corridor Overlay Program	Neighborhoods	112	Tier 2
School Crossing Guards	Youth Services	113	Tier 2
Neighborhood Conservation District Program	Neighborhoods	114	Tier 2
International Business Development	Economic Development	115	Tier 2
Neighborhood Registration Program	Neighborhoods	116	Tier 2
Tax Increment Financing (TIF)	Neighborhoods	117	Tier 2
Youth Services (Juvenile and Missing Persons)	Youth Services	118	Tier 2
Employee Disability Program	Employee Services	119	Tier 2
Training	Employee Services	120	Tier 2
Fair Housing Program	Housing	121	Tier 2
Emergency Response	Human Development	122	Tier 2
Customer Service	Customer Service	123	Tier 2
Park Construction Crew	Parks	124	Tier 2
Branch Libraries	Libraries	125	Tier 2
Citywide Employee Training and Development Svcs	Employee Services	126	Tier 2
Annexation Program	Neighborhoods	127	Tier 2
311 Call Center	Customer Service	128	Tier 2
Community Center Program	Human Development	129	Tier 2
Employee Recognition	Employee Services	130	Tier 2
Mentorship Program	Youth Services	131	Tier 2
Community Centers	Human Development	132	Tier 2
Striving Together to Achieve Rewarding Tomorrows (START) Program	Youth Services	133	Tier 2
Employee Relations-Non-Uniform	Employee Services	134	Tier 2
Community Action Program	Human Development	135	Tier 2

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Delegate Agencies	Human Development	136	Tier 2
Recruitment & Support	Employee Services	137	Tier 2
Employee Assistance Program	Employee Services	138	Tier 2
Project WORTH - DCI	Youth Services	139	Tier 2
Audit Admin, Planning, Scheduling, & Quality Assurance	Accountability	140	Tier 2
Tuition Reimbursement	Employee Services	141	Tier 2
Project WORTH - Health	Youth Services	142	Tier 2
Well Child Services	Health	143	Tier 2
Affirmative Action	Employee Services	144	Tier 2
Dental Health	Health	145	Tier 2
Summer Programs	Employee Services	146	Tier 2
Urban SmARTS	Youth Services	147	Tier 2
Central Library	Libraries	148	Tier 2
Park Project Services	Parks	149	Tier 2
Equal Employment Opportunity	Employee Services	150	Tier 2
Community Link Service Centers	Customer Service	151	Tier 2
Retirement	Employee Services	152	Tier 2
Employee Relations-Uniform	Employee Services	153	Tier 2
Information System Audit	Accountability	154	Tier 2
School Health Program Support	Health	155	Tier 2
Restitution Program	Parks	156	Tier 2
Consulting and Advisory Services	Accountability	157	Tier 2
Leadership Development Program (LDP)	Employee Services	158	Tier 2
Aquatics Program	Recreation	159	Tier 2
Train the Trainer Program	Employee Services	160	Tier 2
Development Services	Accountability	161	Tier 2
Natural Park Areas	Parks	162	Tier 2

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Animal Care	Health	163	Tier 2
Special Facilities	Parks	164	Tier 2
Curfew Tracking	Youth Services	165	Tier 2
Downtown Traffic Operations	Downtown	166	Tier 2
Library System Support	Libraries	167	Tier 2
Testing	Employee Services	168	Tier 2
Adult Health/Breast/ Cervical Cancer Screening Program	Health	169	Tier 2
River Operations	Downtown	170	Tier 2
Contract Management	Accountability	171	Tier 2
Mobile Unit	Libraries	172	Tier 2
Public Utilities Supervision	Organizational Support	173	Tier 2
Laboratory	Health	174	Tier 2
Municipal Elections	Accountability	175	Tier 2
Municipal Integrity	Accountability	176	Tier 2
Inspections	Development Services	177	Tier 2
Land Development	Development Services	178	Tier 2
Zoning	Development Services	179	Tier 2
Plan Review	Development Services	180	Tier 2
Property Management	Organizational Support	181	Tier 2
Addressing	Development Services	182	Tier 2
Utilities Projects	Organizational Support	183	Tier 3
Lease Management	Organizational Support	184	Tier 3
Property Disposition	Organizational Support	185	Tier 3
Library Foundation – Liaison	Libraries	186	Tier 3
Neighborhood Blue Card Program	Neighborhoods	187	Tier 3
Immunization	Health	188	Tier 3
Off Duty Employment	Employee Services	189	Tier 3

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Downtown Operations	Downtown	190	Tier 3
Litigation	Accountability	191	Tier 3
Contract Services	Accountability	192	Tier 3
Athletics Program	Recreation	193	Tier 3
Administrative & Financial Svcs	Accountability	194	Tier 3
Community Services	Accountability	195	Tier 3
Public Information	Customer Service	196	Tier 3
Disease Control – STD Control	Health	197	Tier 3
Food and Environmental Services	Health	198	Tier 3
Peer Review Services	Accountability	199	Tier 3
Environmental Health	Health	200	Tier 3
Vector Control	Health	201	Tier 3
Commerce & Visitors Services	Accountability	202	Tier 3
Performance Analysis Team	Accountability	203	Tier 3
Customer First	Customer Service	204	Tier 3
Hertzberg Circus Collection/Museum	Libraries	205	Tier 3
Contract Management	Accountability	206	Tier 3
Proposition 3 (Acquisition and Maintenance)	Parks	207	Tier 3
City Volunteer Corps	Customer Service	208	Tier 3
Public Information Office	Customer Service	209	Tier 3
Special Projects/ Public Info. Office (PIO)	Customer Service	210	Tier 3
Public Works Academy	Customer Service	211	Tier 3
Temporary Services	Employee Services	212	Tier 3
MIS – Management Information Services	Technology	213	Tier 3
City Payroll	Organizational Support	214	Tier 3
Public Relations	Customer Service	215	Tier 3
Volunteer Program	Customer Service	216	Tier 3
Capital Projects	Organizational Support	217	Tier 3

City Council FY 2004 Budget Priorities
Listed by Program Rank

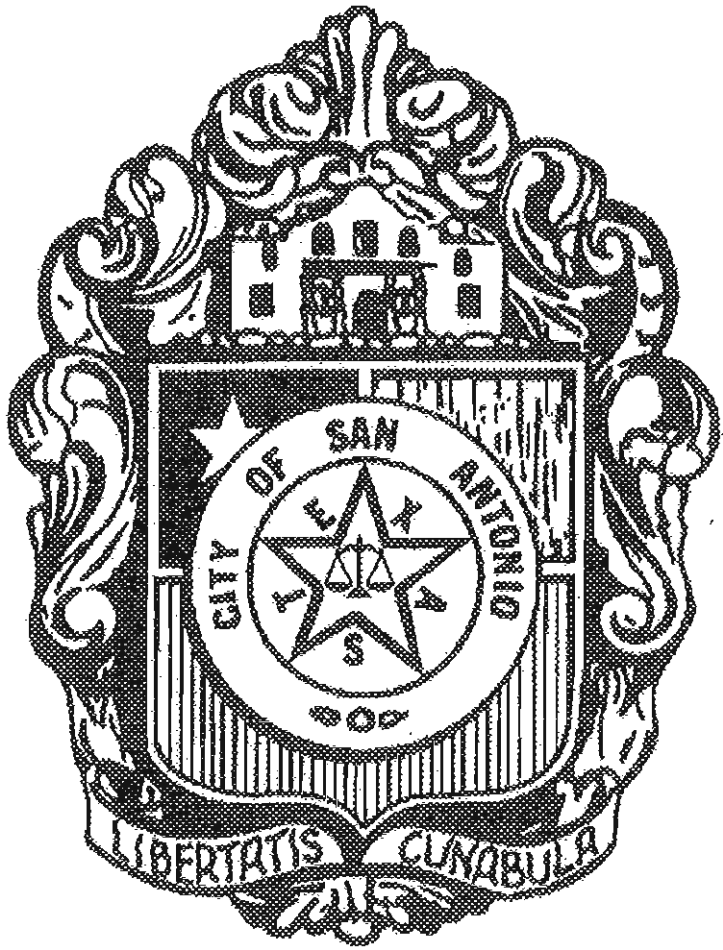
Program	Action Category	Rank	Tier
Better Jobs	Education/Training	218	Tier 3
Public Works Employee Safety Program	Organizational Support	219	Tier 3
Information Services	Technology	220	Tier 3
Vital Statistics	Health	221	Tier 3
Applications	Technology	222	Tier 3
ERM Program Management	Technology	223	Tier 3
Information Technology Planning	Technology	224	Tier 3
Roving Leader Program	Youth Services	225	Tier 3
Accounts Payable	Organizational Support	226	Tier 3
City Clerk	Organizational Support	227	Tier 3
Fiscal & Personnel Management	Organizational Support	228	Tier 3
Park Reservations	Customer Service	229	Tier 3
Tell Us What You Think	Customer Service	230	Tier 3
Financial Management	Organizational Support	231	Tier 3
Code Compliance Awareness Week	Customer Service	232	Tier 3
Cultural Program	Recreation	233	Tier 3
Accounting	Organizational Support	234	Tier 3
Revenue Collections	Organizational Support	235	Tier 3
Therapeutic Recreation Program	Recreation	236	Tier 3
Enterprise Data Security	Technology	237	Tier 3
Executive Protection	Public Safety	238	Tier 3
Municipal Leadership Institute (MLI)	Customer Service	239	Tier 3
Budget & Research	Organizational Support	240	Tier 3
Grants	Organizational Support	241	Tier 3
Catalog of On-Site Artist Services (COSAS) Program	Existing Infrastructure	242	Tier 3
Telecommunications & Network Engineering	Technology	243	Tier 3
Agency Coordination	Organizational Support	244	Tier 3

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Financial Reporting and Accounts Receivable	Organizational Support	245	Tier 3
City Cemeteries	Parks	246	Tier 3
Treasury, Investigations, Revenue/Billing	Organizational Support	247	Tier 3
Market Square	Convention/Tourist Industry	248	Tier 3
Botanical Garden	Recreation	249	Tier 3
Special Events	Recreation	250	Tier 3
City Records Management	Organizational Support	251	Tier 3
Speakers Bureau	Customer Service	252	Tier 3
Sunken Garden Theater	Recreation	253	Tier 3
Open Systems/Server Support	Technology	254	Tier 3
Showmobile	Recreation	255	Tier 3
Fleet Management	Organizational Support	256	Tier 3
Self Insurance Funds Accounting	Organizational Support	257	Tier 3
Fixed Assets	Organizational Support	258	Tier 3
Wireless Services and Radio Project Mgmt	Technology	259	Tier 3
Tennis Program	Recreation	260	Tier 3
Golf Operations	Recreation	261	Tier 3
Procurement of Goods & Services	Organizational Support	262	Tier 3
Vehicle & Equipment Maintenance & Repair	Organizational Support	263	Tier 3
General Ledger	Organizational Support	264	Tier 3
Cooperative Procurement Programs	Organizational Support	265	Tier 3
Warehouse Operations	Organizational Support	266	Tier 3
City wide Mail Distribution	Organizational Support	267	Tier 3
Central Print Shop Operation	Organizational Support	268	Tier 3
Fuel Operations	Organizational Support	269	Tier 3
Motor Pool Operation	Organizational Support	270	Tier 3
Parts Inventory & Supply	Organizational Support	271	Tier 3
Vehicle Replacement Program	Organizational Support	272	Tier 3

City Council FY 2004 Budget Priorities
Listed by Program Rank

Program	Action Category	Rank	Tier
Vehicle Acquisitions	Organizational Support	273	Tier 3
Office Supply Program	Organizational Support	274	Tier 3
Vehicle Auction & Disposal Program	Organizational Support	275	Tier 3
Vehicle Wash Operations	Organizational Support	276	Tier 3
Other Programs	Other Action Category	999	Other Tier


CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

Executive Summary

Executive Summary
FY 2004 Adopted Budget

OVERVIEW

The Adopted Budget for FY 2004 eliminates the projected General Fund shortfall through a combination of reductions and redirections designed to minimize the adverse impact on the delivery of priority services. Additionally, the Adopted Budget requires no increase in the overall property tax rate for the eleventh consecutive year remaining at 57.854 cents per $100 valuation.

The Adopted Budget also provides for added targeted investments in Council priority areas such as existing infrastructure, public safety, elderly services, neighborhoods, economic development, employee services, human development, accountability and customer service. These targeted investments are included in the Adopted Budget due to one-time revenues generated from the City's 14% share of City Public Service (CPS) revenues.

Existing Infrastructure

- Invest $1.875 million toward improving the efficiency and capacity of Street Maintenance and Construction performed by City crews. This one-time improvement will significantly alter the method in which asphalt is delivered to different job sites throughout the City. The funds will be used to acquire 15 truck cabs, 12 thirty cubic yard live bottom trailers and three 30 cubic yard dump trailers along with associated capital outlay thereby reducing the number of trips necessary to haul the asphalt as well as the number of times the asphalt is handled resulting in an improved quality. These vehicles will replace 41 existing dump trucks that have smaller loading capacity which require more trips and more handling. These vehicles will be on line by July 2004 and result in a minimum 5% increase in productivity through the end of the fiscal year. It is anticipated that a full year of operation in FY 2005 will result in an increase in productivity by 15% - 20%.

- The Neighborhood Accessibility and Mobility Program (NAMP) has provided resources for various neighborhood sidewalk and street improvements throughout the community in recent years. $2 million was added to the Adopted Budget to augment resources available to individual Council districts for various street maintenance and NAMP projects. Specifically, $200,000 will be set aside for each district. The funds will be used to acquire contractual services to make desired improvements.

Public Safety

- Increase Police Patrol Availability (PAF) by more closely following state law requirements for reporting traffic accidents on public streets and the practices of other major cities. Texas law requires that only accidents in which there is damage of $1,000 or more to any vehicle or any claim of injury by the driver(s) or passenger(s) be reported to the state on an accident report form. Other accidents are considered "minor" accidents. The policy change will require SAPD officers to make the scene of minor accidents, prevent breaches of the peace, and hand out driver information forms so that drivers can exchange information required for insurance and personal purposes. A brief Incident Report will detail the actions of the officer. The policy change of not requiring a detailed accident report on every accident will have the effect of releasing 17 officers to more direct crime fighting efforts thus increasing the Patrol Availability Factor from 38.9% to 39.9%. The redirection is equivalent of adding 17 officers to patrol.

Elderly Services

- Establish an Office of Elderly Affairs in the Community Initiatives Department to coordinate a comprehensive strategy at the local level that is both inter-organizational and inter-professional. It will concentrate its efforts on policy development among the various sectors that will effectuate long-

range, effective resource allocation and program development. It will have a distinct arm that will be the central point for dissemination and communication of information on available senior services within San Antonio and Bexar County. Seven existing positions within the Community Initiatives Department will be redirected to provide staffing for the new office.

- The impact of increasing the senior citizen homestead tax exemption from $60,000 to $65,000 will be realized in FY 2004. According to the Bexar Appraisal District, there are a total of 67,204 homestead accounts that qualify for a senior citizen exemption. To date, at total of 62,076 senior citizen homestead exemption accounts have been certified. Of these certified accounts **32,671** or **52.6%, pay no City property tax.**

Neighborhoods

- With respect to the Southside Initiative area, set aside $300,000 of one-time resources to initiate the Public Improvement Master Planning process by developing a Public Improvement Plan for transportation and utility infrastructure, and parks and open spaces needs that compliment the vision for the Southside Initiative Community Land Use Plan. The Southside Initiative encourages balanced growth by supporting economic development, creating sustainable communities, and promoting the unique historical, cultural, and environmental assets of the City's southern sector.

- Increase enforcement against unpermitted garage sales with the addition of a Code Compliance Investigator a cost of $50,000. An existing Citizen Action Officer position will be redirected toward monitoring compliance. Also ten existing Code Compliance Inspectors (one per Council District) will focus their attention on garage sale compliance issues on Saturdays and Sundays. Additionally, $15,415 will be set aside for printing postage-paid forms for use by current non-City entities that sell Garage Sales Permits (e.g. HEB grocery stores) to report permit sales so that the City's data base can be updated to ensure that the requirement that a resident have no more than three garage sales per year is strictly enforced. The Garage Sale Permit Fee will also be increased from $4 to $15 apiece and the number of permitted garage sales per year will be increased from two to three.

Economic Development

- The Adopted Budget includes $12 million in one-time resources for an Economic Development Incentive Fund. Specific criteria for application of these resources shall be approved in advance by the City Council. The criteria will be customized to attract large-scale businesses in targeted industries and other significant investments that will serve as economic generators measured by new job creation, economic impact to the local economy, and leverages investment form other entities.

- Invest $1.45 million to support additional one-time contractual services needed by the Brooks Development Authority and to supplement capital resources available to enhance the drainage area along the eastern border of Brooks City-Base to facilitate future development. The Proposed 2003 Bond Program also includes $28.8 million worth of proposed projects that would be located at and benefit the infrastructure of Brooks City-Base. These projects include the City's projected $20.5 million share of the Emergency Operations Center, $1 million for a youth sports field improvement, $6.7 million for the Goliad Road drainage project, and $600,000 for infrastructure improvements to be made in accordance with the Brooks City-Base Master Plan.

- The 2003 Bond Program includes $2.8 million for infrastructure improvements at KellyUSA in accordance with KellyUSA's Master Plan

Employee Services

- Funding is included in the Adopted Budget so that full-time and part-time civilian employees receive a 3% pay increase in FY 2004. The cost for this compensation package is $4.023 million.

- Maintain a high level of employee health benefits with modest program adjustments to include: (1) charging $5 per month per single employee and $15 per month per employee with dependents); (2) adding to premium costs of the CitiDent, COBRA, and retiree insurance programs; (3) making small increases to co-payments needed for medications; and (4) upgrading the City's claims utilization review capabilities for a total savings to the program of $1.8 million in FY 2004.

- The Adopted Budget reallocates the $220,000 that was in the FY 2003 Budget for the Mayor and City Council's contingency funds to their Administrative Assistant Funds. The reallocation will help pay for increased compensation and health insurance costs for the Mayor and Council's Administrative Assistants. It was also approved that the maximum annual salary level for a full-time equivalent Council aide be increased by 3% from $42,800 to $44,084, consistent with the 3% across-the-board compensation increase approved for civilian employees. Additionally, it is approved that part-time Council aides be paid on an hourly basis no higher than the hourly rate for a full-time Council aide at the maximum annual salary.

Human Development

The Adopted Budget contains a total $1.01 million to further support the City's efforts to address hunger and homelessness in FY 2004. Specifically, the FY 2004 Budget includes $270,000 to provide 25 pounds of food each for 3,000 disadvantaged senior recipients twice a month in FY 2004 to be administered by the Elderly and Disabled Division of the Community Initiatives Department. Also included is $200,000 for added support to food pantries serving low-income families and to strengthen the community's ability to promote maximum participation in the food stamp program. In the area of homelessness, this initiative provides $200,000 to allow the Community Action Division in Community Initiatives to provide emergency shelter on an as-needed basis in FY 2004. Funds will also extend mobile canteen ($200,000) and day center services ($60,000) to the chronically homeless population. Additionally, $84,000 is included in the Adopted Budget for oversight and administrative expenses associated with the initiative.

Accountability

- Establish a Code Enforcement and Compliance Division within the City Attorney's Office through the reallocation of 12 existing positions that will have the following objectives: (1) bring more focused enforcement actions against owners of buildings and property who fail to maintain the property in compliance with the City Code; and (2) aggressively recover damages from persons or entities that breach contracts with the City.

Customer Service

- Add $1.02 million in resources to improve customer service through the addition of customer service representatives and increased automation efficiencies in the Development Services Department. The improvements will ensure more timely response to requests for permits, plats, zoning actions, certificates of occupancy, and inspections.

Additionally, the Adopted Budget includes a 3% wage increase for firefighters for the third year of the collective bargaining agreement with the San Antonio Professional Firefighters Association. The Adopted Budget also sets aside funds to support a new collective bargaining agreement in FY 2004 with the San Antonio Police Officers Association.

The Adopted Budget also requires no increase in the overall property tax rate for the eleventh consecutive year remaining at 57.854 cents per $100 valuation.

The Five-Year Financial Forecast projected a shortfall of $28.6 million for the General Fund under certain assumptions. The Adopted Budget for FY 2004 eliminates the projected shortfall through a combination of reductions and redirections designed to minimize negative impacts on service delivery, while at the same time setting aside resources sufficient to make service delivery improvements. The below table

summarizes in a high level way the steps taken to balance the Adopted Budget for FY 2004. The details of the listed items in the below table will be discussed in the Executive Summary.

How the FY 2004 Budget Was Balanced

-- Approximation In Millions of $ --

Projected Shortfall			
Five-Year Forecast FY 2004 Projected General Fund Shortfall			($28.7)
Changes in Shortfall since Forecast:			
- FY 2003 Fire Increased Expenditures	($0.2)		
- FY 2003 Police Increased Expenditures	($2.0)		
- FY 2003 and FY 2004 Lower Sales Tax Revenues	($2.2)		
- FY 2003 Increased Electricity Expense	($2.2)		
Addition to Projected Shortfall		($6.6)	
Revised Projected Shortfall			($35.3)
New Revenues			
FY 2003 Change in Re-estimated Revenue	$2.0		
FY 2003 Western Integrated Network Escrow Payment	$1.0		
FY 2003 Added CPS Revenue Projections	$25.9		
FY 2004 Change in Current Services Revenue	$5.8		
FY 2004 Added Prop. Tax Rev. from 0.50 Cent Rate Shift	$2.2		
FY 2004 Proposed New Revenues	$5.1		
Total Revenue Changes		**$41.9**	
Expenditure Changes			
FY 2004 Tier 3 Reductions	$7.9		
FY 2004 Tier 2 Reductions	$0.5		
FY 2004 Mid-Year Permanent Reductions	$1.9		
FY 2004 Savings in Current Services Expenditures	$2.9		
FY 2004 Deferred Mandates	$2.3		
Total Expenditure Changes		**$15.4**	
Difference: Rev. Shortfall vs. FY 2004 Prop. Budget			**$57.3**
Resources Available for FY 2004 Improvements			**$22.0**

BUDGET PROCESS

The process for developing the FY 2004 Adopted Budget involved the following overall steps:

- Mid-Year Revised Budget Projections
- Development of Inventory of City Services
- Bottom Line Strengthening Program
- Public Input on Budget Priorities
- Five-Year Financial Forecast
- City Council Goals & Objectives Worksession
- Proposed Budget Preparation
- Budget Adoption

Mid-Year Revised Budget Projections. On February 27, 2003, the City Council received an updated financial forecast for FY 2003 and FY 2004. The need for the update was prompted by concern that the continuing decline in national economic conditions being experienced since 2001 through to early 2003 would have an adverse impact on the City's fiscal status. Specific concern was focused on Sales Tax and Hotel/Motel Tax revenue projected for FY 2003, since these revenue sources are more directly affected by changes in economic conditions. Additionally, there was concern that the $18.55 million General Fund shortfall projected for FY 2004 by last year's Five-Year Financial Forecast presented in June 2002 would be higher than expected as a consequence of slower economic activity.

As a consequence, the updated forecast revised FY 2003 projections for Sales Tax and Hotel/Motel Tax. Specifically in FY 2003, Sales Tax revenues were projected to be 7.6% below budget (budget - $148.1 million, revised - $140.5 million) and Hotel/Motel Tax revenues were projected 8.8% below budget (budget - $37.2 million, revised - $34.2 million). The updated forecast projected that the FY 2004 General Fund shortfall would increase to $36 million (as opposed to the $18.55 million shortfall projected by the June 2002 forecast). Additionally, the new forecast for the Hotel/Motel Fund showed a projected shortfall of $7.35 million in FY 2004 (no shortfall for this fund was projected by the June 2002 forecast). The declines in Sales Tax and Hotel/Motel Tax revenue were the primary factors for the revised projected shortfalls.

In response to the revised forecast, on April 12, 2003, Council was presented with a plan for making mid-year reductions to the General Fund and the Hotel/Motel Tax Fund. For the General Fund, the following mid-year reductions were approved:

• Salary Savings Realized in the first six months of FY 2003	$ 1.122 M
• Managing Vacant Positions for Remainder of FY 2003	$ 1.141 M
• Individual Department Reductions	$ 2.051 M
• General Fund Housing Waiting List Funds	$ 1.000 M
TOTAL MID-YEAR GENERAL FUND REDUCTIONS	**$ 5.314 M**

For the Hotel/Motel Tax Fund, the following mid-year reductions were approved:

• Convention & Visitors Bureau	$ 440,000
• Convention Facilities	$ 298,000
• Cultural Affairs	$ 60,000
• International Affairs	$ 28,000
• Other	$ 21,000
TOTAL MID-YEAR HOTEL/MOTEL FUND REDUCTIONS	**$ 847,000**

Additionally, for the remainder of the fiscal year, the mid-year reductions plan called for review of every request to fill a vacant position by a committee of Management Team members. Approval of this committee is required in order to fill each vacant position.

Development of Inventory of City Services. Concurrent with preparation of the mid-year reductions plan was the development of a complete Inventory of City Services to facilitate decision-making during the budget process. The Inventory was presented to the Council on June 5, 2003. Specifically, the inventory is a complete listing and description of all City services provided by each City department. Over 400 separate and discreet services have been identified and cataloged in the Inventory. Where possible, dollar amounts reflecting the costs and/or revenues associated with each service are also provided. Additionally, the services are grouped by the following 23 Action Categories:

- Accountability
- Arts/Culture
- Convention/Tourist Industry
- Customer Service
- Development Services
- Downtown
- Economic Development
- Education/Training
- Elderly Services
- Employee Services
- Environment
- Existing Infrastructure
- Health
- Housing
- Human Development
- Libraries
- Neighborhoods
- Organizational Support
- Parks
- Recreation
- Public Safety
- Technology
- Youth Services

The Action Categories aid the City Council in prioritizing services associated with each Action Category during the Council Goals & Objectives Worksession.

Bottom Line Strengthening Program. In view of the higher shortfall projected for FY 2004 by the revised forecast, the City Manager sought to obtain ideas from City employees through the Bottom Line Strengthening (BLS) Program. Specifically, the goal of the BLS Program was to identify process improvements that would gain overall efficiencies, revenue generators or effective changes in service delivery. It was anticipated that these ideas would result in near-term, permanent improvements to the City's fiscal situation through productivity improvements, cost reductions or new revenues. The program engaged a broad range of employees randomly selected and placed into Action Teams each moderated by a member of the Management Team. Each Action Team was comprised of no more than 20 members and met three or four times over a six week period in May and June 2003. From this process, recommendations with savings and new revenues totaling $3.2 million are included and highlighted in the Adopted Budget.

Public Input on Budget Priorities. The next step involved the receipt of public input on budget priorities through two Budget Open Houses conducted by the City Council on May 22 and June 5, 2003. The Open House sessions resulted in the preparation of a list of issues important to citizens/community groups, and served as input to the Council's final deliberation of FY 2004 Budget Priorities. The community input from the Open House sessions along with a list of proposed Strategic Issues was provided to the Council for reference at the City Council Goals & Objectives Worksession.

Five-Year Financial Forecast. On June 19, 2003, the City Council was presented with the Five-Year Financial Forecast. Presented annually, the Forecast is a financial and budgetary planning tool that identifies emerging issues that will be encountered in the next five years and that will have a fiscal impact upon the City's program of services. In addition, the Forecast serves as a foundation for development of the Proposed Budget by projecting revenues and anticipated expenditures under a defined set of assumptions. The Forecast allows the City Council and staff to identify financial issues in sufficient time to develop a proactive strategy in order to address emerging Strategic Issues.

The Five-Year Forecast is a more detailed and comprehensive analysis of the City's fiscal situation than the mid-year forecast update presented in February. The Forecast reflects the effects of the continuing slowdown in the national economy that has occurred since 2001. With respect to the General Fund, a projected FY 2004 shortfall of total available resources to total expenditures was presented requiring an adjustment of $28.66 million. This amount reflects the $5.5 million mid-year budget reduction approved by Council in April 2003. Beyond FY 2004, declining shortfalls are also projected for each of the out-years of the forecast period through FY 2007. The shortfall projection assumes that $20.7 million in one-time added revenue from CPS in FY 2003 due to rising fuel costs would be set aside to address one-time issues. There are multiple factors contributing to the extent of FY 2004's shortfall projected by the Forecast.

- Sales tax revenue was projected to be $7.6 million, or 5.1%, below budget in FY 2003.
- Interest earnings were expected to be $1.9 million, or 63.3%, less than the $3 million budgeted for FY 2004 interest earnings.
- Recurring and one-time mandates for FY 2004 were estimated to total $9.7 million.
- To keep the current level of health insurance benefits for City employees it was projected to increase the employee health insurance program assessments by 11% in all departmental budgets. The added cost will be $4.15 million to the General Fund.
- Additional resources would need to be set aside for a new Police collective bargaining agreement in FY 2004.

The primary objective of the Forecast is to provide City Council and the community with an "early warning system" to identify significant issues for the budget process. The Forecast assumes that any projected shortfall will be addressed ultimately in the Proposed Budget through a balanced budget.

City Council Goals & Objectives Worksession. A key part of the process was the setting of priorities for the new fiscal year that occurred at the City Council's Goals and Objectives Worksession on June 20 and at a follow-up meeting on June 26. This year was the fourteenth consecutive year in which the City Council met to determine its priorities for the coming budget deliberations. The focus of the worksession was to direct discussion among the members of Council on budget priority issues. Department heads and community stakeholders were available as resources to the Council to help answer questions.

The worksession participants focused on establishing FY 2004 Budget Priorities through a process using the Inventory of City Services presented on June 5. A survey was employed as part of the worksession to allow the Council to assign a specific priority score to each of the 277 General Fund-related services. In preparation for the June 20 worksession, on June 12, the Council had met to assign priority rankings to the 23 Action Categories. The Action Category rankings were applied as weights to the individual survey scores for each service associated with a given Action Category. The process resulted in a 1-through-277 priority ranking of the General Fund-related services.

The survey results were divided into three tiers with equal numbers of services in each tier. The City Manager indicated that in developing the Proposed Budget, those services that resided in the lowest tier (or Tier Three) would be analyzed first as candidates for reduction or elimination in the Proposed Budget. Furthermore, if reductions from Tier Three services provided insufficient savings, then those services residing in the middle tier (or Tier Two) would be reviewed as the next candidates for reduction or elimination. A listing of the Council's FY 2004 Budget Priorities is provided immediately preceding this Executive Summary.

Proposed Budget Preparation. The City staff used the Council's guidance from the Goals & Objectives Worksession as the basis for recommending reductions in the Proposed Budget having the least adverse service delivery impact in the upcoming fiscal year and for proposing targeted added investments in key Council priority areas.

The Proposed Budget document also reflected updated program information, goals and objectives and performance measures for each department. Department directors met with the Management Team in April and May to review the departments' goals and objectives for the upcoming fiscal year. During these meetings, staff presented existing and proposed performance indicators which would help them track the City's progress in the efficient and effective delivery of services to citizens and achieve their stated goals and objectives. The performance indicators for each department are arranged in the Balanced Scorecard format. The performance measures are balanced in that they are grouped to reflect precisely each of the four key organizational aspects of each department: Customer Service, Financial Performance, Internal Processes Efficiency, and Employee Learning & Growth. The measures also are designed to demonstrate and validate the impact of proposed improvements to service delivery.

Additionally, departments were given target budgets based on current service requirements and allowed to submit expenditure proposals within the target amount. The target budgets submitted represent the departments' best judgment on how resources should be allocated based on their experience on the most effective method for delivering services. Each department was specifically asked to prepare proposals for the redirection of resources and/or suggested program reductions from services residing in Tier Three and Tier Two of the Council's priority listing. Additionally, each department was asked to present proposals addressing applicable recommendations coming from the BLS Program and for making permanent the mid-year reductions made in April 2003. Since early July, the City Manager and the Management Team have met with each department director to review the department's estimated commitments for FY 2003, FY 2004 base budgets, proposed revenue enhancements, resource redirections, and program reductions.

After receipt of the Proposed Budget, the City Council held a series of worksessions to review the proposed service program details. The Budget worksessions included a review of revenues and presentations by departments that included a description of the significant policy issues. After considering all the recommendations and receiving input from citizens at three public hearings, City Council amended the budget by balancing program revenues and expenditures to make the proposed service plan more closely track the Council priority objectives. The specific adjustments to the General Fund, the

Community & Visitors Facilities Fund, and the Stormwater Fund are detailed on the schedules provided below.

Amendments to the Proposed General Fund Budget

Added Amendments

City Council Budget Priority		Description	Amount
Accountability		Add Study for Contracting Out Parking Services	$50,000
Convention/Tourist Industry		Add Match for Museo Americano	$175,000
Development Services		Add Two ULI Studies (Sunset Station/St. Paul's Square & Guadalupe Corridor)	$240,000
Economic Development		Increase Economic Development Incentive Fund to $12M	$5,750,000
Education/Training		Increase Contribution to Project Quest	$325,000
Employee Services		Increase Recurring Civilian Market Adjustment from 2% to 3%	$1,310,000
Employee Services		Increase Available Funds for Council Aide Pay/Health Insurance	$220,000
Existing Infrastructure		Eliminate $2.574M one-time expense to replace signal bulbs with LED bulbs; lose savings	$350,000
Existing Infrastructure		Add Street Improvements and NAMP Enhancement	$2,000,000
Health	*	Add Salinas Dental Clinic (FY 04 & FY 05 Costs)	$300,000
Human Development		Establish Human Development Services Fund for Mayor	$20,000
Human Development		Add funds for Food Homeless Initiative for total of $1.014M	$600,000
Parks	*	Parks Adult Therapeutic Program	$240,000
Parks	*	Parks Cultural Program	$360,000
Public Safety		Add Contingency Fund for Domestic Violence Grant Program	$450,000
		Total Added Amendments	**$12,390,000**

* One-Time Expenditures

Supporting Sources

Department/Source	Description	Amount
City Council	Redirect Council Contingency Funds to Administrative Assistants Funds	$220,000
City-Wide	Reduce Fleet Labor Rate from $44 to $43 per hour	$60,000
City-Wide	Reduce Capital Outlay Replacement	$100,000
City-Wide	Reduce Temporary Clerical Services	$48,000
City-Wide	Eliminate Office Supply Mark-Up	$90,000
City-Wide	Use Lonestar Program for LED bulb program – Gain Energy Savings	$200,000
Health	Charge six Health Dept. positions to ATSDR Grant	$268,000
Non-Dept.	Eliminate U.S. Conference of Mayors Membership Dues	$20,000
Parks	Reduce McFarlin Tennis Center Hours	$74,000
Parks	Eliminate one filled Office Asst. in Parks Reservation	$27,000

(Supporting Sources – Continued)

Department/Source	Description	Amount
Parks	Close Lockwood Community Center (Eliminate three filled positions)	$70,000
Parks	Eliminate one filled position in Parks Warehouse Operations	$54,000
Parks	Realize savings from Kid Quest site availability	$34,000
Police	Reduce Executive Protection (vehicle and overtime)	$42,000
Public Works	Reduce Custodial Maintenance (Eliminate 4 vacant positions)	$110,000
Public Works	Eliminate three vacant trades positions in Building Maintenance	$83,000
Recreation	Transfer cost for metal halide lights for McFarlin Tennis Center	$70,000
Economic Development	Decrease Funding to Economic Development Incentive Fund	$400,000
Existing Infrastructure	Use State Grant for Light Emitting Diodes in Traffic Signals	$2,574,152
Employee Services	Eliminate One-Time Salary Enhancement (General Fund Cost)	$3,492,762
Employee Services	Reduce One-Time Dollars for General Fund Employee Benefits in FY 04	$3,553,086
Employee Services	Reduce One-Time Dollars for General Fund Workers Compensation in FY 04	$900,000
	Total Supporting Sources	**$12,390,000**

Amendments to the Proposed Community & Visitors Facilities Fund

Added Amendments

City Council Budget Priority	Description	Amount
Employee Services	Increase Recurring Pay Across-the-Board	$162,000
Economic Development	Increase the Convention & Visitors Bureau Advertising Budget	$113,000
Economic Development	Restore Cut to Sports Foundations	$100,000
	Total Added Amendments	**$375,000**

Supporting Sources

Department/Source	Description	Amount
Hotel/Motel Occupancy Tax Fund	Eliminate One-Time Salary Adjustment	$375,000
	Total Supporting Sources	**$375,000**

Amendments to the Proposed Stormwater Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Other Improvements	Add 14-person crew to increase the cycle of maintenance of natural creekways from once every five years to once every three years	$632,000
	Total Added Amendments	**$632,000**

Supporting Sources

Department/Source	Description	Amount
Stormwater Fund	Increase monthly Storm Water Fee by ten cents (from $2.98 to $3.08)	$632,000
	Total Supporting Sources	**$632,000**

Amendments to the Proposed Parking Facilities Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Other Improvements	Eliminate Parking Meter increase hours from 8:00 AM – 6:00 PM, Monday – Saturday to 7:00 AM – 12:00 AM, Monday – Saturday.	$154,341
	Total Added Amendments	**$154,341**

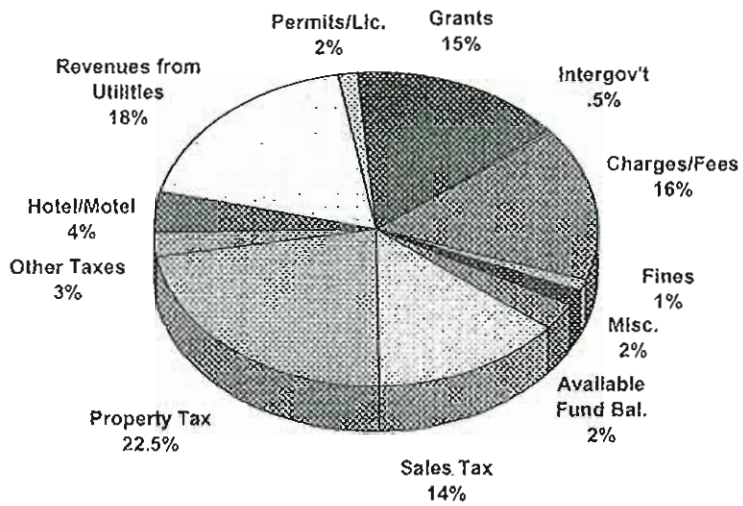
Supporting Sources

Department/Source	Description	Amount
Stormwater Fund	Increase the event rate from $6 to $8 at the Marina and Hemisfair Garages.	$154,341
	Total Supporting Sources	**$154,341**

FY 2004 ALL FUNDS ADOPTED BUDGET SUMMARY

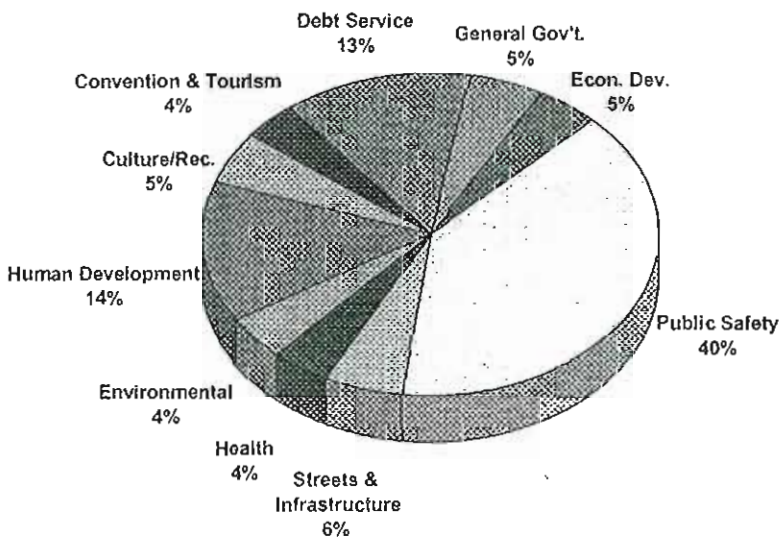
The FY 2004 Adopted Budget appropriation for **all funds is $1.53 billion**, excluding transfers of **$167 million**. This amount includes **total operating expenses of $1.122 billion and $406 million in capital expenditures**. The following charts show operating appropriations and revenues for all funds for FY 2004.

FY 2004 ADOPTED CONSOLIDATED OPERATING
BUDGET SOURCE OF CURRENT REVENUES



TOTAL: $1,122,393,878

FY 2004 ADOPTED CONSOLIDATED OPERATING
BUDGET USE OF FUNDS



TOTAL: $1,122,393,878

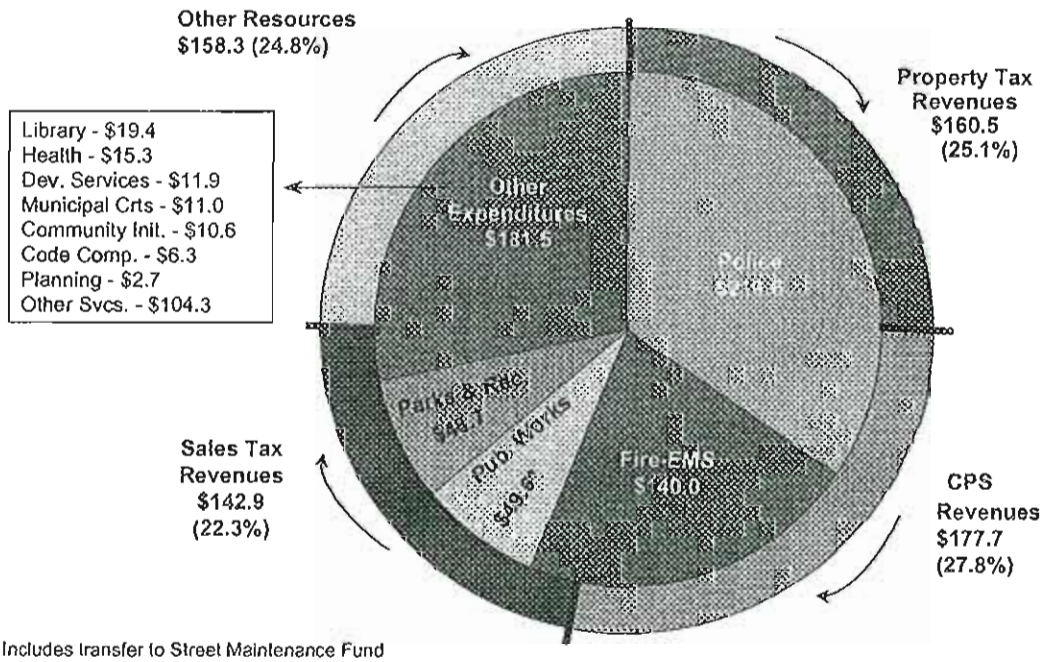
FY 2004 GENERAL FUND ADOPTED BUDGET

This section provides details on the General Fund revenue and expenditure changes included for FY 2004. Additionally, this section outlines proposals for improvements to service delivery and provides descriptions of mandated added expenses.

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **$639.4 million**. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately $ 481.1 million, or 75.2%, of the total General Fund available resources. As shown in the chart below, the FY 2004 Adopted Budget appropriations for the Police, Fire/EMS, Public Works and Parks & Recreation Departments consume all property tax revenue, all revenue from City Public Service, and most sales tax revenue.

FY 2004 ADOPTED GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS (in millions)



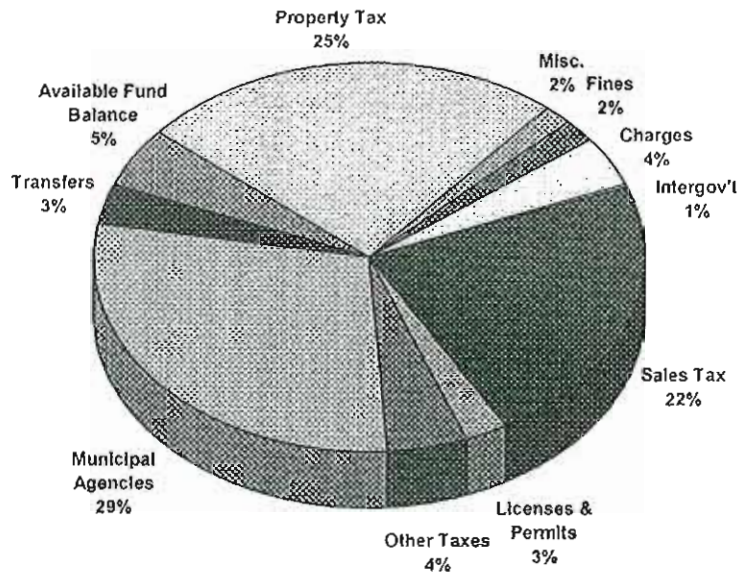
* Includes transfer to Street Maintenance Fund

TOTAL: $639,440,515

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

In summary, a total of **$639.4 million** is available for appropriation as noted in the following chart. A corresponding pie chart appears in the expenditures section depicting seven areas of service delivery in which $639.4 million is adopted for appropriation.

FY 2004 ADOPTED GENERAL FUND AVAILABLE REVENUES



TOTAL: $639,440,515

⊛ City Public Service $177.7 million

The largest source of revenue to the General Fund is generated by City Public Service (CPS). Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2004 Adopted Budget amount of $177.7 million from CPS revenues is $23 million, or 11.5%, lower than the FY 2003 re-estimate of $200.7 million.

The estimated revenue of $200.7 million for FY 2003 is $31.72 million, or 18.8%, higher than the original $168.98 million budgeted in FY 2003.

The City's payment from CPS is one of the most difficult revenue streams to project due to a number of variables which include weather, price volatility of fuel sources, and the available supply of various fuels. The volatile nature of CPS revenues has never been more evident than in FY 2001, FY 2002 and FY 2003.

- In the fall/winter of 2000 (first quarter of FY 2001) the combination of both dramatically higher natural gas prices and protracted cold weather caused CPS payments to the City to increase dramatically. Actual FY 2001 revenues amounted to $182.4 million, of which $10.8 million was utilized for a ratepayer rebate, additional Project WARM funds, and to fund the added electricity costs incurred by City facilities. This resulted in a net CPS payment for FY 2001 of $171.6 million.
- In contrast, in the fall/winter of 2001 (first quarter of FY 2002), fuel prices dropped back to more normal levels and the community experienced a milder winter as well as reduced demand in July related to the significant amount of rainfall which occurred during the month. Actual revenues for FY 2002 were $165.1 million - $17.3 million lower than the $182.4 million FY 2001 actual amount and $6.5 million less than the net amount for FY 2001 of $171.6.
- In FY 2003, fuel price issues dramatically increased CPS revenues. Specifically, CPS has higher fuel costs than experienced in FY 2002 for two significant reasons: First, CPS' least expensive source of electrical power, the South Texas Nuclear Plant (STNP), has had its capacity greatly reduced due to one of its two units being inoperable due to unscheduled repairs from May through August 2003. Secondly, as a consequence of STNP not operating at full capacity, CPS has had to rely on more expensive electrical generation capacity such as power generated by natural gas - the price of natural gas is nearly twice as expensive as it was this time last year. As a result, it is expected that the City's share of CPS revenues will total $200.7 million, which is $31.72 million higher than the $168.98 adopted in the FY 2003 Budget.

It has been the City's policy in recent years to treat CPS payment revenue in excess of budget as one-time revenue in nature. One-time revenue has been used for one-time improvements, rather than for support to recurring expenditures. The Five-Year Financial Forecast projected a 13.72% increase in the CPS revenue adopted in FY 2003, bringing the re-estimated FY 2003 CPS revenue to $192.17 million, $20.7 million of which is considered one-time revenue. The re-estimate has been revised to reflect an additional increase of $5.2 million. The total amount of one-time revenue generated from CPS in FY 2003 is $25.9 million net of the City's increased utility costs and the revised budget for FY 2003.

As has been the case for the last several years, the CPS revenue projection of $177.7 million for FY 2004 is conservative. As demonstrated in recent years, unpredictable factors such as weather conditions and fuel prices can dramatically impact the amount of revenue realized by the City. Therefore, the FY 2004 projection for this revenue does not assume continuation of the unusual conditions seen in FY 2003. Specifically, staff analyzed CPS' projected growth rates, partially discounted CPS' projections of continuing high natural gas prices in the coming years, and discounted CPS' projected demand. Consequently, staff's projected growth rates as shown above are conservative and prudent in view of the rapidly changing natural gas fuel price environment and difficult to project weather conditions.

- **Sales Tax** **$142.9 million**

The national economic slowdown that began in late 2001 and exaggerated by the events of September 11 has continued to negatively impact re-estimated sales tax revenues in FY 2003 and projected revenues for FY 2004. Actual sales tax collections for the current year are projected to be at $139.5 million. This amount is $8.56 million, or 5.78%, less than the $148.06 million budgeted in FY 2003 for sales tax revenue. The $8.56 million loss in revenue is the most immediate indication of the adverse economic impact to the General Fund this year.

The Five-Year Financial Forecast, presented in June 2003, projected a 5.11% decrease in the $148.06 million sales tax revenue adopted in FY 2003, bringing the re-estimated FY 2003 sales tax revenue to $140.5 million. The re-estimate has been revised to reflect an additional decrease of $1 million (0.72%). The revised re-estimate is $139.5 million, which is 5.78% below the $148.06 million budgeted. As additional evidence of the impact of the slowing economy, the projection for sales tax revenue in FY 2004, $142.9 million, is 3.49% below the $148.06 million budgeted for FY 2003.

While economists still predict steadily gaining economic growth later this year and through to 2004, the status of sales tax revenue source will be closely monitored throughout the upcoming fiscal year.

- **City Current Property Tax** **$157.1 million**

The FY 2004 Adopted Budget includes $157.1 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per $100 valuation. **For the eleventh straight year, no increase in the overall tax rate is adopted.**

In the Five-Year Financial Forecast presented in June, the current property tax revenue projected for FY 2004 was $155.6 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 6.30% rate of increase over re-estimated FY 2003 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District.

However, the Forecast projection had to be modified upon receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2004 projection is $155.0 million as opposed to the $155.6 million projected by the Forecast – a difference of $600,000. The reason for the difference is that new property values from improvements increased by only 2.72% according to BAD, not the 3.0% amount as projected in the Forecast. Consequently, current property tax revenues projected for FY 2004 would be less $600,000 than estimated by the Forecast.

Both the Five-Year Forecast projection and the revised projection based on the certified roll assumed no changes to the property tax rate. To address the $600,000 shortfall between the Forecast projection and the new certified roll projection, and to provide $2.15 million in additional resources to the General Fund, the Adopted Budget will shift 0.50 cents from the debt service component of the property tax rate to the maintenance and operations (M&O) portion of the tax rate. The shift between the components of the tax rate will maintain the FY 2003 overall tax rate of 57.854 cents per $100 valuation at the same overall level in FY 2004.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2003 is 21.650 cents per $100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2003 is 36.204 cents per $100 of assessed value. These two components taken together provided for a total tax rate for FY 2003 of 57.854 cents per $100 of assessed value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2004 show an increase in total net taxable value of approximately $2.5 billion, or 5.94%, above last year. Included in this total are $1.33 billion for new improvements and $7.6 million in annexations, which reflects real growth of 3.22% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is $1.13 billion, or 2.72%. The following chart breaks down the components of total taxable value.

Taxable Values in Billions
(FY 2004)

Base Value FY 2003	Increase in Base Value	Annexation	New Improvements	Total Value FY 2004
$41.563	$1.131	$0.007	$1.329	$44.030
% of Increase:	2.72%	0.02%	3.20%	5.94%

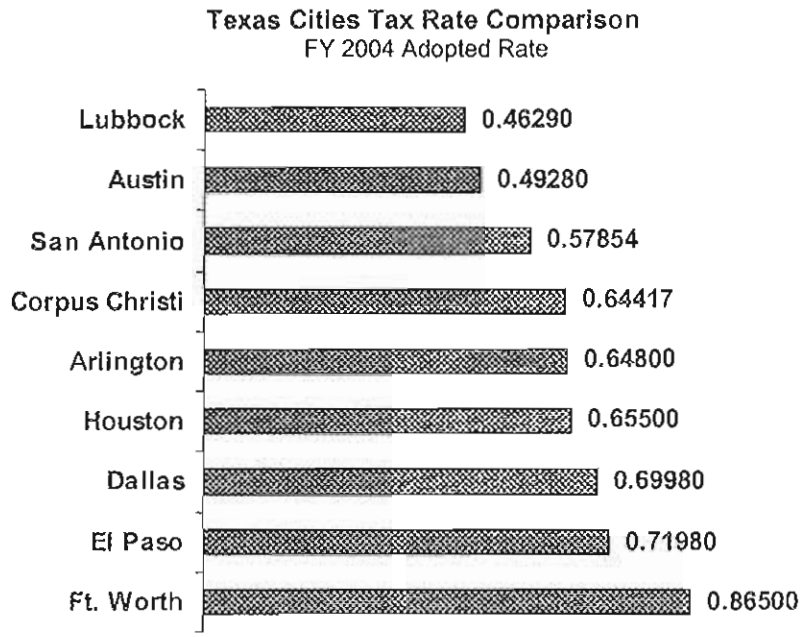
State law requires cities to calculate an "effective tax rate" which is generally equal to the prior year's taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by $1.13 billion, or 2.72%. Consequently, to generate the same amount of General Fund revenue for FY 2004 as generated in FY 2003, the effective O&M property tax rate for FY 2004 will be set at 35.083 cents per $100 valuation, a decrease from the adopted FY 2003 O&M tax rate (36.204) of 1.121 cents, or 4.62%.

The Adopted Budget includes that the overall Property Tax rate for FY 2004 be maintained at the same absolute level set for FY 2003 – 57.854 cents per $100 valuation. Specifically,

- The FY 2004 M&O rate will be at 36.704 cents per $100 valuation which is 0.50 cents (1/2 cent) above the FY 2003 adopted M&O rate of 36.204 cents per $100 valuation; and
- The FY 2004 debt service rate will be at 21.150 cents per $100 valuation which is 0.50 cents (1/2 cent) below the FY 2003 adopted debt service rate of 21.650 cents per $100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the FY 2003 total property tax rate of 57.854 cents per $100 valuation. ***Therefore, for the eleventh straight year the overall tax rate does not increase.*** For the individual homeowner whose appraised value has not changed from FY 2003 to FY 2004, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2003 to FY 2004, the average homestead in the City of San Antonio increased in value from $88,757 to $93,637 which is an increase of $4,880, or 5.5%. The calculation of the average homestead value takes into account improvements as well as changes to base valuation. The increase in the average value means that the average homestead will pay $28.23 more in City property taxes per year. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2004 of 57.854 cents per $100 valuation places San Antonio as the third lowest of the major cities in Texas. The following chart shows the adopted FY 2004 tax rate for San Antonio as compared to the rates in other major Texas cities.

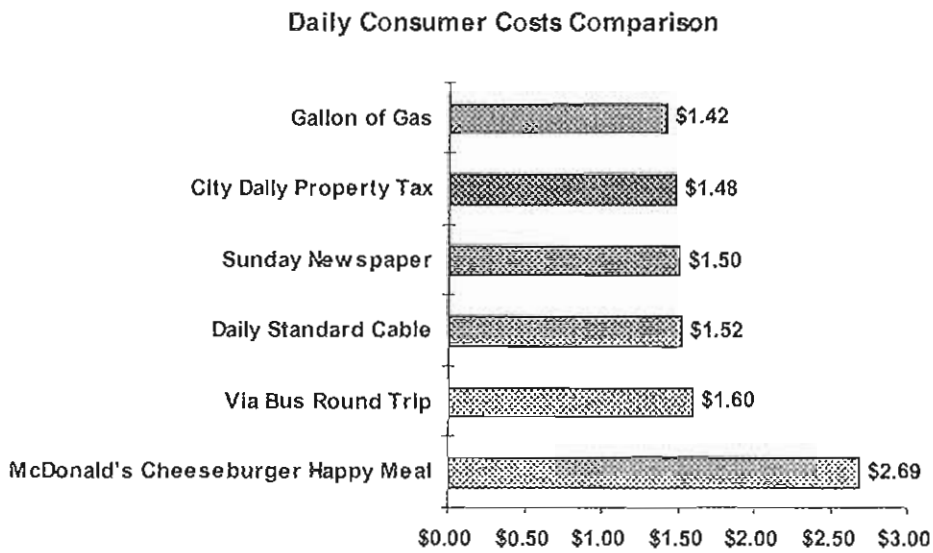


The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current and adopted tax rates for $93,637 home, which is the average certified homestead value, City taxes represent $541.73 or 21.26% of the total taxes due.

SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS

Taxing Unit	2003 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per $100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	$ 93,637	$ 15,000	$ 78,637	$1.72200	$ 1,354.13	53.15%
Alamo Comm. College District	$ 93,637		$ 93,637	$0.10460	$ 97.94	3.84%
Bexar County	$ 93,637		$ 93,637	$0.31757	$ 297.36	11.67%
University Health System	$ 93,637		$ 93,637	$0.24209	$ 226.69	8.90%
County Road & Flood	$ 93,637	$ 3,000	$ 90,637	$0.01610	$ 14.59	0.57%
San Antonio River Authority	$ 93,637		$ 93,637	$0.01640	$ 15.36	0.60%
City of San Antonio	$ 93,637		$ 93,637	$0.57854	$ 541.73	21.26%
Totals				$2.99730	$2,547.80	100.00%

The average daily amount of City property taxes due is $1.48, which compares favorably with the common consumer services and items shown in the following chart. All applicable added sales taxes and franchise fees are included in the costs shown. The daily property tax is based on the average homestead value of $93,637.



The impact of increasing the senior citizen homestead tax exemption from $60,000 to $65,000 will be realized in FY 2004. According to the Bexar Appraisal District, there are a total of 67,204 homestead accounts that qualify for a senior citizen exemption. To date, at total of 62,076 senior citizen homestead exemption accounts have been certified. Of these certified accounts **32,671 or 52.6%, pay no City property tax.**

❁ Changes to Revenues

In order to address the pressure on available funds, the Adopted General Fund Budget Includes increases to some existing fees and creates new fees. These revenue items total $3.18 million.

The Code Compliance Department has one revenue adjustment totaling $481,245 in gross revenue.

- A BLS group proposed that the City increase the Garage Sale Permit fee from $4 to an amount needed to support increased enforcement against unpermitted garage sales. In response, the Adopted Budget includes that the Garage Sale Permit fee be increased from $4 to $15 and that the number of permitted garage sales per year be increased from two to three. The increase will generate $481,245 on an annual basis in added revenue. Increased enforcement will come from the addition of a Code Compliance Investigator in the Code Compliance Department at a cost of $50,000. Additionally, $15,415 will be budgeted for printing postage-paid forms for use by current non-City entities that sell Garage Sales Permits on behalf of the City (e.g. HEB grocery stores) to report individual permit sales back to the City so that the City's Garage Sales Permits data base can be updated on a regular basis. This improvement will help ensure that the requirement that a resident can have no more than three garage sales per year is met. Also an existing Citizen Action Officer position in the Code Compliance Department will be reassigned to assist in the Garage Sale enforcement program. The net additional revenue to the City's General Fund from implementation is $415,830.

The Development Services Department raised thirteen fees that will generate an additional $1,149,611.

- The Department added a new fee to issue an ETJ Certificate of Determination. The Certificate of Determination exempts eligible landowners from platting their property. The fee of $100 per Certificate will generate an additional $30,000 in revenue for the General Fund.
- The Department added a new fee for Registration of Non-Conforming Rights. The Department currently does not charge customers to register non-conforming rights. A fee of $50 per address is to offset the City's cost associated with providing this service. An additional $60,000 will be generated by this fee.
- The current rate structure for Sidewalk Permits of $0.09 per linear foot on curb and $0.09 per square foot for flat work will increase to $0.15 per linear foot on curb and $0.15 per square foot for flat work. The permit cost for a standard 50-foot sidewalk will increase from $18 to $30. This adjustment will generate an additional $118,027 in revenue for the General Fund. Two Construction Inspector II's are to be added for proactive sidewalk inspections associated with the plan review process.
- Residential Fee Structure Adjustment
  - One BLS group pointed out that the residential valuation schedule used by the Development Services Department as the basis for the assessment of plan review and building permit fees has not been modified in over 15 years. As a consequence of the outdated table, residential development projects have been significantly underestimated in value in the calculation of fees associated with plan reviews and building inspections. As a consequence, the Adopted Budget will apply an updated residential development valuation table published by a national building inspection professional association with values modified to reflect the San Antonio market. The full fees calculated from the table will be applied to homes valued at $100,000 and above. For homes valued at less than $100,000, the fee calculated from the table will be discounted by 25%. The additional revenues projected from use of the updated table are estimated at $630,930 in FY 2004.
- Commercial Fee Structure Adjustments
  - A new fee of $100 will be charged for a walk-through of plans over 500 square feet. This fee will generate an additional $26,000.
  - Creation of a Plan Retrieval Fee is adopted. The new fee set at $100 will generate an additional $26,000.
  - A new fee will be charged for Fire Alarm and Sprinkler Resubmittals. The application fee of $75 per request will raise $7,800 in revenue.
  - A new fee will be charged for project modification on request for alternative design. The fee of $75 per hour will generate $15,000 in revenue.
  - Creation of a Conditional Permit Fee is adopted. The fee, at $200 per permit, will raise $52,000.
  - A new fee is adopted for the Plan Review by Appointment Process. The rate of $200 per request will increase revenue by $20,800.
  - The Overpayment Refund Fee of $5 will increase to $25. This increase will generate an additional $5,200.
  - The fee for the Extension of Temporary Certificate of Occupancy will increase from $26 to $50. This will raise $9,202.
  - The Temporary Certificate of Occupancy Fee will increase from $234 to $500. This increase will generate $148,652.

In an effort to recover service costs, the Fire Department raised nine fees, all of which have not been adjusted since 1997, that will generate an additional $51,945.

- A Burning Permit is required to burn materials such as trees and brush on-site in lieu of hauling away materials. Plan review and initial site inspection are performed before a permit is issued. The current fee of $103 will increase to $125. An additional $62 will be generated by this increase.
- The Explosive Handler Permit fee of $51.50 will increase to $100. An additional $333 will be generated by this increase.
- The City currently charges $300 for the permitting and inspection associated with the Above Ground Storage Tank Fee. This fee will increase to $330. This increase will generate an additional $430.

- The Underground Storage Tank Fee of $206 will increase to $225. An additional $1,174 will be generated by this increase.
- The City currently charges $51.50 for an annual inspection of businesses such as clinics, laboratories, rehabilitation facilities and bonded warehouses. This fee will increase to $150. This increase will generate an additional $1,496 in revenue.
- The City currently charges $360.50 for the inspection associated with the Fireworks Display/Bonfire Permit. The fee will increase to $450. An additional $3,333 will be generated by this increase.
- The Fire Protection System Retesting Fee is applied when a test has failed and the inspector must go back to witness the system test a second time. The current fee of $103 will increase to $125. This increase will generate an additional $4,079 in revenue.
- The Fire Protection System Rescheduling Fee is assessed on contractors when they fail to provide a minimum four-hour notification of cancellation of a scheduled appointment. The current fee of $103 will increase to $125. An additional $5,741 will be generated by the increase.
- The Fire Code Re-Inspection Fee is applied when building plans are not on-site, the building is locked, or when inspector's requirements are not met after two visits. The current fee of $41.20 per visit will increase to $100 per visit. This adjustment will generate an additional $35,297 in revenue.

The Fire Department created one new fee and raised one fee associated with Emergency Medical Services that will generate an additional $196,776 in FY 2004.

- In FY 2003, the Advanced Life Support (ALS) Transport Fee of $300 per transport was converted into two fees based upon the level of service provided. ALS Level 1 services apply when a patient is transported and provided basic care by a paramedic. The current ALS Level 1 fee is $350 per transport. ALS Level 2 services apply when a patient is transported, and provided advanced care requiring the administration of more aggressive and invasive life saving procedures. The ALS Level 2 fee is $400 per transport. In order to meet federal Medicare requirements concerning categories of reimbursable care, the Adopted Budget includes adding a new category of service - Basic Life Support (BLS) - which is utilized when the patient is transported by ground ambulance and the provision of medical, noninvasive emergency lifesaving care is provided. The new rate structure is as follows: $350 for BLS transport (as defined by Medicare), $375 for ALS-1 transport and $400 for ALS-2 transport (no change). This rate structure will generate an additional $196,776 in revenue.

The Health Department adopted the adjustment of nine fees that will generate an additional $260,952 in FY 2004.

- The Air Pollution Inspection Fee, which has not been changed since 2001, attempts to defray a part of the expense of providing an inspection, surveillance and monitoring of air pollution sources. The current fee of $350 per source will increase to $400 per source, generating an additional $5,700.
- The Cross Connection Survey Fee offsets a portion of the cost of providing an inspection and certification of water potability at the request of a facility. The inspection ensures that there are no interconnections in the potable water distribution and the waste/processed water distribution systems. The current fee of $75 per survey, which has not been increased since 2001, will increase to $95 per survey. The increase will generate $540.
- Livestock Permits, issued to individuals and commercial establishments, attempt to offset the inspection cost. The current rate structure, last changed in 2001, is as follows: $125 per year for Bovine or Equine livestock, $40 per year for all other livestock, and $35 per year for each horse/horse drawn carriages. The new rate structure, which will generate $1,366 in additional revenue, is $150 per year for Bovine or Equine livestock, $50 per year for all other livestock, and $45 per year for each horse/horse drawn carriages.
- The Demolition Inspection Fee, which has not been changed since 2001, will increase from $75 per inspection to $95 per inspection. This increase will generate an additional $1,600 in revenue.
- The Mobile Living Park License Fee, which has not been changed since 2001, will increase from $25 per space to $30 per space. This increase will generate an additional $35,500 in revenue.
- The Texas Department of Health recently established a rule allowing rabies vaccinations at three-year intervals, as an alternative to the one-year immunization. The new fee for this vaccination is $20 per animal, which will generate an additional $25,000 in FY 2004.

- The Dental Appointment Fee, which has not been adjusted since 2001, will increase due to rising costs and reduced public funding. The current fee of $6 per visit will increase to $10 per visit, resulting in $14,146 in additional revenue.
- Senate Bill 1744, passed by the 78th Texas Legislature, allows local registrars to charge an additional $1.00 records preservation fee on each birth or death record issued, effective September 1, 2003. To comply with state law, the additional fees collected will be placed in a Records Preservation Fund. Funding for three existing positions related to records preservation will be redirected to the fund. The fee increase will generate an additional $139,300 in new revenue.
- It was proposed by a BLS group that the Health Department provide volume discounting on its laboratory services for customers and water purveyors such as Bexar Met. Laboratory testing revenue declined when the water test fee was increased from $10 to $15 during the 1990's. The Health Department has compared its rate of $15 per test to other local and statewide providers and found the City's rate to exceed the average. A discounted rate based on volume will attract larger purveyors having a greater number of samples to submit.

  The Adopted Budget includes a new tier-based pricing schedule, based on volume, that will not decrease the prices for current clients but will decrease the price for larger volume requests. The adopted pricing follows:

Samples per Month	Cost
Less than 25	$15.00 / test
25 to 50	$12.50 / test
Greater than 50	$10.00 / test

The estimated added annual revenue from the adopted new pricing schedule is $37,800.

The Municipal Courts Department adopted the creation of one new fee and adjustments to various parking fines, totaling $205,000 in additional revenue.

- It was recommended by a BLS group that the City seek ways to help recover its costs of providing Internet access to its services by assessing a convenience fee to certain transactions. In analyzing this recommendation, it was concluded that keeping most of the City's Internet-based services free encourages more citizens to use the City's Internet site which, in turn, increases productivity of staff that will otherwise have to provide the service. Nevertheless there remains certain transactions that lend themselves more than others to being assessed a convenience fee. The ability for persons to access the City's Internet site to pay Municipal Court fines was selected as one such transaction type for which the assessment of a convenience fee can be justified. Specifically, the Adopted Budget includes that a $4 per transaction fee be assessed. Assuming 7,500 transactions involving traffic, parking and misdemeanors an additional $30,000 is estimated to be generated from the new fee to help offset the City's costs for fees paid to credit card companies for the service.
- An increase of $5 will be charged for all parking fines, with the exception of the oversized vehicle in a residential zone with prohibiting signs. The increase will generate an additional $175,000 in General Fund revenue.

The Parks & Recreation Department is suggesting 14 fee adjustments for FY 2004. The fee adjustments will result in a total of $336,984 in increased revenue in FY 2004.

- A registration fee of $5 will be charged for the Kid Quest Program. This fee will generate $23,000.
- A new fee of $25 per class will be charged for participation in fine arts and dance classes. Classes, including drawing, dancing, percussion and tumbling, are offered year-round at community centers. The new fee will generate $64,500.
- A Parks Plat Review Fee is adopted to offset the costs of the service. The rate structure details plan review single-family ($140 + $25 per phase) and multi-family ($200 + $25 per phase), plan amendment single-family ($100) and multi-family ($160), Single Phase Fee ($140), Variance ($151) and a Reissue after the Letter of Certification ($25). The new fees will generate $34,651.

- A new fee will allow for a new working artist program at La Villita. The program will allow local, working artists to demonstrate and sell unique and hand-made products in designated plaza areas. The Temporary Vending Permit will cost $20 per day or $275 per month and will generate $10,080.
- The rental fee for the Spanish Governor's palace will increase from $75 per hour (with a two hour minimum) to $150 per hour, generating an additional $2,025.
- Two fee adjustments are adopted for programs and operations at the Botanical Gardens:
  - The admission fee will increase $1 for adults, children, seniors/military/students and adult groups. The increase will be $0.50 for children's groups. This will raise an additional $96,108
  - A new fee will offset the costs of the educational programs and activities provided to the public. The rate of $30 per class hour is expected to generate $48,000.
- New fees are charged to recover a modest portion of the costs associated with various athletic programs.
  - A new fee will offset the General Fund expenditures associated with Youth Participation, specifically Girl's Fastpitch Softball. The fee of $5 per participant will raise an additional $17,400.
  - The Adult Participation Fee of $6 will increase to $8. The increase will generate $26,000.
  - The current Tennis Participation Fee of $5 per participant is will increase to $8. The increase will raise an additional $1,500.
  - The current rates for the McFarlin Tennis Leagues and Tournaments is $35 per participant and $175 per team. The new adjustment will increase the rates to $45 per participant and $200 per team. This will generate $7,600.
- The structure of the reservation fees associated with Downtown and Alamo Plaza will include an additional category for Film or Photo production. The fee will be $200 for the first four hours and $40 for each additional hour. The total revenue generated by these adjustments is $1,800
- The rate structure to recover the costs of the Restitution Program will change from $11.85 ($8.25 + benefits) per referral to $15.00 flat rate per referral to other entities. This will provide an additional $4,320 in revenue.
- A $1 dollar per ticket fee will be added to all tickets sold at Sunken Gardens Theater to help recover costs for capital improvements to the facility.

The Police Department adopted the adjustment to three fees that will generate a total of $223,311 in additional revenue for the General Fund.

- The Alarm Permit Fee is currently assessed every year as a means of keeping alarm records information more current. The residential Alarm Permit Fee and Renewal Fee is $10 and the commercial Alarm Permit Fee and Renewal Fee is $25. A new fee is being charged for response to those residences that do not have a permit. The Unpermitted Alarm Fee will be $25 per incident and will generate an additional $166,711 in revenue.
- The Auction Processing Fee was created to cover some of the administrative costs of conducting auctions of unclaimed/abandoned vehicles at the Growden Car Pound Facility. The current fee of $5 per auction, which has not been increased since 1999, will increase to $10 per auction. An additional $56,600 will be generated by this increase.

The Public Works Department adopted implementation of parking fees associated with the daily parking operation of the Municipal Court parking lot. It was suggested by a BLS program group that the City look at charging for parking at the Municipal Court Building to help in recovering the cost of operating the City's court system. In response, the Adopted Budget includes that a Parking Attendant position be created in the Public Works Department's Parking Division to collect a $3 charge for each car parking at the Municipal Courts lot. The gross revenue to the General Fund will be $220,875. After recovering the cost of the Parking Attendant position, it is estimated that $159,073 in added revenue to the General Fund in FY 2004 will be realized.

- **Fund Balance**

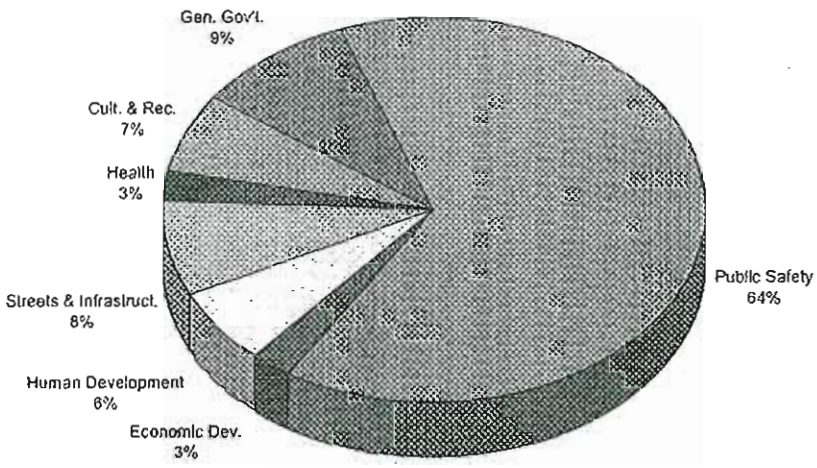
The final element of resources available in the General Fund is the fund balance in excess of the $23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of $30.41 million that will be used to augment available resources for FY 2004.

GENERAL FUND EXPENDITURES

The FY 2004 Adopted General Fund expenditures are **$639.4 million**. This amount represents a 6.3% increase over the FY 2003 Adopted Budget. This section will discuss current services, proposed changes to service delivery and mandated changes to service delivery. For purposes of presentation, the Emergency Medical Services (EMS) Fund and the Streets Maintenance Fund, which are dependent on the General Fund, will also be discussed in this section.

The pie chart below depicts the seven general areas of service delivery among which the $639.4 million in General Fund expenditures is adopted for appropriation.

FY 2004 ADOPTED GENERAL FUND EXPENDITURES



TOTAL: $639,440,515

⊗ Current Services

The current services budget represents the cost of providing services at the FY 2003 level before mandates or improvements are considered. Current services takes into account the full cost of existing personnel at FY 2003 staffing levels. No increases in civilian employee compensation are assumed in estimating the personnel cost component of the current services budget. The FY 2004 current services budget does, however, reflect significantly increased expenditures over the FY 2003 budget that are needed to accommodate cost increases that have been experienced in Employee Health Insurance and Workers Compensation program expenses.

More information on the rationale for the assessment rate increase for the Employee Health Insurance will be provided in detail in the FY 2004 Other Funds section of the Executive Summary. The total added cost impact to the General Fund for the self-insurance fund assessment rate increases is $4.15 million.

The Employee Benefits Fund supports the City's employee health insurance program that provides health insurance for each employee and his or her dependents at no cost to the employee, if the employee selects the standard CitiMed program. Employees, if they wish, may supplement the City's contribution to receive coverage under a Health Maintenance Organization (HMO). The program has experienced dramatically increased costs for medical claims and prescriptions that have placed the Employee Benefits Fund in shortfall situation since the end of FY 2000. Specifically, medical claim costs rose 14.85% in FY 2001 and by 14.04% in FY 2002. Prescription costs rose 36.4% in FY 2001 and by 23.93% in FY 2002. The trend for cost increases is expected to continue with a 15% projected increase in overall medical costs for FY 2004 with prescription costs increasing at a rate of 15% to 20% in FY 2004. In response, the Financial Forecast recommended a series of assessment rate increases to be implemented over each of the next five years to minimize the adverse impact on the Employee Benefits Fund balance over the next five years. The percentage increase of the assessment rate included in the Adopted Budget for FY 2004 is 11% over FY 2003. The impact to the General Fund is $4.15 million in additional expenditures in FY 2004.

⊛ City Council Budget Priorities - Changes to Service Delivery Overview

Overall, the FY 2004 Adopted Budget includes **$28 million for program improvements, $7.7 million in mandated improvements and $12.5 million in redirections/reductions.** Departments reviewed current services and programs, and by using City Council's Budget Priorities, identified proposed service level enhancements and opportunities to reduce expenditures or redirect resources to higher priority areas. The City Manager and the Management Team reviewed the anticipated effect to services and fiscal impact of the proposals.

The City Council's 277 prioritized City services ranking were used by staff as a guide in the development of the FY 2004 Adopted Budget. The reductions, redirections, mandates and improvements included in the Adopted Budget are described here in terms of these priorities and grouped by the below overall Action Categories of City Services listed in ranked order.

1. Existing Infrastructure
2. Public Safety
3. Elderly Services
4. Neighborhoods
5. Economic Development
6. Housing
7. Employee Services
8. Human Development
9. Youth Services
10. Parks
11. Libraries
12. Accountability
13. Environment
14. Customer Service
15. Health
16. Downtown
17. Education/Training
18. Convention/Tourist Industry
19. Recreation
20. Arts/Culture
21. Development Services
22. Technology
23. Organizational Support

The Adopted Budget contains **$12.5 million** in savings in General Fund reductions and redirections. Six types of adopted reductions are presented:

- Mid-Year Reductions adopted to remain permanent in FY 2004 ($1.9 million)
- Tier Three adopted Reductions ($8.55 million)
- Tier Two adopted Reductions ($1.26 million)
- Tier One adopted Reductions ($838,830)

Among the General Fund reductions include **the elimination of a total of 55 positions, 15 of which are filled and 40 of which are vacant.** In most cases the workload of the eliminated positions will have to be redistributed among remaining staff members in each affected work unit with a corresponding loss in efficiency and responsiveness. In other cases, as noted below, specific service levels will be significantly reduced or curtailed altogether.

⊗ Permanent Mid-Year Reductions - $1.9 million

Staff re-evaluated the amount of mid-year reductions implemented in the middle of FY 2003 and recommend that a total of $1.9 million of the reductions be continued in FY 2004. Of this amount, the reductions consist of $1.13 million in Tier Three services, $423,929 in Tier Two services and $365,164 in Tier One services. No adverse impact to service delivery is anticipated from making the mid-year year reductions selected below permanent. The reductions are listed below by Action Category and by Council service priority.

◈ ORGANIZATIONAL SUPPORT REDUCTIONS - $1.28 million

Fiscal & Personnel Management (#228) - $1.274 (Tier Three)

City Manager's Better Jobs Office. Two reductions totaling $62,806.

- $53,191. Eliminate one vacant Senior Management Analyst assigned to monitor benchmark implementation for the Better Jobs Program.
- $9,615. Reduce individual administrative support line items.

Community Initiatives. Realize savings through the management of vacant positions in the amount of $40,407.

Development Services. Reduce individual administrative support line items totaling $49,111.

Fire. Temporary service expenditures will be reduced by $13,851.

Finance. Realize $40,000 in savings through the management of vacant positions.

Health. Realize savings of $100,00 through the management of vacant positions.

Municipal Courts. Eliminate one vacant Municipal Court Assistant position for savings of $32,514. This position is assigned administrative duties in the Magistrate Administration Section.

Non-Department/Non-Operating Offices. Reduce individual administrative support line items totaling $18,933.

Parks. Two reductions totaling $751,561.

- $640,360. Realize savings through the management of vacant positions.
- $111,201. Reduce individual administrative support line items.

Police. Eliminate individual administrative support line items totaling $12,720 associated with the Police Accreditation Program. This reduction will eliminate the program.

Public Works. Realize $149,707 in savings from the management of vacant positions.

City Clerk (#227) - $5,500 (Tier Three)

City Clerk. Reduce individual administrative support line items totaling $5,500.

◆ LIBRARY REDUCTIONS - $323,929

Central Library (#148) - $323,929 (Tier Two)

Library. Eliminate seven vacant Librarian positions at the Central Library for total savings of $323,929. Specifically, two Librarian III positions, three Librarian II positions, one Librarian I position and one Library Assistant II position will be eliminated. This reduction will eliminate the Fiction Desk and the Periodical Desk at the Central Library – customers will be directed to the main service desks.

◆ YOUTH SERVICES REDUCTIONS - $17,844

Curfew Tracking Services (#165) - $17,844 (Tier Two)

Community Initiatives. Realize rental and related facility savings in the amount of $17,844 from the recent closing of the Youth Services Division Northwest Center Office in the Vicar Center Building. Staff from the Northwest Center Office were distributed to the remaining five offices of the program.

◆ HUMAN DEVELOPMENT REDUCTIONS - $17,401

Hunger & Homelessness (#88) - $17,401 (Tier One)

Community Initiatives. Charge off $17,401 in annual gas and electricity expenses for the Dwyer Avenue Center transitional housing facility to the Dwyer Avenue Center rental income trust fund account.

◆ PUBLIC SAFETY REDUCTIONS - $284,685

Emergency Communications (#25) - $44,607 (Tier One)

Police. Eliminate one vacant Department Systems Specialist position for savings of $44,607. This position is assigned automation and related training support functions in the Communications Section.

Emergency Medical Service (#15) - $73,304 (Tier One)

Fire - EMS. Realize overtime savings in the amount of $73,304 for coverage of EMS districts. Currently, when a Lieutenant commanding an EMS district is absent on a given shift, another Lieutenant fills in on an overtime basis for the full 24-hour shift. The proposal is to reduce the overtime shift to 18 hours. The 18-hour shift will be scheduled during more operationally demanding hours.

Violent Crimes (#11) - $41,039 (Tier One)

Police. Reduce fees to the Bexar County Medical Examiner by $41,039 to reflect actual expenditures for services provided by the Medical Examiner over the last three years.

Patrol (#6) - $125,735 (Tier One)

Police. Realize overtime savings in the amount of $125,735 from adjustments made to the shifts of the Downtown Foot and Bike Patrol. Overtime had been required under the old three eight-hour shifts per day schedule. Under the new schedule implemented in May 2003, the three eight-hour shifts were combined into two 10-hour shifts per day. The new working hours reduced the amount of overtime required without a reduction in overall coverage.

❁ Tier Three Reductions - $8.55 million

The below reductions have been developed using the direction received on service priorities from the City Council's Goals & Objectives Worksession. These recommendations are directly related to services from the lower third (Tier Three) of the City services priority rankings list.

❖ ORGANIZATIONAL SUPPORT REDUCTIONS - $7.60 million

Vehicle Acquisition (#273) - $5.75 million
Vehicle Replacement (#272)
Vehicle & Equipment Maintenance & Repair (#263)
Fleet Management (#256)

Vehicle Usage and Acquisition. The BLS program produced four separate suggestions regarding the City's vehicle usage and acquisition policies. Further analysis of the suggestions resulted in the following cost savings proposals for inclusion in the Adopted Budget:

- Reduce the number of vehicles for a General Fund savings of $978,806 and a total savings in all funds of $1,504,227. In the General Fund the number of vehicles will be reduced from 3,101 by 70 vehicles to 3,031 vehicles; in all funds the number of vehicles goes from 4,536 by 108 to 4,428 vehicles. Vehicles to be eliminated have been selected on the basis of significantly lower usage than the rest of the City's fleet. The savings will be realized from (1) salvage value of eliminated vehicles, (2) recovery of payments (Rent of Rolling Equipment) made to date for eliminated vehicles into the City's Heavy Equipment and Replacement Fund, and (3) savings in projected maintenance and fuel costs for the eliminated vehicles.
- Reduce the City's Rent of Rolling Equipment rate for a General Fund savings of $4.6 million and a total savings in all funds of $6.7 million. Rent of Rolling Equipment is the assessment by the Heavy Equipment and Replacement Fund that ensures funding for regular replacement of vehicles in the City's fleet. The rate will be reduced across-the-board by 42% on a one-time basis for FY 2004. For the General Fund, this reduction generates one-time savings of $4.6 million in FY 2004 and $2.1 million in savings for other funds. Based upon an assessment of the City's long-term fleet acquisition and replacement plan, the fund will continue to be able to meet requirements for scheduled vehicle replacement for next year and in the outyears, although with less of a fund balance for contingency reserves.
- Eliminate the Vehicle Administration Fee for a savings to the General Fund of $176,865 and a total savings in all funds of $255,907. The Purchasing Department is funded through an Internal Service Fund that is designed to recover the full cost of purchasing activities. In this regard, the department is responsible for keeping registration records and vehicle inspection records current for all City vehicles and currently assesses a Vehicle Administration Fee of $7.50 per vehicle per month for this service. This fee will no longer be assessed under the Adopted Budget.

Fleet Management (#256) - $69,325

Police. Eliminate two filled Police Service Agent positions by altering the operating procedures for the motor pool maintained at Police Headquarters for net savings of $69,325. Currently four Police Service Agents staff the motor pool dispatch building 365 days a year. Under the proposal, the hours will be changed to Monday through Friday weekly with no staff assigned to weekends. Additionally, the proposal provides for contracted security services to be provided during periods that City staff is not present.

Fiscal & Personnel Management (#228) - $1.58 million

All Departments. Reduce the office supply budget in all departments by 25% for savings to the General Fund of $298,099

Asset Management. Eliminate one filled part-time Office Assistant position in the Director's Office for savings of $10,075.

City Clerk. Realize $13,217 in savings through the management of vacant positions.

Code Compliance. Reduce the temporary services line item for a savings of $2,000.

Community Initiatives. Eliminate one filled Secretary I position in the Fiscal and Personnel Management section for savings of $30,983.

Development Services Realize savings through the management of vacant positions in the amount of $100,000.

Economic Development. Eliminate one vacant Secretary II position in the Small Business Division for savings of $29,454.

Finance. Eliminate a one vacant Senior Office Assistant position providing administrative services in the Accounting Division along with various line item expenditures for total savings of $50,401.

Fire. Eliminate one vacant Administrative Assistant II position for savings of $41,051.

Health. Two reductions totaling $119,981.

- $93,370. Eliminate one vacant Assistant Director position.
- $26,611. Eliminate one vacant Public Health Aide position providing administrative support to the Immunization Division.

Municipal Courts. Eliminate one vacant Assistant Director position.

Parks. Redirect one Graphics Designer position to the External Relations Department. The position will coordinate External Relations printing operations and will be supported by the Purchasing Fund for savings to the General Fund amounting to $46,731.

Planning. Two reductions totaling $50,219.

- $43,304. Eliminate payments by not renewing the City's contract with the Neighborhood Resource Center for the distribution of planning-related information. Planning-related information will be made available from the City directly, particularly from the City's Internet site.
- $6,915. Reduce individual administrative support line items.

Police. Three reductions totaling $297,049.

- $260,900. Delay the start of a police cadet class by two months (from September 15 to November 10).
- $5,000. Reduce individual administrative support line items associated with the Executive Protection program.
- $31,149. Eliminate one vacant Senior Police Service Agent position providing administrative support in the Research and Planning Section.

Public Works. Reduce temporary services by $17,000.

Cellular Phones and Pagers. A total of six suggestions came from the BLS program related to use of cellular phones and pagers by the City. After review of the suggestions, the following are included in the Adopted Budget that address cellular phones and pagers.

- Reduce the number of cellular phones for a General Fund savings of $96,312 and a total savings for all funds of $125,592. Specifically, the elimination of 15% of all cellular phones in departments with five or more cellular phones assigned. The number of cellular phones will be reduced from 1,292 to 1,103, a reduction of 189.
- Replace City-assigned cellular phones used by members of the Executive Team with a monthly cellular phone allowance of $70 for use by Executive Team members in obtaining separate cellular phone service. The Mayor and City Councilmembers will be given the option to participate in the allowance plan. The estimated General Fund savings is $48,720 and the estimated savings for all funds is $63,840.
- Place high usage cellular phone users on the optional flat rate plan available to the City. The estimated saving for the General Fund is $57,173 and the total savings for all funds is $63,060.
- Remove pagers from employees also assigned a cellular phone for General Fund savings of $5,902 and total savings for all funds of $9,350.

Travel. One BLS suggestion addressed the costs incurred by overnight official travel to locations within 200 miles of San Antonio (e.g. Austin). In response, the Adopted Budget includes that any overnight lodging expenses associated with official travel to Austin not be reimbursed with the exception of travel required during the biennial sessions of the Texas Legislature. Estimated savings to the General Fund is $8,773 and total savings for all funds is $14,000. Travel mileage to Austin will still be reimbursable.

Equipment Purchasing. Another BLS suggestion recommended that the City more closely evaluate how equipment purchases are budgeted and approved. The following process will be for oversight of equipment purchases for implementation in FY 2004 and to be managed by the Office of Management & Budget (OMB):

- The term "equipment" as applied here includes all capital outlay to include, but not limited to, tools, furniture, communications equipment, computers, machinery, vehicles and associated parts.
- All equipment purchase requests valued at $1,500 or greater will be reviewed by an OMB budget analyst. The budget analyst will focus on whether or not the requested piece of equipment is a replacement or an addition to the department's equipment inventory. If the requested equipment is an addition or an upgrade to an existing piece of equipment, then the budget analyst will make a recommendation to the OMB director as to whether or not the request is sufficiently justified.
- All equipment purchase requests valued from $1,500 to $14,999 must be approved by the appropriate department head and by the OMB director.
- All equipment purchase requests valued at $15,000 or greater must be approved by the appropriate department head, by the OMB director and by the appropriate Management Team member.

Municipal Court Parking. It was suggested by a BLS program group that the City look at charging for parking at the Municipal Court Building to help in recovering the cost of operating the City's court system. In response, the Adopted Budget includes that a Parking Attendant position be created in the Public Works Department's Parking Division (with associated equipment for a total cost of $61,802) to collect a $3 charge for each car parking at the Municipal Courts lot. After recovering the cost of the Parking Attendant position, it is estimated that $159,073 in added revenue to the General Fund in FY 2004 will be realized.

Vehicle & Equipment Maintenance & Repair (#263) - $60,000

City-Wide. Currently, the City's Fleet Operations charge $44 per hour for services rendered on City fleet vehicles. The rate will be reduced to $43 per hour, to better align the actual costs of providing fleet maintenance services. For the General Fund this will result in $60,000 in annual savings.

Office Supply Program (#274) - $90,000

City-Wide. Currently, the City's Purchasing Department assesses a 15% mark-up on filling orders for office supplies from various departments. In anticipation of the operational savings in the filling of orders

to be realized with the implementation of the ERM system it is approved that the 15% mark-up be eliminated providing $90,000 in savings to the General Fund.

Warehouse Operations (#266) - $54,000

Parks. It is approved that one filled position in Parks Warehouse Operations be eliminated for a savings of $54,000. Ten positions will remain in Warehouse Operations after the adopted reduction.

◆ CUSTOMER SERVICE REDUCTIONS - $151,516

Speakers Bureau (#252) - $1,500

Customer Service/311 System. Eliminate the printing of City Speaker's Bureau brochures for savings of $1,500. Information related to the Speaker's Bureau will be posted on the City's Internet site.

Special Projects/Public Information Office (#210) - $118,516

Fire. Eliminate one filled District Chief position responsible for the Fire Department's Special Projects Office resulting in savings of $118,516. Remaining staff in the Fire Chief's office will assume the responsibilities of the eliminated position.

Customer First (#204) - $4,500

Customer Service/311 System. Reduce printing expenses by $4,500.

Parks Reservation (#229) - $27,000

Parks. It is approved that one filled Office Assistant position in the Parks Reservations office is eliminated for savings of $27,000. Three positions will remain in this office to continue providing the service in addition to the City's Community Link Centers.

◆ RECREATION REDUCTIONS - $227,469

Tennis Program (#260) - $124,591

Parks. Three Reductions totaling $124,591.

- $33,686. Eliminate one filled Senior Recreation Specialist that assists in managing the McFarlin Tennis Center. Reduces full-time positions from three to two.
- $16,905. First year savings from the conversion of lighting at the McFarlin Tennis Center from quartz lights to metal halide lights.
- $74,000. It was approved that the McFarlin Tennis Center be closed on Mondays and Tuesdays. The closure will necessitate the elimination of five positions (three filled and two vacant).

Botanical Garden (#249) - $68,878

Parks. Three Reductions totaling $68,878.

- $15,000. Reduce budget for botanical and agricultural supplies from $65,810 to $50,810.
- $43,928. Eliminate two Maintenance Workers - one filled and one vacant. Janitorial services will be provided contractually.
- $9,950. Eliminate funding support for the County Horticulturist within the Texas Extension Service. These services are no longer required.

Athletics Program (#193) - $34,000

Parks. The FY 2004 Budget includes funding to support 46 summer Kid Quest sites at various schools throughout the community in the summer of 2004. Due to ongoing capital improvements occurring at various schools, it is anticipated that at least two of the sites are likely to be unavailable next summer. Site unavailability will result in $34,000 in projected savings in FY 2004.

◆ PARKS REDUCTIONS - $26,870

City Cemeteries (#246) - $26,870

Parks. Eliminate one filled Equipment Operator I position providing maintenance at the San Jose Burial Park for savings of $26,870. Restitution workers will be utilized to provide maintenance.

◆ EXISTING INFRASTRUCTURE REDUCTIONS - $13,500

Catalog of On-Site Artist Services (COSAS) Program (#242) - $13,500

Public Works. Redirect expense of COSAS program to the Cultural Affairs Office to be supported by the Convention & Visitor Facilities Fund for savings of $13,500. The COSAS is an Internet directory providing a central place for the architects, interior designers, landscape architects, engineers, and developers to access services of local professional artists in the development and enhancement of capital projects. The Cultural Affairs Office will maintain the current directory without expansion.

◆ TECHNOLOGY REDUCTIONS - $58,639

Management Information Services (#213) - $58,639

Fire. Eliminate one filled Software Specialist position providing support to Fire Department automated systems for savings of $58,639. The duties of the position will be undertaken by the Department Systems Supervisor.

◆ ACCOUNTABILITY REDUCTIONS - $268,617

Contract Management (#206) - $57,659

Economic Development. Eliminate one vacant Senior Economic Development Specialist position for savings of $57,659.

Administrative & Financial Services (#194) - $210,958

City Attorney. Eliminate four vacant positions for savings of $210,958. Specifically, two Paralegal positions, one Assistant City Attorney III position and one Assistant City Attorney II position will be eliminated in anticipation of a reorganization in the City Attorney's office that will be addressed later in the Executive Summary.

◆ HEALTH REDUCTIONS - $120,891

Vector Control (#201) - $27,542

Health. Redirect one Vector Control Technician position to a Bio-Terrorism grant program for savings of $27,542 in the General Fund.

Disease Control/Sexually Transmitted Disease (STD) Control (#197) - $93,349

Health. Eliminate one vacant Licensed Vocational Nurse position in the STD Clinic for savings of $33,349. The duties of this position will be absorbed by the two remaining Public Health Nurse positions in the STD Clinic.

Health. It is approved that six Environmental Health positions in the Health Department be charged off to a grant program sponsored by the Agency for Toxic Substance and Disease Registry (ATSDR). The saving anticipated to the General Fund is $268,000.

◆ EMPLOYEE SERVICES - $48,000

Temporary Services (#212) - $48,000

City-Wide. It is approved that funds spent for temporary clerical services in the General Fund be reduced by $48,000.

◆ PUBLIC SAFETY - $42,000

Executive Protection (#238) - $42,000

Police. It is approved that one spare vehicle assigned to Executive Protection be eliminated for a savings of $22,000 in FY 2004. Additionally, it is approved that $20,000 in further savings in overtime for Executive Protection be identified for FY 2004.

❁ Tier Two Reductions - $1.26M

The below Reductions have been developed using the direction received on services priorities from the City Council's Goals & Objectives Worksession. These are directly related to services from the middle third (Tier Two) of the City services priority rankings list.

❖ DOWNTOWN SUPPORT REDUCTIONS - $26,649

River Operations (#170) - $26,649

Parks. Eliminate one vacant Maintenance Worker position in River Operations for savings of $26,649. This reduction will reduce the number of positions assigned from five to four.

❖ HEALTH REDUCTIONS - $86,149

Adult Health/Breast/Cervical Cancer Screening Program (#169) - $33,349

Health. Eliminate one vacant Licensed Vocational Nurse position in the Adult Health Program for savings of $33,349. This program provides breast and cervical cancer screening services. The duties of the position will be assumed by the remaining five positions assigned to the program. According to new U.S. Preventative Task Force guidelines issued in 2003, women over the age of 30 who have had three normal cervical cancer screenings within the last ten years, may be screened every three years. These new guidelines will allow the Health Department to reduce the number of women in this age group receiving these screenings and allowing more focus on patients who are in higher risk categories.

Animal Care (#163) – $15,000

Health. Eliminate funding for wildlife consultation services with the Texas Wildlife Damage Management Service for savings of $15,000.

Laboratory (#174) - $37,800

Volume Discounting of Health Laboratory Testing Services. It was proposed by a BLS group that the Health Department provide volume discounting on its laboratory services for customers such as Bexar Met. Laboratory testing revenue declined when the water test fee was increased from $10 to $15 during the 1990's. The Health Department has compared its rate of $15 per test to other local and statewide providers and found the City's rate to exceed the average. A discounted rate based on volume will attract larger purveyors having a greater number of samples to submit.

The Adopted Budget includes a new tier-based pricing schedule, based on volume, that will not decrease the prices for current clients but will decrease the price for larger volume requests. The adopted pricing follows:

Samples per Month	Cost
Less than 25	$15.00 / test
25 to 50	$12.50 / test
Greater than 50	$10.00 / test

The estimated added annual revenue from the adopted new pricing schedule is $37,800.

◆ YOUTH SERVICES REDUCTIONS - $98,986

Curfew Tracking Services (#165) - $9,486

Community Initiatives. Realize rental and related facility expense savings in the amount of $9,486 from the relocation of staff at the Youth Services Southside Office from Roosevelt Avenue to the Columbia Heights Learning and Leadership Development Center.

Urban SmARTS (#147) - $77,820

Community Initiatives. Eliminate General Fund contribution for contractual position providing coordination services for the Urban SmARTS program for savings of $77,820.

Project WORTH/Health (#142) - $11,680

Health. Eliminate funding for part-time security personnel assigned to Project WORTH clinic sites and neighborhood events for savings of $11,680. This reduction will reduce the number of hours clinic sites are available after dark.

◆ PARKS REDUCTIONS - $94,234

Special Facilities (#164) - $38,847

Parks. Keep vacant two positions at the Tower of Americas during the upcoming renovation in FY 2004 for savings of $38,847. Specifically, one Visitors Service Representative position and one Maintenance Worker position will remain vacant during the renovation.

Natural Park Areas (#162) - $28,609

Parks. Eliminate one vacant Equipment Operator I position for cost savings of $28,609 assigned to natural parks areas maintenance to include the Edwards Aquifer areas acquired with Proposition 3 funds. Four positions remain to provide maintenance services.

Park Construction Crew (#124) - $26,778

Parks. Eliminate one vacant Electrician Helper position assigned to the Park Construction Crew for savings of $26,778. An existing Electrician position will assume the duties assigned to the eliminated position.

◆ EMPLOYEE SERVICES REDUCTIONS - $3,175

Recruitment & Support (#137) - $3,175

Human Resources. Reduce temporary services expenditures in the Recruitment & Support Division by $3,175.

◆ HUMAN DEVELOPMENT REDUCTIONS - $226,677

Delegate Agencies (#136) - $156,677

Contribution to Delegate Agencies. Two reductions totaling $156,677.

- $146,677. Reduce the General Fund budget for contributions to delegate agencies by 3% from $4.89 million to $4.74 million. With the exception of agencies providing elderly and disabled services, all

agencies will receive an across-the-board 3% reduction. A high priority was assigned by the Council to elderly services. It is approved that agencies providing elderly and disabled services not be reduced in funding, except for the Activity Center for Frail and the Elderly. This agency will receive $5,395 less than received in FY 2003 due to having had insufficient capacity to meet its performance objectives for FY 2003.

- $10,000. Reduce the General Fund agency contribution to the San Antonio Zoological Society by $10,000 from $48,288 to $38,288. Under the Adopted Budget, the Zoo will receive $591,265 from the Community & Visitors Facilities Fund and $290,000 from the Parks Department budget to pay for the provision of water. The total City support for the Zoo under the Adopted Budget will be $919,553.

Community Center Program (#129) - $70,000

Parks. The Lockwood Community Center is a relatively low-use facility. Other facilities such as Fairchild Community Center with extensive programs will provide programs for participants who have used the Lockwood Center. It is approved that the center be closed resulting in annual savings of $70,000 and the elimination of three filled positions.

◆ LIBRARIES REDUCTIONS - $94,670

Branch Libraries (#125) - $94,670

Library. Two reductions totaling $94,670.

- $28,228. Savings achieved through an agreement between the Library and the North East Independent School District (NEISD) to reduce public service hours at the Reagan High School Branch Library.
- $66,442. Savings from a 3% reduction in the General Fund library material budget from $2.21 million to $2.15 million in FY 2004. The library material budget for all funds in FY 2004 will be $2.57 million.

◆ DEVELOPMENT SERVICES - $630,930

Inspections (#177) - $630,930

Application of Updated Residential Valuation Table. One BLS group pointed out that the residential valuation schedule used by the Development Services Department as the basis for the assessment of plan review and building permit fees has not been modified in over 15 years. As a consequence of the outdated table, residential development projects have been significantly underestimated in value in the calculation of fees associated with plan reviews and building inspections. In concurrence with this suggestion, the Development Services Director will apply an updated residential development valuation table published by a national building inspection professional association with values modified to reflect the San Antonio market. Full fees calculated from the table will be applied to homes valued at $100,000 and above. For homes valued at less than $100,000, the fee calculated from the table will be discounted by 25%. The additional revenues projected from use of the updated table are estimated at $630,930 in FY 2004.

The $630,930 in added revenues from the valuation table update when combined with $518,681 in added resources from twelve other Development Services-related revenue adjustments discussed in the General Fund Revenues section total $1.15 million in additional resources. These resources will provide support to a total of $1.02 million in improvements to customer service in the Development Services Department detailed in the Proposed Improvements section.

❁ **Tier One Reductions - $838,830**

❖ **EXISTING INFRASTRUCTURE - $393,000**

City Building Maintenance (#17) - $193,000

Public Works. It was approved that custodial maintenance activities in downtown City buildings be reduced in FY 2004. The frequency of the provision of certain services will reduce from a daily basis to an as-needed basis such as vacuuming and the cleaning of elevators. This reduction will require the elimination of four vacant positions with savings of $110,000 to the General Fund.

Public Works. It is approved that three vacant building maintenance trades positions in the Public Works Department be eliminated for savings of $83,000 to the General Fund.

Traffic Signal/Sign Program (#3) - $200,000

Installation of Light Emitting Diodes in Traffic Signals. A BLS recommendation was to replace the incandescent bulbs currently in traffic signals with light emitting diode (LED) bulbs that require less energy to operate efficiently. The City has 1,069 traffic signals under its control and replacement of all current bulbs with LED bulbs will save the City over $706,600 a year in electricity costs.

The City will apply to the State of Texas' Lonestar Program for one-time resources for acquisition of the new LED bulbs for City traffic signals. The use of the Lonestar program will require the payment of interest and principal. The operating saving to the General Fund will be $200,000 per year.

❖ **PUBLIC SAFETY - $445,830**

Court Administration Support/Traffic (#50) - $30,000

Municipal Court Internet Transaction Payments. It was recommended by a BLS group that the City seek ways to help recover its costs of providing Internet access to its services by assessing a convenience fee to certain transactions. In analyzing this recommendation, it was concluded that keeping most of the City's Internet-based services free encourages more citizens to use the City's Internet site which, in turn, increases productivity of staff that would otherwise have to provide the service. Nevertheless there remains certain transactions that lend themselves more than others to being assessed a convenience fee. The ability for persons to access the City's Internet site to pay Municipal Court fines was selected as one such transaction type for which the assessment of a convenience fee can be justified. Specifically, the Adopted Budget includes that a $4 per transaction fee be assessed. Assuming 7,500 transactions involving traffic, parking and misdemeanors an additional $30,000 is estimated to be generated from the new fee to help offset the City's cost for fees to credit card companies for providing the service.

Prosecution (#35)

Code Enforcement and Compliance Division. A suggestion from the BLS process arose to establish a unit within the City Attorney's Office comprised of attorneys and support staff that would aggressively seek to recover amounts owed to the City due to breach of contracts or for chronic violations of the City Code.

The City Attorney also adopted establishing a division with further refinement through the reallocation of 12 existing positions in the City Attorney's Office and the addition of two positions that will have the following objectives:

- Bring more focused enforcement actions against owners of buildings and property who fail to maintain the property in compliance with the City Code

- Aggressively recover damages from persons or entities that breach contracts with the City
- Establish a new in-house ability to bring eminent domain actions in those instances where the City must condemn easements for capital improvement projects. Currently, the City uses outside counsel for eminent domain actions.

The new Code Enforcement and Compliance Division will include a Deputy City Attorney position, six Assistant City Attorney positions, four Paralegal positions and a Legal Secretary position all from current positions in the City Attorney's Office. An Assistant City Attorney IV position and a Paralegal position are proposed to be created and added to the division. The costs of the two new positions will be offset by charges against the budgets of the capital projects that are being supported with eminent domain actions by the division. The General Fund will incur no additional costs from implementation of this proposal.

Intensive Code Enforcement (#8) - $415,830

Garage Sale Permit Enforcement. A BLS group proposed that the City increase the Garage Sale Permit fee from $4 to an amount needed to support increased enforcement against unpermitted garage sales.

In response, the Code Compliance Director included a package of revenue changes and enhanced enforcement. Specifically, the Adopted Budget includes that the Garage Sale Permit fee be increased from $4 to $15 and the number of permitted garage sales per year will increase from two to three. The increase will generate $481,245 on an annual basis in added revenue. Increased enforcement will come from the addition of a Code Compliance Investigator in the Code Compliance Department at a cost of $50,000. An existing Citizen Action Officer position will be redirected toward monitoring compliance. Also ten existing Code Compliance Inspectors (one per Council District) will focus their attention on garage sale compliance issues on Saturdays and Sundays. Additionally, $15,415 will be budgeted for printing postage-paid forms for use by current non-City entities that sell Garage Sales Permits on behalf of the City (e.g. HEB grocery stores) to report individual permit sales back to the City so that the City's Garage Sales Permits data base can be updated on a regular basis. This improvement will help ensure that the requirement that a resident can have no more than three garage sales per year is met. The net additional revenue to the City's General Fund from implementation is $415,830.

❁ Adopted Redirections

The Adopted Budget contains four redirections involving the reallocation of existing resources. Each of the redirections is described below by overall Action Category and City service:

◈ PUBLIC SAFETY REDIRECTION

Patrol (#6) (Tier One)

Police. Increase Police Patrol Availability (PAF) by more closely following state law requirements for reporting traffic accidents on public streets and the practices of other major cities. Texas law requires that only accidents in which there is damage of $1,000 or more to any vehicle or any claim of injury by the driver(s) or passenger(s) be reported to the state on an accident report form. Other accidents are considered "minor" accidents. The policy change will require SAPD officers to make the scene of minor accidents, prevent breaches of the peace, and hand out driver information forms so that drivers can exchange information required for insurance and personal purposes. A brief Incident Report will detail the actions of the officer. The policy change of not requiring a detailed accident report on every accident will have the effect of releasing 17 officers to more direct crime fighting efforts thus increasing the Patrol Availability Factor from 38.9% to 39.9%. The redirection is equivalent of adding 17 officers to patrol.

◈ ELDERLY SERVICES REDIRECTION

Comprehensive Nutrition Project (#16) (Tier One)

Community Initiatives. An Office of Elderly Affairs will be established in the Community Initiatives Department through the redirection of resources within the department. Specifically, the Office will be responsible for ensuring that an integrated and comprehensive strategy is maintained at the local level and that a coordinated discussion and development of policy issues and collaboration among and with the public, private and provider sectors be promoted. It will have a distinct arm that will be the central point for dissemination and communication of information on available senior services within San Antonio and Bexar County. The Office will collaborate with agencies such as the Bexar Area Agency on Aging (Alamo Area Council of Governments), the United Way and the City/County Joint Commission on Elderly Affairs. Seven existing positions within the Community Initiatives Department will be reallocated to provide staffing for the new office.

◈ ECONOMIC DEVELOPMENT REDIRECTION

Light Industry Development (#69) (Tier One)

Economic Development. One Special Projects Coordinator position from the Downtown Operations Office and one Senior Special Projects Manager from the Better Jobs Office will be moved to the Economic Development Department to augment further the department's industry and workforce development resources. It is anticipated that this redirection of staff will further augment efforts to coordinate, develop and implement programs and initiatives related to education, workforce and economic development.

◈ EMPLOYEE SERVICES REDIRECTION

Training (#120) (Tier Two)

Human Resources. The Adopted Budget includes the transfer of one Organizational Performance Manager position from the Performance Analysis Team to the Human Resources Department to provide in-house facilitation, specialized training for City departments and development of a mentor program.

◆ ACCOUNTABILITY REDIRECTION

Contract Management (#171) (Tier Two)

Asset Management. Over the last two years, the primary emphasis of the Contract Services Division (CSD) in the Asset Management Department has been on processes related to the planning and execution of a contract. In coordination with other City Departments, CSD has developed and documented contracting procedures that promote consistent and effective contracting, and has provided training to staff on how to conduct a successful contracting initiative. The department recently presented to City Council the Contracting Policy & Procedures Manual to act as a guide for employees conducting contracting initiatives in departments. The department has also certified 113 employees throughout the City organization and provided a core course of training.

The redirection of three vacant Special Project Coordinator positions from the Quality Assurance Team to CSD will provide for an expanded focus on the post-execution, "performance phase" of high-risk contracting, where goods and services are actually provided by a contractor or vendor. This organizational realignment will help to ensure that contract deliverables are provided in accordance with terms and conditions, and make certain that City operational goals are met. CSD will vigorously pursue this next phase of focusing on contract administration and monitoring by implementing a training regimen for departmental personnel and establishing standards.

In light of the magnitude of City contracting, and in view of the budget constraints facing the City over the next few years, it is particularly critical that the City have staff focused on the successful provision of contracted goods and services and the enforcement of contractual terms and conditions. These Special Project Coordinators will provide assistance to all City departments in the development of quantifiable and verifiable contract measures, and particularly in the post-execution monitoring of high-risk contracts.

◆ DEVELOPMENT SERVICES REDIRECTION

Addressing (#182) (Tier Two)

Development Services. The Adopted Budget includes that one Senior GIS Technician position in the Information Technology Services Department be transferred to the Development Services Department to help ensure more rapid resolution of address conflicts in the Development Services automated support system.

◆ OTHER REDIRECTION

Other Programs (#999) (Other)

City Council. It is approved that Contingency Funds for the Mayor and each Council District be eliminated for a total savings of $220,000.

❁ Mandated Improvements to Service Delivery

The Adopted Budget contains **$7.7 million** in mandated improvements. 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. The mandates are described below and categorized by the Council's Budget Priorities.

❖ EXISTING INFRASTRUCTURE MANDATES- $12,543

Streets Maintenance and Construction (#1) - $12,543 (Tier One)

Public Works – Streets Maintenance. This mandate reflects the added costs ($12,543) of disposing of waste materials generated by street maintenance operations under terms of City's solid waste disposal contract.

❖ PUBLIC SAFETY MANDATES - $5.7 million (Tier One)

Patrol (#6) - $930,028

Police. Three mandates totaling $930,028.

- $587,448. This mandate represents the contractually required increases in pay as police officers increase their years of service.
- $332,420. This mandate reflects the costs to operate and maintain 395 additional Field Entry Reporting Systems (FERS) units being installed in FY 2004. These units are part of the overall Public Safety Integrated Technology System (PSITS) that will provide a comprehensive information management system to increase police officer and detective effectiveness while enhancing customer service. Acquisition of this system is supported with funds authorized by the 1999 General Obligation Bond Program. The FERS units will enable officers to enter reports from the field via wireless modem. Other PSITS components will provide for more efficient filing and retrieval of the field-generated data. After 395 more are installed in FY 2004, 105 remain to be acquired and installed, bringing the total of FERS units deployed to 800.
- $10,160. This mandate reflects the City's match requirement to receive state funds for the Comprehensive Commercial Motor Vehicle Selective Traffic Enforcement Program (STEP). The program is designed to increase enforcement of regulations related to commercial motor vehicles through overtime efforts of Traffic Officers.

Emergency Medical Services (#15) - $1 million

Fire/EMS. Four mandates totaling $1 million.

- $911,065. This mandate reflects the incremental added costs of the collective bargaining agreement approved in May 2002 with the San Antonio Professional Fire Fighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to incentives, and the addition of step increases for the ranks of Lieutenant, Captain, and District Chief.
- $24,600. This mandate reflects the added costs for paramedics to receive increasing amounts of incentive pay as they increase their years of service.
- $13,920. This mandate reflects the added costs for the increasing number of paramedics who will be eligible to receive education incentive pay according to the fire contract.
- $94,762. This mandate reflects the contractually required increases in pay as EMS personnel increase their years of experience.

Fire Suppression (#22) - $3.6 million

Fire. Four mandates totaling $3.6 million

- $3.2 million. This mandate reflects the incremental added costs of the collective bargaining agreement approved in May 2002 with San Antonio Professional Fire Fighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to incentives, and the addition of step increases for the ranks of Lieutenant, Captain, and District Chief.
- $72,600. This mandate reflects the anticipated cost of providing contractually required monthly incentive pay to Certified Emergency Medical Technicians (EMT). EMT Certification Pay varies depending on years of service and newly certified EMT's.
- $102,000. This mandate reflects the added costs for the increasing number of firefighters who will be eligible to receive education incentive pay according to the new fire contract.
- $269,089. This mandate reflects the contractually required increases in pay as firefighters increase their years of experience.

Park Security (#32) - $32,131 (Tier One)

Parks. This mandate costing $32,131 provides partial year first year funding for two Park Police Officer positions to effectively patrol new and improved parkland and facilities located in the Outer District.

Bureau of Justice Assistance Local Law Enforcement Block Grant (#105) - $61,600 (Tier Two)

Police. This mandate, at a cost of $61,600, provides for the added operating expenditures associated with police equipment (seven police vehicles) purchased with the FY 2002 Local Law Enforcement Block Grant Match (LLEBG) funds.

◆ ECONOMIC DEVELOPMENT MANDATES- $183,542

Small & Minority Business Services (#58) - $98,542 (Tier One)

Non-Departmental/Non-Operating. This mandate represents the annual payments ($98,542) required for refund of property taxes already collected in association with the Oberthur Gaming Technologies tax abatement.

Light Industry Development (#69) - $85,000 (Tier One)

Non-Departmental/Non-Operating. CPS has estimated the cost of capital renewals and upgrades to the electric and gas system at Brooks to be $16 million over the next 20 years. This mandate represents the City's annual payment to assist the Brooks Development Authority ($85,000) with its share of capital renewals and upgrades for the electric and gas systems at Brooks. The annual payment is made pursuant to the agreement between the City and the Brooks Development Authority.

◆ PARKS MANDATES - $1.0 million

Park Maintenance (#92) – $1.0 million (Tier Two)

Parks and Recreation. Eight mandates totaling $1 million

- $30,503. This mandate adds two Gardener I positions to maintain improvements within Brackenridge Park. Park improvements, including landscape and erosion control, river bend and wilderness area restoration, conversion of paved roads to pedestrian trails, extensive irrigation and construction of a grand entrance from Broadway are scheduled for completion in August 2004.
- $32,773. The acquisition and subsequent development to newly acquired parks & recreation facilities and improvements of existing facilities has necessitated the need for additional sanitation staff. One additional Maintenance Worker is included in this mandate.
- $228,162. This mandate provides for enhanced management and maintenance of Edwards Aquifer Parklands acquired through Proposition 3. This mandate adds four Maintenance Worker I's, one Park Maintenance Crew Leader and one Office Assistant.
- $207,038. This mandate adds two Equipment Operator I's, one Maintenance Crew Leader, and one Landscape Construction Supervisor for Leon Creek Parkland and Salado Creek Parkland acquired through Proposition 3. The mandate addresses the maintenance and possible renovation of existing trails and the development of additional trails all within the floodplain.
- $44,738. The acquisition and planned development to newly acquired parkland along Leon Creek and Salado Creeks has necessitated the need for additional sanitation staff. Two additional Maintenance Worker I's are included in this mandate.
- $173,559. This mandate provides for the management and maintenance of the Crownridge Canyon Natural Area acquired through Proposition 3. The improvement to the property is estimated to be completed and open to the public in March 2004. This mandate adds two Maintenance Worker I's and one Park Maintenance Crew Leader.
- $118,346. This mandate provides for one Maintenance Crew Leader and two Maintenance Worker I's to efficiently and effectively maintain the growing number of playgrounds, skate parks, tennis courts and basketball courts.
- $210,522. The acquisition and subsequent development of the Medina River Park has necessitated the need for additional staff. The staff will be responsible for all daily functions, maintenance and extensive public educational programming. This mandate provides for one Horticultural Education Coordinator, one Parks Naturalist, two Maintenance Worker I's and one Office Assistant.

◆ LIBRARIES MANDATES- $259,659

Branch Libraries (#125) - $259,659 (Tier Two)

Library. Two mandates totaling $259,659.

- $31,114. This mandate reflects the recurring and one-time operational and staffing costs associated with the Julia Yates Semmes Branch Library. The new branch library is made possible with proceeds from the 1999 Bond Program and is scheduled to open in January, 2005. The following full-time positions will be added: one Librarian III, two Librarian II's, two Librarian I's, one Library Assistant II, one Library Circulation Attendant II and two Library Circulation Attendant I's. The following part-time positions will be added: two Library Assistant II's and two Library Circulation Attendant I's. The second-year cost for this mandate in FY 2005 totals $486,548.

- $228,545. This mandate reflects the recurring and one-time operational and staffing costs for the Mystic Park Road Branch Library. The new branch library is made possible with proceeds from the 1999 Bond Program and is scheduled to open in August, 2004. The following full-time positions will be added: one Librarian III, two Librarian II's, two Librarian I's, one Library Assistant II, one Library

Circulation Attendant II, two Library Circulation Attendant I's and one Building Custodian. The following part-time positions will be added: two Library Assistant II's, two Library Circulation Attendant I's, four Library Aides and one Building Custodian. The second-year cost for this mandate in FY 2005 totals $320,413.

◆ **CUSTOMER SERVICE - $428,000**

ERM Program Management (#223) - $428,000 (Tier Three)

General Fund Transfers. This mandate will transfer funds to the Information Technology Services Fund for hardware and maintenance costs associated ($428,000) with the Enterprise Resource Management System project.

◆ **RECREATION - $59,436**

Aquatics Program (#159) - $59,436 (Tier Two)

Parks. This mandate at a cost of $59,436 provides for six Lifeguards, one Pool Supervisor and one Community Center Leader I for the new LBJ Park/Pool and Skateboard Facility. From April to September the facility will be utilized for public aquatics programs. Construction of the 25-meter junior olympic pool and other water features requires a staff of seven to operate during the summer pool season. During the off-season, the facility will be utilized for skating activities. The additional Community Center Leader I position is needed for the Lou Hamilton Community Center to address the anticipated increase of participation due to the addition of the skate park.

❁ Adopted One-Time Improvements to Service Delivery

The Adopted Budget contains **$26.91 million** in one-time improvements to service delivery. The improvements will be supported by one-time revenues realized in FY 2003 from $25.9 million in one-time excess CPS revenues and from $1 million in one-time escrow proceeds from the City's terminated agreement with Western Integrated Networks (WIN). The improvements are described below and categorized by the Council's Budget Priorities.

❖ EXISTING INFRASTRUCTURE IMPROVEMENT - $3.875 million

Streets Maintenance and Construction (#1) - $1.875 million (Tier One)

Public Works – Streets Division Trucking Efficiency/Productivity Enhancement. The Adopted Budget includes using one-time revenues in the amount of $1.875 million toward improving the efficiency and capacity of Street Maintenance and Construction performed by City crews. This improvement will significantly alter the method in which asphalt is delivered to different job sites throughout the City. The funds will be used to acquire 15 truck cabs, 12 thirty cubic yard live bottom trailers and three 30 cubic yard dump trailers along with associated capital outlay thereby reducing the number of trips necessary to haul the asphalt as well as the number of times the asphalt is handled resulting in an improved quality. These vehicles will replace 41 existing dump trucks that have smaller loading capacity which require more trips and more handling. These vehicles will be on line by July 2004 and result in a minimum 5% increase in productivity through the end of the fiscal year. It is anticipated that a full year of operation in FY2 005 will result in an increase in productivity by 15% - 20%.

In conjunction with the replacement of trucking, the Adopted Budget will replace 30 existing Equipment Operator I positions with 15 Senior Equipment Operator positions more qualified to operate the larger vehicles being acquired. Additionally, it includes the improvement of Public Works' in-house capability to provide higher quality engineering support to in-house streets projects with the addition of two Engineer positions, two Senior Engineering Technician positions, two Engineering Technician positions and two vehicles with surveying equipment to support the engineers. This redirection will require no added cost to the General Fund.

Streets Improvements and NAMP Enhancement (#1) - $2.0 million (Tier 1)

It is approved that $2 million be added to the Adopted Budget to augment resources available to individual Council districts for various street maintenance and NAMP projects. Specifically, $200,000 will be set aside for each district. The funds will be used to acquire contractual services to make desired improvements.

❖ DEVELOPMENT SERVICES - $240,000

Two Urban Land Institute (ULI) Studies (Sunset Station/St. Paul's Square & Guadalupe Corridor) (#178) - $240,000 (Tier 2)

Development Services. It is approved that $240,000 be set aside from one-time resources to support two studies to be conducted by ULI on the Sunset Station/St. Paul Square area in District 2 and on the Guadalupe Street Corridor in District 5. For each day, it is anticipated that the ULI will provide a panel of eight-to-ten persons with broad experience to examine current land development trends in relation to changing economic and social needs. From this analysis, the ULI panel will make recommendations for development strategies that are appropriate for the area.

◆ **PUBLIC SAFETY - $750,000**

Emergency Management (#21) - $300,000 (Tier One)

Southwest Enterprise for Regional Preparedness. The Adopted Budget includes applying $300,000 of the one-time revenues toward establishing the Southwest Enterprise for Regional Preparedness (SERP) in conjunction with the San Antonio Technology Accelerator Initiative (SATAI). The SERP program will 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.

Contingency Fund for Domestic Violence Grant Program (#98) - $450,000 (Tier 2)

Police. The Police Department has applied to the Substance Abuse and Mental Health Services Administration (SAMHSA0 for a $1,600,000, four (4) year grant that will improve treatment services to traumatized children and expand the Police Department's Victims Advocacy program. No City matching requirement exists. This grant will be called Children Under Reported Bystanders to Violence (CURB Violence). Its purposes is to improve treatment services to traumatized children through the systematic process of data collection, network collaboration, and expert intervention. The Police Department's Child Services Program will establish a Community Treatment and Service Center (CTST) at each of the Department's substations by adding six trained therapists to improve accessibility and broaden collaboration with local service systems. In the event that the grant is not awarded to the City, it is approved that $450,000 be set aside as a contingency in FY 2004 to proceed with other initiative involving Domestic Violence. If the $450,000 is not needed, it is further approved that the funds be redirected to employee benefits fund.

◆ **NEIGHBORHOODS - $300,000**

Southside Initiative (#63) - $300,000 (Tier One)

Southside Initiative Master Planning Process. Set aside $300,000 of one-time resources to initiate the Public Improvement Master Planning process by developing a Public Improvement Plan for transportation and utility infrastructure, and parks and open spaces needs that compliment the vision for the Southside Initiative Community Land Use Plan. The Southside Initiative encourages balanced growth by supporting economic development, creating sustainable communities, and promoting the unique historical, cultural, and environmental assets of the City's southern sector.

◆ **ECONOMIC DEVELOPMENT - $13.575 million**

Light Industry Development (#69) -$13.575 million (Tier One)

Economic Development. Three one-time improvements totaling $13.575 million.

- $1.45 million. Funding set aside to support additional one-time contractual services needed by the Brooks Development Authority and to supplement capital resources available to enhance the drainage area along the eastern border of Brooks City-Base to facilitate future development.
- $12 million. From the one-time revenues, make available resources for an Economic Development Incentive Fund and develop criteria to attract large-scale businesses in targeted industries and other significant investments that will serve as economic generators measured by new job creation, economic impact to the local economy, and leverages investment from other entities.
- $125,000. The Adopted Budget includes funding be set aside to support community efforts to protect military facilities and missions from the next round of military base closures.

◆ EMPLOYEE SERVICES - $4.1 million

Employee Health Insurance (#74) - $4.1 million (Tier One)

General Fund Departments. In order to keep pace with the rising costs of medical claims and to maintain a high level of health insurance benefits for City employees in FY 2004, the Adopted Budget provides $4.15 million in one-time resources contributing to the Employee Benefits Fund. To help address the rising costs of providing health benefits, employees will contribute toward health benefits-$5 per month per single employee and $15 per month per employee with dependents.

◆ HUMAN DEVELOPMENT - $1,014,000

Hunger & Homelessness (#88) - $1,014,000 (Tier One)

Special Projects. Seven one-time improvements totaling $1,014,000.

- $270,000. Resources to provide 25 pounds of food each for 3,000 disadvantaged senior recipients twice a month in FY 2004 to be administered by the Elderly and Disabled Division of the Community Initiatives Department.
- $144,000. Funding available to allow the Community Action Division in Community Initiatives to provide emergency shelter on an as needed basis in FY 2004.
- $200,000. Resources will provide added support to food pantries serving low-income families and strengthen the community's ability to promote maximum participation in the food stamp program.
- $56,000. In the area of homelessness, funding will support the creation of additional emergency shelter beds in the community.
- $200,000. Resources will extend mobile canteen.
- $60,000. Funding will provide day center services to the chronically homeless population.
- $84,000. Additional resources for oversight and administrative expenses associated with the initiative.

◆ ACCOUNTABILITY - $902,383

Municipal Elections (#175) - $780,383 (Tier Two)

City Clerk. The Adopted Budget includes the use to one-time resources to support the administration of two elections in FY 2004 – one bond election and one charter modification election - at an estimated cost of $780,383.

Administration & Financial Services (#194) - $72,000 (Tier Three)

City Attorney. The Adopted Budget includes $72,000 to provide one-time legal support services to the City's negotiations with Time-Warner Cable for renewing its franchise agreement with the City. Projected revenue from the Time-Warner Cable agreement in FY 2004 is $8.2 million.

Study for Contracting Out Parking Services (#157) - $50,000 (Tier 2)

In order to provide alternatives for the City to consider, $50,000 will be set aside to acquire consulting services for a study on the possibility of contracting out the operation of the City's Parking System.

◆ RECREATION - $700,000

Sunken Gardens Theater (#253) - $100,000 (Tier 3)

Parks. One of the most promoted Fiesta event that takes place at the Theater is the Taste of New Orleans. In an effort to keep the Theater open for FY 2004, the Council approved to set aside $100,000 to repair needed improvements to the Theater.

Adult Therapeutic Program (#236) - $240,000 (Tier 3)

Parks. The Parks Adult Therapeutic program provides therapeutic services to approximately 24 persons. The Council approved to set aside $120,000 to provide funding for the program in FY 2005.

Parks Cultural Program (#233) - $360,000 (Tier 3)

Parks. The Parks Cultural program currently provides a wide array of programs annually to include Our Part of Town show events, Market Square dance performances, various dance instruction courses to include Flamenco, Folklorico, Ballet and Jazz, portrait painting classes, and music classes. In an effort to continue these programs in FY 2005, the Council set aside $360,000 for FY 2005.

- **HEALTH - $300,000**

Salinas Dental Clinic (#145) - $300,000 (Tier 2)

Health. The Salinas Dental Clinic provides dental services to the community of San Antonio. To continue improving the dental care to our citizens, the Council approved to set aside $300,000 for FY 2004 and FY 2005.

- **EDUCATION/TRAINING - $325,000**

Additional Contribution to Project Quest (#85) - $325,000 (Tier 1)

Community Initiatives. It was approved that one-time resources be used to make a one-time additional contribution of $325,000 to Project Quest. This increase will bring the total General Fund contribution in FY 2004 to $2.2 million. One-time resources will be used for this purpose in anticipation that City guidelines for all agencies will be developed that will mandate that no more than a maximum percentage of an agency's overall budget come from City resources. Implementation of a maximum percentage will likely significantly reduce the City's subsequent contribution to Project Quest in FY 2005.

- **CONVENTION/TOURIST INDUSTRY - $175,000**

Funds for the Museo Americano (#248) - $175,000 (Tier 3)

The Museo Americano is a Latino Arts and Cultural Museum affiliated with the Smithsonian Instituition that will be located in the City-owned Centro de Artes Building in Market Square. It is anticipated that the Museo will open in late 2004. It is approved that the City provide $175,000 as a challenge match to the Centro Alameda, Inc. (CAI) for operating expenses associated with Museo Americano. CAI will match this City grant with new funds raised of equal or greater amount to be used for Museo operating expenses.

- **OTHER ONE-TIME IMPROVEMENTS - $607,879**

As described in the Mandated Improvements to Service Delivery section above, the Adopted Budget includes $7.7 million in mandated expenditures for FY 2004 for the General Fund. Of the $7.7 million in total mandated expenditure costs, $607,879 represents one-time expenditures. The one-time resources will be applied toward the one-time mandate costs.

The following table summarizes how the City Council allocated the FY 2003 extraordinary City Public Service resources within the FY 2004 Adopted Budget.

Adopted One-Time Expenditures
of Extrordinary CPS Resources

	Adopted Budget
Outside Legal Counsel for Cable Franchise	72,000
San Antonio Military Initiative (BRAC)	125,000
SATAI - SW Enterprise Regional Preparedness	300,000
South Side Initiative Master Plan	300,000
Hunger/Homelessness Initiative	1,014,000
One-Time Dollars for One-Time Mandates in FY 04	607,879
One-Time Dollars for One-Time Elections in FY 04	780,383
Brooks City-Base Drainage Improvements	1,000,000
Brooks Development Authority Contractual Services	450,000
Streets Trucking Efficiency/Productivity Enhancement	1,875,830
Economic Development Incentive Fund	12,000,000
One-Time Dollars for General Fund Employee Benefits Increase in FY 04	4,146,914
Two ULI Studies (Sunset Station/St.Paul's Square & Guadalupe Corridor)	240,000
Street Improvements and NAMP Enhancement	2,000,000
Contingency Fund for Domestic Violence Grant Program	450,000
Study for Contracting Out Parking Services	50,000
Additional Contribution to Project Quest	325,000
Match for Museo Americano	175,000
Sunken Gardens (one year)	100,000
Salinas Dental Clinic (two years)	300,000
Parks Adult Therapeutic Program (two years)	240,000
Parks Cultural Programs (two years)	360,000
Total Expenditures	**26,912,006**

❁ **Adopted Improvement - $630,930**

The Adopted Budget includes $630,930 for improvements. Each improvement is described below in terms of each proposal's relationship to a given City service.

DEVELOPMENT SERVICES - $630,930

Inspections (#177) - $630,930 (Tier Two)

Development Services. The Adopted Budget includes $630,930 in added revenues from the BLS-recommended application of an updated residential building valuation table. When this amount is combined with $518,681 in added resources from twelve other related revenue adjustments discussed in the General Fund Revenues section a total $1.15 million in additional resources become available. These resources will provide support to a total of $1.02 million in improvements to customer service in the Development Services Department described below.

- $250,000. Funding needed for consulting services to integrate 112,000 remaining addresses into the new Development Services automated support system that have not been converted to the new Development Services system since the April 2003 implementation of the new system. This improvement will ensure more timely response to requests for permits, plats, zoning actions, certificates of occupancy, and inspections.
- $350,000. Support for consulting services needed to link the City's Geographic Information System-(GIS) based zoning map to addressed parcel records in the Development Services automated support system. This improvement will ensure zoning classification continuity in the Development Services support system and help to avoid unnecessary delays in processing zoning requests.
- $86,210. Supports creation of two GIS Technician positions. The new positions will be used to ensure more rapid resolution of address conflicts in the Development Services automated support system as they arise from customer contacts at the front counter.
- $171,835. Funding for creation of five additional Customer Service Representative positions. Four of the five new positions will assist with answering customer telephone inquiries and provide back-up support to the counter at the Development and Business Services Center. The fifth position will serve as the first point of contact at the reception desk for customers walking into the Development and Business Services Center.
- $119,474. Supports creation of two new Construction Inspector II positions dedicated to perform sidewalk inspections as part of the plan review process. Specifically, this improvement will allow for field investigation of existing sidewalk conditions so that work required to address any issues (e.g. federal/state disability access requirements, utility pole positioning, sidewalk locations) can be clearly communicated early on to permit applicants.
- $46,003. Funding for creation of one Customer Service Specialist to provide support to Development Services inspection personnel by directing phone calls, compiling reports on inspection efficiencies, maintaining records, and coordinating vehicle usage.

The net saving to the General Fund of adopted new revenues when combined with the above improvements is estimated to be $126,089 in FY 2004.

COMMUNITY & VISITOR FACILITIES FUND (FORMERLY HOTEL/MOTEL OCCUPANCY TAX FUND, ALAMODOME FUND AND NELSON W. WOLFF STADIUM FUND)

The City operates several community and visitor industry-related facilities among which include the Alamodome, Convention Center, Municipal Auditorium and the Nelson W. Wolff Stadium. Currently, the Convention Center and the Municipal Auditorium are supported out of the Hotel/Motel Occupancy Tax Fund, and the Alamodome and Wolff Stadium are operated in their own separate funds. Staff has examined the feasibility of the City's four facilities being operated, managed and coordinated under one fund. Given the projected capacity of the combined revenues from these facilities and the Hotel/Motel Occupancy Tax, the Proposed Budget provides for the City's four facilities to be operated out of one fund called the Community and Visitor Facilities Fund, thus combining the resources and personnel in the Alamodome Fund, the Wolff Stadium Fund and the Hotel/Motel Occupancy Tax Fund.

The Adopted Budget for the Community & Visitor Facilities Fund is $55.2 million. This Special Revenue Fund supports the Alamodome, Convention & Visitors Bureau, Convention Facilities, as well as International Affairs, Cultural Affairs, outside arts agencies, and other convention/tourist-related activities. The primary sources of revenue for the fund come from the Hotel/Motel Occupancy Tax, Convention Center rentals, Alamodome rentals and facility fees and Wolff Stadium rentals and facility fees.

The national economic slowdown that began in late 2001 and was exaggerated by the events of September 11 has also negatively impacted re-estimated Hotel/Motel Tax revenues in FY 2003 and projected revenues for FY 2004. Actual Hotel/Motel Tax collections for the current year are projected to be at $34.71 million. This amount is $2.5 million, or 6.72%, less than the $37.21 million budgeted in FY 2003 for Hotel/Motel Tax revenue. The $2.5 million loss in revenue is the most immediate evidence of the continuous adverse economic impact to the local tourism industry and the Hotel/Motel Tax revenues.

As additional evidence of the impact on the local tourism industry from the slowing economy, the projection for Hotel/Motel Tax revenue in FY 2004 of $35.96 million is actually 3.37% less than the $37.21 million budgeted for FY 2003. The FY 2004 projection for Hotel/Motel Occupancy Tax revenue is based upon an analysis of anticipated lodging demand, projected average daily room rates, estimated hotel/motel room supply and inflation rates. While the FY 2004 projection is $1.25 million, or 3.59%, over the FY 2003 re-estimate of $34.71 million, the increase will not completely recover the $2.5 million loss in revenue between the $37.21 million budget amount and the $34.71 million re-estimate for FY 2003.

The primary sources of revenue from operation of the Alamodome are facility rentals, food and beverage concessions, reimbursable expenses and various event-related fees. Revenues are estimated based on an event mix projection. Total Alamodome rental and facility fee revenue in FY 2003 is estimated at $4.54 million which will be 18.85%, or $719,500 higher than the $3.82 million budget. Nevertheless, included in the total $8.65 million in projected revenue for the Alamodome in FY 2004, is the transfer into the fund of $1.53 million from the Alamodome Renewal & Improvement Fund and $278,379 from the Alamodome Improvement & Contingency Fund.

For the Convention Facilities Department, the Adopted Budget includes 75 currently authorized positions that will be kept vacant generating a savings of $2.2 million. These positions were originally added to accommodate the expanded Convention Center. Since the economic slowdown that began in 2002, the Convention Center has been able to accommodate its tenants with the available staffing resources. Consequently, the department will be able to keep the 75 positions vacant generating additional savings for the Community & Visitor Facilities Fund. Of these positions, 70 are in the Maintenance and Operations Division, two are in Booking and Event Services, and three are in Administration. In addition, the department will have a reduction in force of 12 filled positions. Of these positions, five are in Municipal Auditorium, four are in Building Operations, two are in Booking and Event Services, and one is in Technical Services.

With respect to the Convention & Visitors Bureau (CVB), the Adopted Budget includes decreasing the recurring tourism advertising budget by $287,000. Additionally, $400,000 of the remaining Pan Am advertising dollars will be allocated to the FY 2004 advertising budget, bringing the total to $6.113 million, or 17% of the Adopted Hotel/Motel Tax Revenue.

The Adopted Budget also includes eliminating the $461,000 contained in the Proposed Budget for the $1,000 one-time salary adjustment to the fund. The savings of $375,000 from the elimination of the one-time salary adjustment will be reallocated as follows:

- $162,000. Full-time and part-time civilian employees will receive a 3% pay increase in FY 2004 as opposed to the 2% increased recommended in the Proposed Budget.
- $113,000. The advertising budget of the Convention & Visitors Bureau will be increased to 17% of anticipated Hotel/Motel Tax Revenues in FY 2004. Specifically, it will increase the advertising budget from $6 million to $6.113 million.
- $100,000. Restore the $100,000 cut contained in the Proposed Budget for the San Antonio Sports Foundation.

The CVB will also reorganize the Visitor Information Center and the Official City Store. A net saving of $262,256 will be realized from economies of scale and staffing and operational consolidation.

Additionally, with respect to the Cultural Affairs Office, the Adopted Budget includes a one-time reduction of $60,000 which will eliminate funding for the Neighborhood Heritage Initiative (NHI) Program. It is anticipated that the Arts in the Community (AIC) program will provide the Neighborhood Commercial Revitalization projects with similar opportunities and support their immediate requirements. Funding for this program will be reinstated in FY 2005. The Department will reduce the funding for outside arts agencies by 3% across-the-board, generating $72,036 in savings in FY 2004.

The International Affairs Department will close the Southeast Mexico CASA located in Mexico City. This reduction will generate $48,168 in savings.

The Adopted Budget also includes $295,600 in the Alamodome budget for one-time costs associated with hosting the National Collegiate Athletic Association (NCAA) Men's Final Four Tournament. The Alamodome Department will increase one fee associated with parking at the Alamodome and creating a new fee associated with Wolff Stadium events, which will generate $350,248.

- The parking fees at the Alamodome will increase from $5 to $7. This increase will generate $255,248 in additional revenue.
- An Access Fee of $0.50 per ticket has been adopted for events held at Wolff Stadium. The new fee will generate $95,000 in additional revenue.

To build on the synergy and to improve the efficiency of the various resources of the Alamodome and the Convention Facilities Departments, the City during FY 2004 will examine the feasibility of sharing/integrating the Alamodome and Convention Facilities operational resources. Preliminary review has shown that core department functions such as fiscal, administration, marketing efforts, events services and event booking may be areas of opportunity to consider for integration.

AVIATION FUND

The Adopted Budget for the Aviation Fund is **$43.98 million**. In FY 2004, the fund will continue to maintain a three-month operational reserve of $6.51 million.

The FY 2004 Adopted Budget includes the following improvements to the Aviation Fund totaling $68,766:

- $39,894. Add one Senior Management Analyst to enhance in-house contract compliance monitoring.
- $26,872. Add one Parking Supervisor position to improve controls over cash handling procedures in Aviation's parking operations.

The Adopted Budget also includes that Aviation's contract for security at International Airport be replaced with City employees to ensure provision of enhanced security oversight of the Airport parking facilities in accordance with federal security requirements. Specifically, 12 Parking Enforcement Officer positions will be added to replace the contractual security services. As a consequence, the Aviation Fund will save $295,587 from this redirection.

GOLF FUND

The FY 2004 Adopted Budget for the Golf Fund is **$6.5 million**. The fund continues to face fiscal challenges due in large part to unseasonable weather conditions experienced during in recent fiscal years as well as changes in market conditions in golf activity in the community. The Five-Year Forecast projected a shortfall to occur in the current fiscal year as well as in FY 2004. To address the shortfall, the Adopted includes a combination of increases in golf fees and operation reductions.

With respect to golf fees, the following fee adjustments are among those adopted to generate a total of $120,000 in FY 2004:

- The Greens Fees at all City golf courses will increase by 25 cents (Discount Rate) and 75 cents (Regular Rate) to generate $33,750 in additional revenue.
- The Golf Cart Rental Fees will increase by 50 cents in order to generate $64,400 in additional revenue.
- The Punch Card fee for 12 rounds will increase from $54 to $60. This increase will generate $4,710 in revenue.
- The Senior Card fee for 20 rounds will increase from $130 to $150. This increase will generate $10,500 in additional revenue.

These fee increases will have minimal to no impact on the competitive position of municipal golf courses relative to private golf courses in the San Antonio area.

With respect to expenditures, a total of $1.19 million in reduced expenditures is adopted from a complete restructuring of the City's Golf operations. Specifically, the Adopted Budget includes that 47 positions in the Golf Fund be eliminated to include: two vacant Sr. Office Assistants, one vacant Office Assistant, one vacant Administrative Aide, one vacant Agronomist, ten vacant and eight filled Golf Activity Attendants, one vacant Golf Course Equipment Maintenance Supervisor, three vacant Golf Course Equipment Mechanic, two filled Golf Course Equipment Operator, nine filled and four vacant Maintenance Workers, one filled and two vacant Golf Course Maintenance Supervisor I, one vacant Maintenance Supervisor II, one filled Golf Course Manager. The total savings from the eliminated positions will be $991,796. Associated with the restructuring are line items in contractual services and commodities that can be reduced totaling $199,230.

Fiscal challenges will still confront Golf operations in future years without consideration of other operational alternatives. Consequently, the Adopted Budget includes $50,000 for the Parks Department to retain a consultant to look at alternatives such as privatizing the City's Golf operations. Additionally, the Adopted Budget reserves $70,000 for use in acquiring a point-of-sale system to integrate tee times, financial data, reservations, and golf merchandise inventory handling at the various City golf courses.

PARKING FACILITIES FUND

The FY 2004 Adopted Budget of the Parking Facilities Fund is **$9.6 million**. The Five-Year Financial Forecast projected shortfalls in this fund beginning in FY 2005 if current conditions are not changed. In order to address the potential future shortfalls, the Public Works Department will increase three existing fees for a combined revenue increase of $510,003

- The Parking Division purchases VIA bus passes and sells them to City employees at a discounted rate. The increase from $5 per bus pass to $10 per bus pass will help offset the subsidy from the Parking Fund. This fee increase will generate $60,000 in additional revenue.
- The Parking System Revenue Bond includes rate increases as necessary to ensure that revenues exceed expenses, while continuing to provide competitive rates that will promote downtown development. Event rates will increase for the following: Marina Garage, HemisFair Garage, Mid-City Garage and Riverbend Garage. These rate increases will generate $295,662 in FY 2004.
- Council approved an increase from $6 to $8 to the event rate at the Marina and Hemisfair Garages. The added revenue resulting from the increase will be $154,341 in the Adopted Budget FY 2004.

The Adopted Budget includes the addition of one Parking Attendant to staff the Municipal Courts Parking Lot, at a cost of $61,802.

SELF INSURANCE - EMPLOYEE BENEFITS FUND

The FY 2004 Adopted Budget for the Self-Insurance Employee Benefits Fund is **$73.62 million.** The City has long maintained as a significant employment benefit a health insurance program for employees and their dependents that is provided at no cost to the employee (standard CitiMed plan). However, as described in the City's Five-Year Financial Forecast, the City's continued ability to maintain this benefit has been threatened by significantly rising medical costs which have increased in recent years well above the normal rate of inflation. Continued maintenance of the current level of employee health benefit coverage in the future presents the greatest financial challenge. The program has experienced dramatically increased costs for medical claims and prescriptions that have placed the Employee Benefits Fund in a shortfall situation since the end of FY 2000. The reasons include:

- Medical claim costs rose 14.85% in FY 2001 and by 14.04% in FY 2002.
- Prescription costs rose 36.4% in FY 2001 and by 23.93% in FY 2002.
- The trend for cost increases is expected to continue with a 15% projected increase in overall medical costs for FY 2004 with prescription costs increasing at a rate of 15% to 20% in FY 2004.

The Financial Forecast recommended a series of assessment rate increases to be implemented over each of the next five years to minimize the adverse impact on the Employee Benefits Fund balance over the next five years. For FY 2004, the Adopted Budget includes a 11% Employee Benefits assessment increase for all funds and a $5 per month per single employee and $15 per month per employee with dependents health coverage generate an additional $685,260.

In addition to assessment increases, the Adopted Budget includes the following additional measures to help control cost increases in this fund:

- Realize additional claims savings by increasing the Utilization Review staff from two to three. Two Utilization Review positions were added in FY 2003 - the projected savings from their efforts during the seven months of FY 2003 that they have been operating is $685,557. It is expected that in FY 2004 the annual value of claims savings from the two existing and one new proposed position will be $1.3 million.
- To address the rapidly rising costs of pharmaceuticals, it is adopted to increase employee drug co-payments as follows:

	Current Co-Pay	Adopted Co-Pay
Generic	$5	$7
Single-Source Brand	$20	--
Multi-Source Brand	$35	--
Preferred Brand	--	$20
Non-Preferred Brand	--	$40

The intent of the new Co-Payment Schedule is to encourage employees to purchase generic medications as the first choice. If generic medications are unavailable or not desirable, then the co-payment design encourages selection of an equivalent medication from a pre-established "preferred"

list of lower cost equivalents. Application of the new co-payment schedule is expected to result in $72,128 in savings for FY 2004.

- Increase premiums for the City's CitiDent program, COBRA health insurance and retiree health insurance resulting in a savings of $415,773.

The combined savings impact of the above cost savings measures to the Employees Benefits Fund is estimated at $1.8 million in FY 2004.

The Employee Benefits Fund will require continuous and aggressive monitoring during the next fiscal year as the above proposed changes are implemented. Future plan modifications recommended by the consultant to be considered include establishing health care medical management programs focused on providing managed care for employees having chronic, high risk ailments involving high costs such as back pain, high risk maternity, heart disease and depression. Programs such as these will need to be carefully studied as means of providing long term solutions to address rising health care costs and increasing fund balance deficits. In FY 2004, the HMO, PPO and health benefits third party administrator contracts will be coming up for renewal. The renewals will provide an opportunity to look at more options for future plan modifications to address the increasing cost of providing health benefits. Options could include establishment of an Exclusive Provider Organization (EPO) as a means of extending benefits whereby employees select from a more exclusive group of healthcare providers operating under more defined and consistent expense guidelines.

SELF INSURANCE - WORKERS COMPENSATION FUND

The FY 2004 Adopted Budget for the Workers Compensation Fund appropriation is **$14.1 million**. Revenues collected by the fund are received through departmental assessments based upon claim loss history. The same types of increases in medical expenses that have been noted for the Employee Benefits Fund have adversely impacted the Workers Compensation Fund. Consequently, the fund has experienced shortfalls since the end of FY 2002.

ENVIRONMENTAL SERVICES FUND

The Adopted Budget for the Environmental Services Fund is **$51.2 million**. The three primary sources of revenue for this fund are the Solid Waste Processing Fee, the Environmental Service Fee and the Brush Collection Fee. Programs supported by these fees include residential waste collection and disposal, brush & bulky goods collection and disposal, curbside recycling, dead animal retrieval and disposal and landfill closures.

With respect to controlling costs and avoiding a rate increase, the Environmental Services Department intends to initiate a pilot automated collection program during the upcoming fiscal year. It is anticipated that even greater operating savings and employee safety improvements are possible through a completely automated collection program.

The Adopted Budget includes the addition of six positions to address increased service demands. To address the 12% growth in customers serviced by the Department, additional routes have been added for garbage, recycling and brush. Four Collection Route supervisors are proposed to improve supervision of the increased routes, at a cost of $249,684. Additionally, two Truck Driver positions are proposed to support the City-wide collection of dead animals and to maintain that collection occurs within 24 hours of receiving the call. This improvement totals $92,492.

STORMWATER OPERATING FUND

The FY 2004 Adopted Budget of the Stormwater Operating Fund is **$21.71 million**. The primary source of revenue for the Stormwater Fund is the Stormwater Fee that is assessed each water meter within the City of San Antonio. During the Council budget prioritization process, the Council expressed concern that the City's current maintenance cycle to natural creekways of once every five years has not been able to remedy the continued neglect to the natural creekways in San Antonio.

In order to address this issue, the Adopted Budget includes that a 14-person crew be added to the Public Works Department to increase the cycle of maintenance of natural creekways from once every five years to once every three years. The monthly Storm Water Fee will be increased by ten cents (from $2.98 to $3.08 for residences) to generate $632,000 in FY 2004 to support the annual added cost of the increase maintenance. The added expenditures are added in the FY 2004 Adopted Budget.

The San Antonio Water System oversees collection of the fee on behalf of the City. SAWS also provides customer phone service, education and industrial monitoring services on behalf the Stormwater system. The City and SAWS staff are currently working on the proper methodology for allocating the billing and customer services costs SAWS assesses in support of the City's Stormwater operations.

FY 2004 CAPITAL BUDGET

The FY 2004 Adopted Capital Budget totals $406.1 million which represents a 25% increase from the FY 2003 Adopted Capital Budget of $325.9 million. The increase is the result of more projects within the 1999 General Obligation Bond Program beginning construction and an aggressive airport construction program that has generated substantial amounts of construction activity for FY 2004.

The Adopted Six-Year Capital Budget for the years FY 2004 through FY 2009 totals $622.7 million. The Six-Year program represents the City's long-range physical infrastructure development and improvement plan. The program contains 304 projects to include $401.9 million in air transportation improvements, $63.6 million in streets projects, $44.6 million in parks projects and $42.6 million in drainage improvements. The Six-Year Capital Budget is coordinated with the City's Debt Management Plan to ensure that projected capital funding requirements are consistent with plans for the sale of authorized General Obligation and Certificate of Obligation debt.

The Adopted Budget also includes that a $115 million General Obligation (G.O.) Bond program brought forward to the voters for an authorization election in November 2003. The last General Obligation Bond authorization was in 1999. Through prudent management of the City's debt management plan, sufficient debt capacity has been made available for a bond authorization election in November 2003.

The 2003 Bond Program consists of a total of $161.8 million in G.O Bond and Storm Water revenue bond issuance capacity. Of this amount, $115 million represents G.O. Bond projects for submittal to the voters for authorization in November, and $46.8 million represents regional Storm Water projects that have been identified and for which the Storm Water fee-based revenue bonds have been sold. The $115 million G.O. bond package includes streets, drainage, parks and municipal facility improvement projects. It is expected that the 2003 G.O. Bond program will be implemented over a three-year period.

FY 2004 CITY EMPLOYEE PERSPECTIVE

The City recognizes the dedication and commitment to public service exhibited daily by City employees. Among our most valuable assets, City employees are responsible for delivery of critical services to over a million citizens each day and eight million visitors each year. The City Council Goals & Objectives Worksession in June addressed Employee classification, pay and health insurance as a high priority. The fiscal challenges presented for FY 2004, however, required very difficult recommendations to be made on proposed reductions in services and personnel. Every effort was made in the preparation of the Adopted Budget to minimize the adverse impact of the reductions on the City's employees. Nevertheless, elimination of some filled positions was necessary. For all funds, a total of 137 authorized positions are included for elimination of which 61 are filled and 76 of which are vacant.

Providing an enhanced compensation package has been an important objective for inclusion in the FY 2004 Adopted Budget. The Adopted Budget includes a market salary adjustment of 3% for all civilian employees. The Adopted Budget includes $7.2 million in all funds ($4.032 million in the General Fund) to implement the market adjustment.

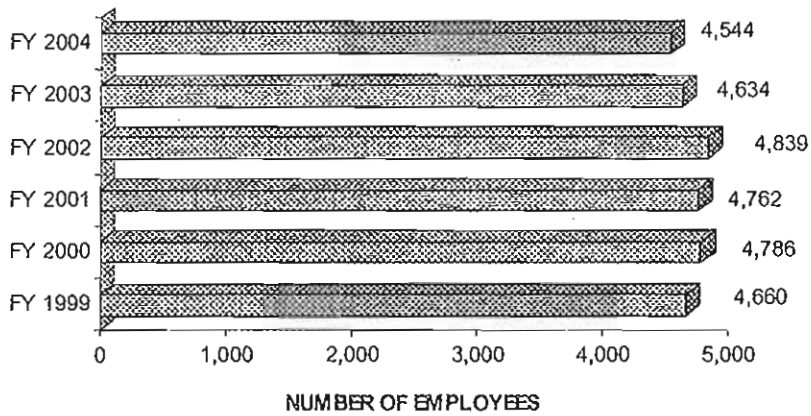
The Adopted Budget also sets aside $4.7 million in added mandated expenditures for increased wages, certification pays, and education incentives arising from the terms of the current collective bargaining agreement with the San Antonio Professional Fire Fighters Association. Specifically, the resources provide for a contractually required 3% pay increase, increases to incentives, and the addition of step increases for the ranks of Lieutenant, Captain, and District Chief. The Adopted Budget also includes a recommendation to maintain an 8.71% City contribution to the Fire & Police Retiree Health Care Fund. According to the current collective bargaining agreement, the City was scheduled to reduce its contribution to the fund to 8.51%. The projected cost of maintaining this contribution rate is $172,320 and is included in the total mandate cost.

The City recently began negotiations for a new collective bargaining agreement with the San Antonio Police Officers Association. The Adopted Budget sets aside approximately $4 million to accommodate up to a potential 3% wage adjustment for police officers.

The following charts show the number of uniform and civilian positions authorized in the General Fund over the last six years. The charts provide a summary of the net result in positions after program reductions, mandates, program improvements, and reorganizations. On the civilian side, there is a net reduction of 80 civilian positions from FY 2003 to FY 2004. On the uniformed positions side, there is a net increase of 7 uniformed positions. With civilian and uniformed positions combined, there is an overall net decrease of 73 positions in the General Fund.

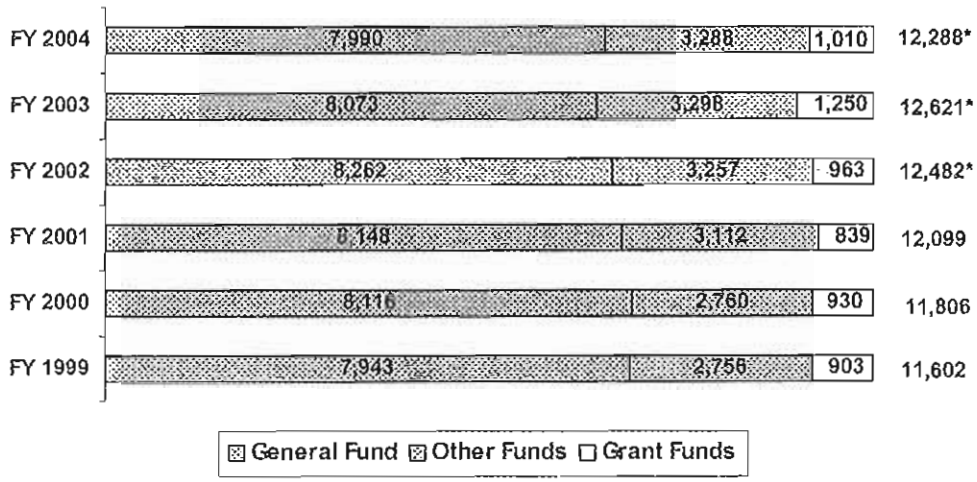
The total number of positions in FY 2004 for all funds including grants will decrease by 333 positions from 12,621 positions in FY 2003 to 12,288 positions. Of the total FY 2004 positions, 1,010 positions are grant funded.

GENERAL FUND - AUTHORIZED CIVILIAN POSITIONS



GENERAL FUND - AUTHORIZED UNIFORM POSITIONS

ALL FUNDS - AUTHORIZED POSITIONS



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

CONCLUSION

The Adopted Budget for FY 2004 represents the staff's best professional judgment on a program of revenues and expenditures which provide for as high a level of basic services to the community as possible within the limits of available resources. The task was particularly challenging due to the desire to balance the budget in the face of projected shortfall without a tax rate increase and with due regard for the priorities identified by City Council this year.

The Adopted Budget for FY 2004 eliminates the projected General Fund shortfall through a combination of reductions and redirections designed to minimize the adverse impact on the delivery of priority services. Additionally, the Adopted Budget requires no increase in the overall property tax rate for the eleventh consecutive year remaining at 57.854 cents per $100 valuation. The Adopted Budget also provides for added targeted investments in Council priority areas such as existing infrastructure, public safety, elderly services, neighborhoods, economic development, employee services, human development, accountability and customer service.

ALL FUNDS
SUMMARY OF ADOPTED BUDGET REVENUES
PROGRAM CHANGES BY FUND

	ACTUAL FY 2001-2002	REV. BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	CURRENT SVC. FY 2003-2004	PROGRAM CHANGES	ADOPTED FY 2003-2004
GENERAL FUND						
Revenue						
City Sales Tax	$ 140,084,739	$ 148,060,430	$ 139,500,000	$ 142,900,000	$ 0	$ 142,900,000
Liquor by the Drink Tax	3,628,359	3,643,397	3,867,869	4,019,135	0	4,019,135
Current Property Tax	137,294,658	143,795,023	146,417,241	157,133,993	0	157,133,993
Delinquent Property Tax	2,041,026	1,979,260	1,979,260	2,008,940	0	2,008,940
Penalty and Interest on Delinquent Taxes	1,821,853	1,319,500	1,319,500	1,339,500	0	1,339,500
Business and Franchise Tax	26,042,328	25,059,481	26,060,140	25,344,397	0	25,344,397
Licenses and Permits	13,302,392	14,876,456	14,747,404	15,125,871	1,884,148	17,010,019
City Public Service	165,118,018	168,978,000	174,777,994	177,662,000	0	177,662,000
City Public Service Board - One-Time	0	0	25,912,006	0	0	0
San Antonio Water System	6,116,065	5,766,315	6,305,750	6,577,975	0	6,577,975
Other Agencies	2,888,626	3,019,892	2,863,357	2,892,200	0	2,892,200
Charges for Current Services						
General Government	6,731,411	7,105,587	6,621,333	7,153,830	64,651	7,218,481
Planning	1,900,369	1,943,258	1,916,691	1,966,982	0	1,966,982
Public Safety	4,921,821	5,166,374	5,497,442	5,642,407	125,256	5,767,663
Highways/Streets/Sanitation	229,237	385,516	377,802	405,705	0	405,705
Health	2,125,164	2,005,891	2,005,857	2,022,122	224,086	2,246,208
Recreation and Culture	8,723,493	8,680,050	8,408,408	8,901,124	287,933	9,189,057
Fines	10,828,974	11,919,302	11,126,080	11,775,790	395,875	12,171,665
Miscellaneous Revenue						
Sale of Property	1,383,831	1,470,210	1,490,622	1,490,647	0	1,490,647
Use of Money and Property	3,131,239	3,634,284	2,019,137	2,176,454	0	2,176,454
Recovery of Expenditures	2,688,995	1,899,902	2,026,006	2,330,727	0	2,330,727
Miscellaneous	125,442	173,859	10,000	6,080	4,320	10,400
Interfund Charges	4,724,962	4,129,990	4,158,169	4,236,234	0	4,236,234
TOTAL GENERAL FUND	$ 646,863,002	$ 666,011,977	$ 689,408,068	$ 683,112,113	$ 2,986,269	$ 686,098,382
OTHER FUNDS						
Alternate Services Employee	$ 3,881,999	$ 2,040,279	$ 9,122,623	$ 2,067,286	$ 0	$ 2,067,286
Aviation	41,462,185	43,440,659	42,008,533	44,250,262	0	44,250,262
Better Jobs	74,644	105,299	47,680	56,950	0	56,950
Bexar County Rabies Control	193,716	207,320	211,033	219,013	0	219,013
Building Maintenance	8,142,024	8,647,385	9,385,707	9,243,135	0	9,243,135
Capital Improvements Reserve	1,464,962	1,509,784	1,713,036	1,269,610	0	1,269,610
Community & Visitor Facilities	54,024,492	57,534,281	54,838,113	53,804,425	350,248	54,154,673
Confiscated Property	796,918	850,450	1,306,740	1,054,940	0	1,054,940
Emergency Medical Services	37,631,303	37,364,936	38,335,301	38,701,509	196,776	38,898,285
Enterprise Resource Management	1,875,752	4,882,534	5,312,666	3,691,565	0	3,891,565
Environmental Services	47,150,974	48,643,216	49,659,475	50,501,991	0	50,501,991
Equipment Renewal & Replacement	18,377,777	12,627,914	11,804,598	14,205,091	0	14,205,091
Golf	6,402,335	7,441,184	6,210,855	6,560,281	113,360	6,673,641
Hotel/Motel 2%	10,084,135	10,642,901	9,929,630	10,285,898	0	10,285,898
Information Technology Services	16,522,352	19,373,214	21,913,053	22,952,150	0	22,952,150
International Center	997,909	947,301	987,778	1,035,298	0	1,035,298
Job Training, Neighborhood Rev, & Econ Dev	90,983	105,300	57,030	68,060	0	68,060
Official City Store	137,182	168,901	180,877	404,184	0	404,184
Parking	9,343,578	9,939,860	9,340,984	9,112,806	510,033	9,622,839
Parks Development and Expansion	17,802,324	18,687,286	17,780,684	12,527,758	0	12,527,756
Passenger Facility Charge	6,306,021	9,960,170	9,513,460	10,065,450	0	10,065,450
Public Health Support	2,646,215	2,248,440	2,268,700	2,305,060	0	2,305,060
Purchasing & General Services	26,485,126	26,714,572	27,274,356	27,050,664	0	27,050,664
Recreation Athletic	450,734	451,500	465,979	481,604	0	481,604
San Antonio Local Development Corporation	404,677	478,536	504,105	531,614	0	531,614
San Jose Burial	105,382	103,270	106,610	91,170	0	91,170
Self Insurance	72,799,490	84,541,585	81,757,890	89,409,539	0	89,409,539
Stormwater	17,397,829	21,694,735	21,188,111	21,520,908	632,000	22,152,908
Stormwater Regional Facilities	3,273,725	3,656,067	2,987,438	2,988,015	0	2,988,015
Streets Maintenance & Improvement	34,000,369	29,659,553	30,992,935	34,608,121	0	34,608,121
Streets Right of Way	877,104	993,688	994,518	952,381	0	952,381
Tax Increment Financing	N/A	464,031	587,281	238,562	0	238,562
TOTAL OTHER FUNDS	$ 441,204,192	$ 466,106,131	$ 466,787,479	$ 472,255,296	$ 1,802,417	$ 474,057,713
TOTAL ALL FUNDS	$ 987,067,194	$ 1,031,118,108	$ 1,056,195,547	$ 1,055,367,409	$ 4,788,685	$ 1,060,156,095

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	CURRENT SERVICE FY 2003-2004
DEPARTMENTAL APPROPRIATIONS				
Asset Management	$ 1,368,637	$ 1,632,176	$ 1,479,829	$ 1,678,023
City Attorney	4,463,678	5,187,747	4,666,354	5,137,868
City Auditor	1,244,170	1,840,801	1,794,220	1,933,909
City Clerk	1,224,797	1,252,674	1,191,249	1,216,005
City Manager	1,759,133	1,825,245	1,811,472	1,777,972
Code Compliance	6,099,167	6,051,870	6,050,069	6,277,538
Community Initiatives	10,846,897	10,567,650	10,357,146	10,787,934
Customer Service & 311 System	2,424,076	2,402,003	2,401,173	2,741,236
Development Services	9,574,467	10,531,309	10,234,583	11,024,275
Economic Development	1,929,932	1,700,572	1,601,853	1,904,024
External Relations	1,171,534	1,219,112	1,185,212	1,253,818
Finance	7,483,721	7,924,917	7,667,748	7,954,695
Fire	104,473,363	108,169,070	108,409,172	108,070,999
Health	16,800,036	16,179,006	15,906,921	15,693,807
Human Resources	2,259,341	2,245,440	2,153,943	2,368,458
International Affairs	463,426	365,378	348,388	387,469
Library	18,080,204	18,935,460	18,178,566	19,512,986
Management & Budget	1,191,275	1,184,780	1,046,173	1,133,408
Mayor and Council	3,330,703	3,368,745	3,365,705	3,244,429
Municipal Courts	10,678,360	10,688,234	10,536,475	11,081,075
Municipal Elections	511,733	651,100	631,567	0
Neighborhood Action	1,398,173	1,291,444	1,288,989	1,335,749
Parks and Recreation	48,164,278	48,953,612	47,457,480	48,951,156
Planning	2,766,168	2,926,790	2,836,493	2,740,022
Police	216,160,993	218,558,207	220,504,601	219,343,333
Public Works	14,784,451	14,994,022	14,843,877	15,503,772
Agencies	6,851,954	4,888,914	4,823,414	5,048,265
Non-Departmental/Non-Operating	22,876,274	26,516,051	26,545,025	32,051,292
One Time High Energy Expense	0	0	2,149,994	0
One-Time Projects	3,583,958	1,691,650	1,691,650	1,643,000
Transfers				
Emergency Medical Services	28,652,197	27,367,286	28,190,994	27,611,261
Streets Maintenance & Improvement	31,138,316	29,203,200	29,279,775	30,411,284
Other Transfers	12,460,664	11,415,210	11,079,545	9,515,580
TOTAL APPROPRIATIONS	$ 596,216,076	$ 601,729,675	$ 601,709,655	$ 609,334,642
TOTAL AVAILABLE FUNDS	$ 639,180,551	$ 624,920,920	$ 655,285,571	$ 657,541,610
GROSS ENDING BALANCE	$ 42,964,475	$ 23,191,245	$ 53,575,916	$ 48,206,968
RESERVE FOR REVENUE LOSS	$ 23,168,000	$ 23,168,000	$ 23,168,000	$ 23,168,000
ENDING BALANCE	$ 19,796,475	$ 23,245	$ 30,407,916	$ 25,038,968

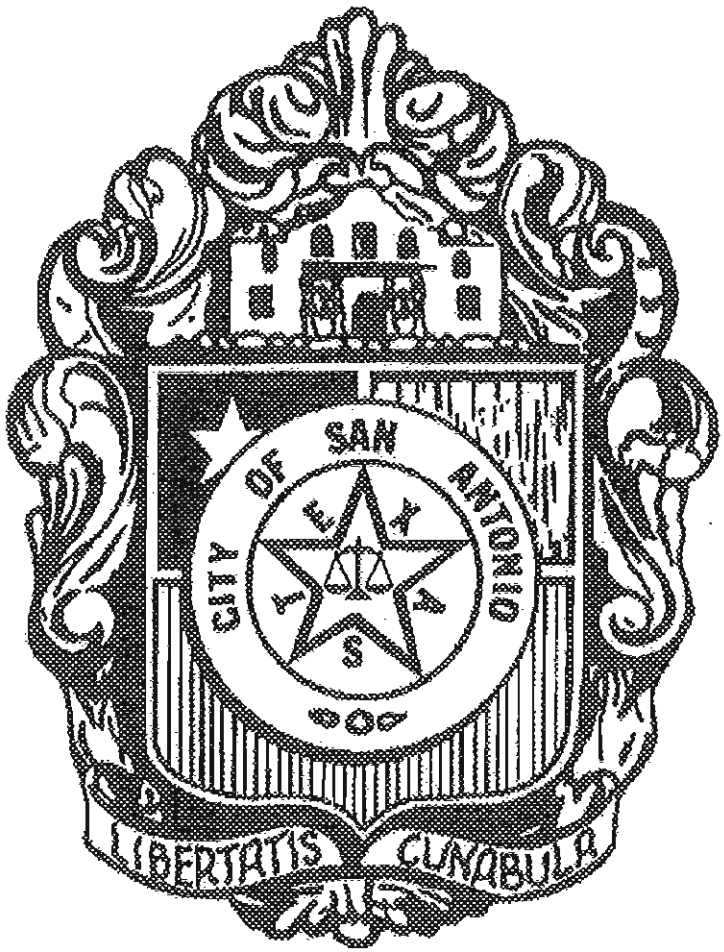
GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

REDIRECTION/REDUX FY 2003-2004	IMPROVEMENTS FY 2003-2004	MANDATES FY 2003-2004	TOTAL PROG. CHANGES	ADOPTED FY 2003-2004	
					DEPARTMENTAL APPROPRIATIONS
$ (13,339)	$ 0	$ 0	$ (13,339)	$ 1,664,684	Asset Management
(214,589)	187,624	0	(26,965)	5,110,903	City Attorney
0	0	0	0	1,933,909	City Auditor
(20,198)	0	0	(20,198)	1,195,807	City Clerk
(10,885)	0	0	(10,885)	1,767,087	City Manager
(5,876)	76,494	0	70,618	6,348,156	Code Compliance
(181,367)	0	0	(181,367)	10,606,567	Community Initiatives
(14,307)	0	0	(14,307)	2,726,929	Customer Service & 311 System
(163,679)	1,023,522	0	859,843	11,884,118	Development Services
(89,815)	0	0	(89,815)	1,814,209	Economic Development
(2,735)	46,731	0	43,996	1,297,814	External Relations
(101,725)	0	0	(101,725)	7,852,970	Finance
(248,291)	0	3,638,230	3,389,939	111,460,938	Fire
(362,062)	0	0	(362,062)	15,331,745	Health
(8,250)	0	0	(8,250)	2,360,208	Human Resources
0	0	0	0	387,469	International Affairs
(438,724)	41,220	259,659	(137,845)	19,375,141	Library
(1,810)	0	0	(1,810)	1,131,598	Management & Budget
(222,250)	220,000	0	(2,250)	3,242,179	Mayor and Council
(58,067)	0	0	(58,067)	11,023,008	Municipal Courts
(1,617)	780,383	0	778,766	778,766	Municipal Elections
(1,935)	0	0	(1,935)	1,333,814	Neighborhood Action
(1,394,471)	0	1,137,208	(257,263)	48,693,893	Parks and Recreation
(60,482)	0	0	(60,482)	2,679,540	Planning
(722,659)	0	981,468	258,809	219,602,142	Police
(184,714)	0	0	(184,714)	15,319,058	Public Works
(156,677)	325,000	0	168,323	5,216,588	Agencies
(306,080)	4,220,107	183,542	4,097,569	36,148,861	Non-Departmental/Non-Operating
0	0	0	0	0	One Time High Energy Expense
0	16,724,000	0	16,724,000	18,367,000	One-Time Projects
					Transfers
(78,102)	0	1,044,347	966,245	28,577,506	Emergency Medical Services
(45,489)	3,875,830	12,543	3,842,884	34,254,166	Streets Maintenance & Improvement
0	0	438,160	438,160	9,953,740	Other Transfers
$ (5,110,195)	$ 27,520,911	$ 7,695,157	$ 30,105,873	$ 639,440,516	TOTAL APPROPRIATIONS
				$ 662,677,430	TOTAL AVAILABLE FUNDS
				$ 23,236,915	GROSS ENDING BALANCE
$ 0	$ 0	$ 0	$ 0	$ 23,168,000	RESERVE FOR REVENUE LOSS
				$ 68,915	ENDING BALANCE

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY	ENTERPRISE FUNDS
Departmental Appropriations							
Alamodome	$	$	$	$ 8,983,492	$	$	$
Asset Management	1,864,684			230,217			
Aviation			120,500		19,067,134		33,267,267
City Attorney	5,110,903	293,668	243,251				
City Auditor	1,933,909	161,151					
City Clerk	1,195,807						
City Manager	1,767,087						
Code Compliance	6,348,156	96,875					
Community Initiatives	10,606,567	230,444	108,772,223				
Convention Facilities				18,479,954			
Convention & Visitors Bureau				14,337,495			
Cultural Affairs			336,387	769,479			
Customer Service & 311 System	2,726,929						
Development Services	11,884,118			138,168			
Economic Development	1,814,209		356,091	488,059			
Environmental Services							47,760,891
Extemal Relations	1,297,814						
Finance	7,852,970	74,436					
Fire	111,480,938		6,245,807	38,698,285			
Health	15,331,745		24,490,420	2,594,193			
Housing and Community Development		1,093,943					
Human Resources	2,380,208						
Information Technology Services				2,458,680			
International Affairs	387,469			698,623			
Library	19,375,141		2,308,088				
Management & Budget	1,131,598						
Mayor & Council	3,242,179						
Municipal Court	11,023,008						
Municipal Elections	778,766						
Neighborhood Action	1,333,814	1,789,670		512,890			
Non-Departmental/Non-Operating	36,148,861			809,143	11,576,070		
Parks & Recreation	46,693,893	437,283	610,446	7,623,081	10,716,993	381,614	
Planning	2,679,540	250,829	80,000				
Police	219,602,142		8,000,262	2,315,203			
Public Works	15,319,058	23,800		45,295,999	6,558,205		4,640,993
Purchasing & General Services							
Self Insurance							
Contribution to Other Agencies	5,216,588	16,920,301		2,329,157			
One-Time Projects	18,367,000						
Alternate Services Employee							
Debt Service					101,745,267		
Total Net Appropriations	*$ 566,655,101*	*$ 21,372,400*	*$ 151,563,475*	*$ 147,142,118*	*$ 149,663,669*	*$ 381,614*	*$ 85,669,151*
Transfers	*$ 72,765,414*	*$ 0*	*$ 0*	*$ 56,189,588*	*$ 0*	*$ 30,199*	*$ 38,476,380*
TOTAL APPROPRIATIONS	$ 639,440,515	$ 21,372,400	$ 151,563,475	$ 203,331,706	$ 149,663,669	$ 411,813	$ 124,145,531

FY 2003-2004 ALL FUNDS
BUDGET SUMMARY

TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL	INTERNAL SERVICE FUNDS	ORGANIZATIONS
				Departmental Appropriations
$ 8,983,492	$	$ 8,983,492	$	Alamodome
1,884,801	5,134,000	7,028,901		Asset Management
52,454,901	226,586,000	279,040,901		Aviation
5,847,822		5,847,822		City Attorney
2,095,060		2,095,060		City Auditor
1,195,807		1,195,807		City Clerk
1,767,087		1,767,087		City Manager
6,445,031		6,445,031		Code Compliance
119,609,234	1,691,000	121,300,234		Community Initiatives
18,479,954		18,479,954		Convention Facilities
14,337,495		14,337,495		Convention & Visitors Bureau
1,105,866		1,105,866		Cultural Affairs
2,726,929		2,726,929		Customer Service & 311 System
12,022,286		12,022,286		Development Services
2,658,359		2,658,359		Economic Development
47,760,891		47,760,891		Environmental Services
1,297,814		1,297,814		External Relations
7,927,406		7,927,406		Finance
156,605,030	17,323,000	173,928,030		Fire
42,416,356		42,416,356		Health
1,093,943		1,093,943		Housing and Community Development
2,360,208		2,360,208		Human Resources
2,458,680	13,900,000	16,358,680	24,309,064	Information Technology Services
1,286,092		1,286,092		International Affairs
21,683,229	8,815,000	30,498,229		Library
1,131,596		1,131,596		Management & Budget
3,242,179		3,242,179		Mayor & Council
11,023,008		11,023,008		Municipal Court
778,786		778,786		Municipal Elections
3,636,374		3,636,374		Neighborhood Action
48,534,074		48,534,074		Non-Departmental/Non-Operating
68,463,310	47,574,000	116,037,310		Parks & Recreation
3,010,369	449,000	3,459,369		Planning
229,917,607	4,803,000	234,720,607		Police
71,836,055	79,779,000	151,617,055	8,422,626	Public Works
0		0	49,005,371	Purchasing & General Services
0		0	77,292,792	Self Insurance
24,486,046		24,486,046		Contribution to Other Agencies
18,367,000		18,367,000		One-Time Projects
0		0	2,087,110	Alternate Services Employee
101,745,267		101,745,267		Debt Service
$ 1,122,447,528	*$ 406,054,000*	*$ 1,528,501,528*	*$ 161,096,963*	*Total Net Appropriations*
$ 167,481,581	*$ 0*	*$ 167,481,581*	*$ 26,589,244*	*Transfers*
$ 1,289,929,109	**$ 406,054,000**	**$ 1,695,983,109**	**$ 187,686,207**	**TOTAL APPROPRIATIONS**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Revenues

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **$639.4 million**. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately $ 481.1 million, or 75.2%, of the total General Fund available resources.

The following section outlines and discusses the major revenue sources within the General Fund and describes proposed revenue enhancements within the General Fund and Other Funds. For the purpose of presentation, the Streets Maintenance & Improvement and Emergency Medical Services Funds, which are dependent on the General Fund, will also be discussed in this section. In addition to the major revenue sources mentioned above, the Adopted Budget includes a number of new and/or enhanced revenues.

- **City Public Service** **$177.7 million**

The largest source of revenue to the General Fund is generated by City Public Service (CPS). Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2004 Adopted Budget amount of $177.7 million from CPS revenues is $23 million, or 11.5%, lower than the FY 2003 re-estimate of $200.7 million.

The estimated revenue of $200.7 million for FY 2003 is $31.72 million, or 18.8%, higher than the original $168.98 million budgeted in FY 2003.

The City's payment from CPS is one of the most difficult revenue streams to project due to a number of variables which include weather, price volatility of fuel sources, and the available supply of various fuels. The volatile nature of CPS revenues has never been more evident than in FY 2001, FY 2002 and FY 2003.

- In the fall/winter of 2000 (first quarter of FY 2001) the combination of both dramatically higher natural gas prices and protracted cold weather caused CPS payments to the City to increase dramatically. Actual FY 2001 revenues amounted to $182.4 million, of which $10.8 million was utilized for a ratepayer rebate, additional Project WARM funds, and to fund the added electricity costs incurred by City facilities. This resulted in a net CPS payment for FY 2001 of $171.6 million.
- In contrast, in the fall/winter of 2001 (first quarter of FY 2002), fuel prices dropped back to more normal levels and the community experienced a milder winter as well as reduced demand in July related to the significant amount of rainfall which occurred during the month. Actual revenues for FY 2002 were $165.1 million - $17.3 million lower than the $182.4 million FY 2001 actual amount and $6.5 million less than the net amount for FY 2001 of $171.6.
- In FY 2003, fuel price issues dramatically increased CPS revenues. Specifically, CPS has higher fuel costs than experienced in FY 2002 for two significant reasons: First, CPS' least expensive source of electrical power, the South Texas Nuclear Plant (STNP), has had its capacity greatly reduced due to one of its two units being inoperable due to unscheduled repairs from May through August 2003. Secondly, as a consequence of STNP not operating at full capacity, CPS has had to rely on more expensive electrical generation capacity such as power generated by natural gas - the price of natural gas is nearly twice as expensive as it was this time last year. As a result, it is expected that the City's share of CPS revenues will total $200.7 million, which is $31.72 million higher than the $168.98 adopted in the FY 2003 Budget.

It has been the City's policy in recent years to treat CPS payment revenue in excess of budget as one-time revenue in nature. One-time revenue has been used for one-time improvements, rather than for support to recurring expenditures. The Five-Year Financial Forecast projected a 13.72% increase in the CPS revenue adopted in FY 2003, bringing the re-estimated FY 2003 CPS revenue to $192.17 million, $20.7 million of which is considered one-time revenue. The re-estimate has been revised to reflect an additional

increase of $5.2 million. The total amount of one-time revenue generated from CPS in FY 2003 is $25.9 million net of the City's increased utility costs and the revised budget for FY 2003.

As has been the case for the last several years, the CPS revenue projection of $177.7 million for FY 2004 is conservative. As demonstrated in recent years, unpredictable factors such as weather conditions and fuel prices can dramatically impact the amount of revenue realized by the City. Therefore, the FY 2004 projection for this revenue does not assume continuation of the unusual conditions seen in FY 2003. Specifically, staff analyzed CPS' projected growth rates, partially discounted CPS' projections of continuing high natural gas prices in the coming years, and discounted CPS' projected demand. Consequently, staff's projected growth rates as shown above are conservative and prudent in view of the rapidly changing natural gas fuel price environment and difficult to project weather conditions.

- **Sales Tax** **$142.9 million**

The national economic slowdown that began in late 2001 and exaggerated by the events of September 11 has continued to negatively impact re-estimated sales tax revenues in FY 2003 and projected revenues for FY 2004. Actual sales tax collections for the current year are projected to be at $139.5 million. This amount is $8.56 million, or 5.78%, less than the $148.06 million budgeted in FY 2003 for sales tax revenue. The $8.56 million loss in revenue is the most immediate indication of the adverse economic impact to the General Fund this year.

The Five-Year Financial Forecast, presented in June 2003, projected a 5.11% decrease in the $148.06 million sales tax revenue adopted in FY 2003, bringing the re-estimated FY 2003 sales tax revenue to $140.5 million. The re-estimate has been revised to reflect an additional decrease of $1 million (0.72%). The revised re-estimate is $139.5 million, which is 5.78% below the $148.06 million budgeted. As additional evidence of the impact of the slowing economy, the projection for sales tax revenue in FY 2004, $142.9 million, is 3.49% below the $148.06 million budgeted for FY 2003.

While economists still predict steadily gaining economic growth later this year and through to 2004, the status of sales tax revenue source will be closely monitored throughout the upcoming fiscal year.

- **City Current Property Tax** **$157.1 million**

The FY 2004 Adopted Budget includes $157.1 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per $100 valuation. **For the eleventh straight year, no increase in the overall tax rate is adopted.**

In the Five-Year Financial Forecast presented in June, the current property tax revenue projected for FY 2004 was $155.6 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 6.30% rate of increase over re-estimated FY 2003 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District.

However, the Forecast projection had to be modified upon receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2004 projection is $155.0 million as opposed to the $155.6 million projected by the Forecast – a difference of $600,000. The reason for the difference is that new property values from improvements increased by only 2.72% according to BAD, not the 3.0% amount as projected in the Forecast. Consequently, current property tax revenues projected for FY 2004 would be less $600,000 than estimated by the Forecast.

Both the Five-Year Forecast projection and the revised projection based on the certified roll assumed no changes to the property tax rate. To address the $600,000 shortfall between the Forecast projection and the new certified roll projection, and to provide $2.15 million in additional resources to the General Fund, the Adopted Budget will shift 0.50 cents from the debt service component of the property tax rate to the maintenance and operations (M&O) portion of the tax rate. The shift between the components of the tax

rate will maintain the FY 2003 overall tax rate of 57.854 cents per $100 valuation at the same overall level in FY 2004.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2003 is 21.650 cents per $100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2003 is 36.204 cents per $100 of assessed value. These two components taken together provided for a total tax rate for FY 2003 of 57.854 cents per $100 of assessed value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2004 show an increase in total net taxable value of approximately $2.5 billion, or 5.94%, above last year. Included in this total are $1.33 billion for new improvements and $7.6 million in annexations, which reflects real growth of 3.22% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is $1.13 billion, or 2.72%. The following chart breaks down the components of total taxable value.

Taxable Values in Billions
(FY 2004)

Base Value FY 2003	Increase in Base Value	Annexation	New Improvements	Total Value FY 2004
$41.563	**$1.131**	**$0.007**	**$1.329**	**$44.030**
% of Increase:	**2.72%**	**0.02%**	**3.20%**	**5.94%**

State law requires cities to calculate an "effective tax rate" which is generally equal to the prior year's taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by $1.13 billion, or 2.72%. Consequently, to generate the same amount of General Fund revenue for FY 2004 as generated in FY 2003, the effective O&M property tax rate for FY 2004 will be set at 35.083 cents per $100 valuation, a decrease from the adopted FY 2003 O&M tax rate (36.204) of 1.121 cents, or 4.62%.

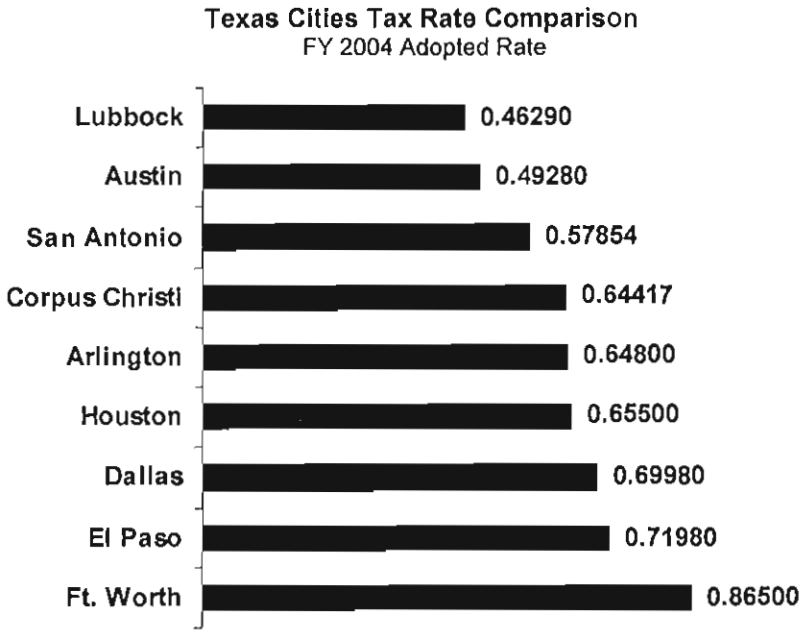
The Adopted Budget includes that the overall Property Tax rate for FY 2004 be maintained at the same absolute level set for FY 2003 – 57.854 cents per $100 valuation. Specifically,

- The FY 2004 M&O rate will be at 36.704 cents per $100 valuation which is 0.50 cents (1/2 cent) above the FY 2003 adopted M&O rate of 36.204 cents per $100 valuation; and
- The FY 2004 debt service rate will be at 21.150 cents per $100 valuation which is 0.50 cents (1/2 cent) below the FY 2003 adopted debt service rate of 21.650 cents per $100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the FY 2003 total property tax rate of 57.854 cents per $100 valuation. ***Therefore, for the eleventh straight year the overall tax rate does not increase.*** For the individual homeowner whose appraised value has not changed from FY 2003 to FY 2004, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2003 to FY 2004, the average homestead in the City of San Antonio increased in value from $88,757 to $93,637 which is an increase of $4,880, or 5.5%. The calculation of the average homestead value takes into account improvements as well as changes to

base valuation. The increase in the average value means that the average homestead will pay $28.23 more in City property taxes per year. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2004 of 57.854 cents per $100 valuation places San Antonio as the third lowest of the major cities in Texas. The following chart shows the adopted FY 2004 tax rate for San Antonio as compared to the rates in other major Texas cities.



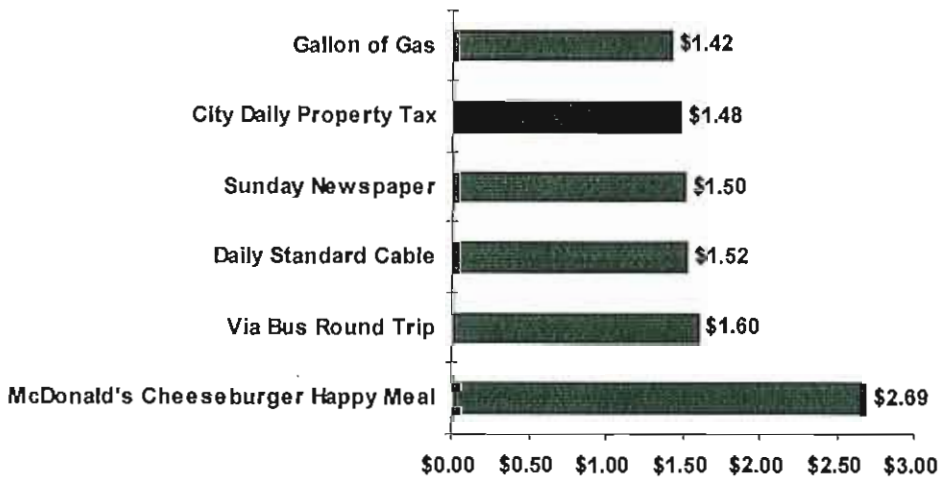
The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current and adopted tax rates for $93,637 home, which is the average certified homestead value, City taxes represent $541.73 or 21.26% of the total taxes due.

SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS

Taxing Unit	2003 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per $100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	$ 93,637	$ 15,000	$ 78,637	$1.72200	$ 1,354.13	53.15%
Alamo Comm. College District	$ 93,637		$ 93,637	$0.10460	$ 97.94	3.84%
Bexar County	$ 93,637		$ 93,637	$0.31757	$ 297.36	11.67%
University Health System	$ 93,637		$ 93,637	$0.24209	$ 226.69	8.90%
County Road & Flood	$ 93,637	$ 3,000	$ 90,637	$0.01610	$ 14.59	0.57%
San Antonio River Authority	$ 93,637		$ 93,637	$0.01640	$ 15.36	0.60%
City of San Antonio	$ 93,637		$ 93,637	$0.57854	$ 541.73	21.26%
Totals				$2.99730	$2,547.80	100.00%

The average daily amount of City property taxes due is **$1.48**, which compares favorably with the common consumer services and items shown in the following chart. All applicable added sales taxes and franchise fees are included in the costs shown. The daily property tax is based on the average homestead value of $93,637.

Daily Consumer Costs Comparison



The impact of increasing the senior citizen homestead tax exemption from $60,000 to $65,000 will be realized in FY 2004. According to the Bexar Appraisal District, there are a total of 67,204 homestead accounts that qualify for a senior citizen exemption. To date, at total of 62,076 senior citizen homestead exemption accounts have been certified. Of these certified accounts **32,671 or 52.6%, pay no City property tax.**

- **Changes to Revenues**

In order to address the pressure on available funds, the Adopted General Fund Budget includes increases to some existing fees and creates new fees. These revenue items total $3.18 million.

The Code Compliance Department has one revenue adjustment totaling $481,245 in gross revenue.

- A BLS group proposed that the City increase the Garage Sale Permit fee from $4 to an amount needed to support increased enforcement against unpermitted garage sales. In response, the Adopted Budget includes that the Garage Sale Permit fee be increased from $4 to $15 and that the number of permitted garage sales per year be increased from two to three. The increase will generate $481,245 on an annual basis in added revenue. Increased enforcement will come from the addition of a Code Compliance Investigator in the Code Compliance Department at a cost of $50,000. Additionally, $15,415 will be budgeted for printing postage-paid forms for use by current non-City entities that sell Garage Sales Permits on behalf of the City (e.g. HEB grocery stores) to report individual permit sales back to the City so that the City's Garage Sales Permits data base can be updated on a regular basis. This improvement will help ensure that the requirement that a resident can have no more than three garage sales per year is met. Also an existing Citizen Action Officer position in the Code Compliance Department will be reassigned to assist in the Garage Sale enforcement program. The net additional revenue to the City's General Fund from implementation is $415,830.

The Development Services Department raised thirteen fees that will generate an additional $1,149,611.

- The Department added a new fee to issue an ETJ Certificate of Determination. The Certificate of Determination exempts eligible landowners from platting their property. The fee of $100 per Certificate will generate an additional $30,000 in revenue for the General Fund.
- The Department added a new fee for Registration of Non-Conforming Rights. The Department currently does not charge customers to register non-conforming rights. A fee of $50 per address is to offset the City's cost associated with providing this service. An additional $60,000 will be generated by this fee.
- The current rate structure for Sidewalk Permits of $0.09 per linear foot on curb and $0.09 per square foot for flat work will increase to $0.15 per linear foot on curb and $0.15 per square foot for flat work. The permit cost for a standard 50-foot sidewalk will increase from $18 to $30. This adjustment will generate an additional $118,027 in revenue for the General Fund. Two Construction Inspector II's are to be added for proactive sidewalk inspections associated with the plan review process.
- Residential Fee Structure Adjustment
  - One BLS group pointed out that the residential valuation schedule used by the Development Services Department as the basis for the assessment of plan review and building permit fees has not been modified in over 15 years. As a consequence of the outdated table, residential development projects have been significantly underestimated in value in the calculation of fees associated with plan reviews and building inspections. As a consequence, the Adopted Budget will apply an updated residential development valuation table published by a national building inspection professional association with values modified to reflect the San Antonio market. The full fees calculated from the table will be applied to homes valued at $100,000 and above. For homes valued at less than $100,000, the fee calculated from the table will be discounted by 25%. The additional revenues projected from use of the updated table are estimated at $630,930 in FY 2004.
- Commercial Fee Structure Adjustments
  - A new fee of $100 will be charged for a walk-through of plans over 500 square feet. This fee will generate an additional $26,000.
  - Creation of a Plan Retrieval Fee is adopted. The new fee set at $100 will generate an additional $26,000.

- A new fee will be charged for Fire Alarm and Sprinkler Resubmittals. The application fee of $75 per request will raise $7,800 in revenue.
- A new fee will be charged for project modification on request for alternative design. The fee of $75 per hour will generate $15,000 in revenue.
- Creation of a Conditional Permit Fee is adopted. The fee, at $200 per permit, will raise $52,000.
- A new fee is adopted for the Plan Review by Appointment Process. The rate of $200 per request will increase revenue by $20,800.
- The Overpayment Refund Fee of $5 will increase to $25. This increase will generate an additional $5,200.
- The fee for the Extension of Temporary Certificate of Occupancy will increase from $26 to $50. This will raise $9,202.
- The Temporary Certificate of Occupancy Fee will increase from $234 to $500. This increase will generate $148,652.

In an effort to recover service costs, the Fire Department raised nine fees, all of which have not been adjusted since 1997, that will generate an additional $51,945.

- A Burning Permit is required to burn materials such as trees and brush on-site in lieu of hauling away materials. Plan review and initial site inspection are performed before a permit is issued. The current fee of $103 will increase to $125. An additional $62 will be generated by this increase.
- The Explosive Handler Permit fee of $51.50 will increase to $100. An additional $333 will be generated by this increase.
- The City currently charges $300 for the permitting and inspection associated with the Above Ground Storage Tank Fee. This fee will increase to $330. This increase will generate an additional $430.
- The Underground Storage Tank Fee of $206 will increase to $225. An additional $1,174 will be generated by this increase.
- The City currently charges $51.50 for an annual inspection of businesses such as clinics, laboratories, rehabilitation facilities and bonded warehouses. This fee will increase to $150. This increase will generate an additional $1,496 in revenue.
- The City currently charges $360.50 for the inspection associated with the Fireworks Display/Bonfire Permit. The fee will increase to $450. An additional $3,333 will be generated by this increase.
- The Fire Protection System Retesting Fee is applied when a test has failed and the inspector must go back to witness the system test a second time. The current fee of $103 will increase to $125. This increase will generate an additional $4,079 in revenue.
- The Fire Protection System Rescheduling Fee is assessed on contractors when they fail to provide a minimum four-hour notification of cancellation of a scheduled appointment. The current fee of $103 will increase to $125. An additional $5,741 will be generated by the increase.
- The Fire Code Re-Inspection Fee is applied when building plans are not on-site, the building is locked, or when inspector's requirements are not met after two visits. The current fee of $41.20 per visit will increase to $100 per visit. This adjustment will generate an additional $35,297 in revenue.

The Fire Department created one new fee and raised one fee associated with Emergency Medical Services that will generate an additional $196,776 in FY 2004.

- In FY 2003, the Advanced Life Support (ALS) Transport Fee of $300 per transport was converted into two fees based upon the level of service provided. ALS Level 1 services apply when a patient is transported and provided basic care by a paramedic. The current ALS Level 1 fee is $350 per transport. ALS Level 2 services apply when a patient is transported, and provided advanced care requiring the administration of more aggressive and invasive life saving procedures. The ALS Level 2 fee is $400 per transport. In order to meet federal Medicare requirements concerning categories of reimbursable care, the Adopted Budget includes adding a new category of service - Basic Life Support (BLS) - which is utilized when the patient is transported by ground ambulance and the provision of medical, noninvasive emergency lifesaving care is provided. The new rate structure is as follows: $350 for BLS transport (as defined by Medicare), $375 for ALS-1 transport and $400 for ALS-2 transport (no change). This rate structure will generate an additional $196,776 in revenue.

The Health Department adopted the adjustment of nine fees that will generate an additional $260,952 in FY 2004.

- The Air Pollution Inspection Fee, which has not been changed since 2001, attempts to defray a part of the expense of providing an inspection, surveillance and monitoring of air pollution sources. The current fee of $350 per source will increase to $400 per source, generating an additional $5,700.
- The Cross Connection Survey Fee offsets a portion of the cost of providing an inspection and certification of water potability at the request of a facility. The inspection ensures that there are no interconnections in the potable water distribution and the waste/processed water distribution systems. The current fee of $75 per survey, which has not been increased since 2001, will increase to $95 per survey. The increase will generate $540.
- Livestock Permits, issued to individuals and commercial establishments, attempt to offset the inspection cost. The current rate structure, last changed in 2001, is as follows: $125 per year for Bovine or Equine livestock, $40 per year for all other livestock, and $35 per year for each horse/horse drawn carriages. The new rate structure, which will generate $1,366 in additional revenue, is $150 per year for Bovine or Equine livestock, $50 per year for all other livestock, and $45 per year for each horse/horse drawn carriages.
- The Demolition Inspection Fee, which has not been changed since 2001, will increase from $75 per inspection to $95 per inspection. This increase will generate an additional $1,600 in revenue.
- The Mobile Living Park License Fee, which has not been changed since 2001, will increase from $25 per space to $30 per space. This increase will generate an additional $35,500 in revenue.
- The Texas Department of Health recently established a rule allowing rabies vaccinations at three-year intervals, as an alternative to the one-year immunization. The new fee for this vaccination is $20 per animal, which will generate an additional $25,000 in FY 2004.
- The Dental Appointment Fee, which has not been adjusted since 2001, will increase due to rising costs and reduced public funding. The current fee of $6 per visit will increase to $10 per visit, resulting in $14,146 in additional revenue.
- Senate Bill 1744, passed by the 78th Texas Legislature, allows local registrars to charge an additional $1.00 records preservation fee on each birth or death record issued, effective September 1, 2003. To comply with state law, the additional fees collected will be placed in a Records Preservation Fund. Funding for three existing positions related to records preservation will be redirected to the fund. The fee increase will generate an additional $139,300 in new revenue.
- It was proposed by a BLS group that the Health Department provide volume discounting on its laboratory services for customers and water purveyors such as Bexar Met. Laboratory testing revenue declined when the water test fee was increased from $10 to $15 during the 1990's. The Health Department has compared its rate of $15 per test to other local and statewide providers and found the City's rate to exceed the average. A discounted rate based on volume will attract larger purveyors having a greater number of samples to submit.

  The Adopted Budget includes a new tier-based pricing schedule, based on volume, that will not decrease the prices for current clients but will decrease the price for larger volume requests. The adopted pricing follows:

Samples per Month	Cost
Less than 25	$15.00 / test
25 to 50	$12.50 / test
Greater than 50	$10.00 / test

The estimated added annual revenue from the adopted new pricing schedule is $37,800.

The Municipal Courts Department adopted the creation of one new fee and adjustments to various parking fines, totaling $205,000 in additional revenue.

- It was recommended by a BLS group that the City seek ways to help recover its costs of providing Internet access to its services by assessing a convenience fee to certain transactions. In analyzing

this recommendation, it was concluded that keeping most of the City's Internet-based services free encourages more citizens to use the City's Internet site which, in turn, increases productivity of staff that will otherwise have to provide the service. Nevertheless there remains certain transactions that lend themselves more than others to being assessed a convenience fee. The ability for persons to access the City's Internet site to pay Municipal Court fines was selected as one such transaction type for which the assessment of a convenience fee can be justified. Specifically, the Adopted Budget includes that a $4 per transaction fee be assessed. Assuming 7,500 transactions involving traffic, parking and misdemeanors an additional $30,000 is estimated to be generated from the new fee to help offset the City's costs for fees paid to credit card companies for the service.

- An increase of $5 will be charged for all parking fines, with the exception of the oversized vehicle in a residential zone with prohibiting signs. The increase will generate an additional $175,000 in General Fund revenue.

The Parks & Recreation Department is suggesting 14 fee adjustments for FY 2004. The fee adjustments will result in a total of $336,984 in increased revenue in FY 2004.

- A registration fee of $5 will be charged for the Kid Quest Program. This fee will generate $23,000.
- A new fee of $25 per class will be charged for participation in fine arts and dance classes. Classes, including drawing, dancing, percussion and tumbling, are offered year-round at community centers. The new fee will generate $64,500.
- A Parks Plat Review Fee is adopted to offset the costs of the service. The rate structure details plan review single-family ($140 + $25 per phase) and multi-family ($200 + $25 per phase), plan amendment single-family ($100) and multi-family ($160), Single Phase Fee ($140), Variance ($151) and a Reissue after the Letter of Certification ($25). The new fees will generate $34,651.
- A new fee will allow for a new working artist program at La Villita. The program will allow local, working artists to demonstrate and sell unique and hand-made products in designated plaza areas. The Temporary Vending Permit will cost $20 per day or $275 per month and will generate $10,080.
- The rental fee for the Spanish Governor's palace will increase from $75 per hour (with a two hour minimum) to $150 per hour, generating an additional $2,025.
- Two fee adjustments are adopted for programs and operations at the Botanical Gardens:
  - The admission fee will increase $1 for adults, children, seniors/military/students and adult groups. The increase will be $0.50 for children's groups. This will raise an additional $96,108
  - A new fee will offset the costs of the educational programs and activities provided to the public. The rate of $30 per class hour is expected to generate $48,000.
- New fees are charged to recover a modest portion of the costs associated with various athletic programs.
  - A new fee will offset the General Fund expenditures associated with Youth Participation, specifically Girl's Fastpitch Softball. The fee of $5 per participant will raise an additional $17,400.
  - The Adult Participation Fee of $6 will increase to $8. The increase will generate $26,000.
  - The current Tennis Participation Fee of $5 per participant is will increase to $8. The increase will raise an additional $1,500.
  - The current rates for the McFarlin Tennis Leagues and Tournaments is $35 per participant and $175 per team. The new adjustment will increase the rates to $45 per participant and $200 per team. This will generate $7,600.
- The structure of the reservation fees associated with Downtown and Alamo Plaza will include an additional category for Film or Photo production. The fee will be $200 for the first four hours and $40 for each additional hour. The total revenue generated by these adjustments is $1,800
- The rate structure to recover the costs of the Restitution Program will change from $11.85 ($8.25 + benefits) per referral to $15.00 flat rate per referral to other entities. This will provide an additional $4,320 in revenue.
- A $1 dollar per ticket fee will be added to all tickets sold at Sunken Gardens Theater to help recover costs for capital improvements to the facility.

The Police Department adopted the adjustment to three fees that will generate a total of $223,311 in additional revenue for the General Fund.

- The Alarm Permit Fee is currently assessed every year as a means of keeping alarm records information more current. The residential Alarm Permit Fee and Renewal Fee is $10 and the commercial Alarm Permit Fee and Renewal Fee is $25. A new fee is being charged for response to those residences that do not have a permit. The Unpermitted Alarm Fee will be $25 per incident and will generate an additional $166,711 in revenue.
- The Auction Processing Fee was created to cover some of the administrative costs of conducting auctions of unclaimed/abandoned vehicles at the Growden Car Pound Facility. The current fee of $5 per auction, which has not been increased since 1999, will increase to $10 per auction. An additional $56,600 will be generated by this increase.

The Public Works Department adopted implementation of parking fees associated with the daily parking operation of the Municipal Court parking lot. It was suggested by a BLS program group that the City look at charging for parking at the Municipal Court Building to help in recovering the cost of operating the City's court system. In response, the Adopted Budget includes that a Parking Attendant position be created in the Public Works Department's Parking Division to collect a $3 charge for each car parking at the Municipal Courts lot. The gross revenue to the General Fund will be $220,875. After recovering the cost of the Parking Attendant position, it is estimated that $159,073 in added revenue to the General Fund in FY 2004 will be realized.

- **Fund Balance**

The final element of resources available in the General Fund is the fund balance in excess of the $23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of $30.41 million that will be used to augment available resources for FY 2004.

OTHER FUNDS REVENUES

- **Community & Visitor Facilities Fund**

The Alamodome Department will increase one fee associated with parking at the Alamodome and creating a new fee associated with Wolff Stadium events, which will generate $350,248.

- The parking fees at the Alamodome will increase from $5 to $7. This increase will generate $255,248 in additional revenue.
- An Access Fee of $0.50 per ticket will be added for events held at Wolff Stadium. The new fee will generate $95,000 in additional revenue.

- **Golf Fund**

The Parks & Recreation Department is increasing various fees in Golf Operations for a total increase in revenue of $113,360 in FY 2004. The following fee adjustments are among those that will generate new revenue in FY 2004.

- The Greens Fees at all City golf courses will increase by $0.25 (Discount Rate) and $0.75 (Regular Rate) to generate $33,750 in additional revenue.
- The Golf Cart Rental Fees will increase by 50 cents in order to generate $64,400 in additional revenue.
- The Punch Card fee for 12 rounds will increase from $54 to $60. This increase will generate $4,710 in revenue.
- The Senior Card fee for 20 rounds will increase from $130 to $150. This increase will generate $10,500 in additional revenue.

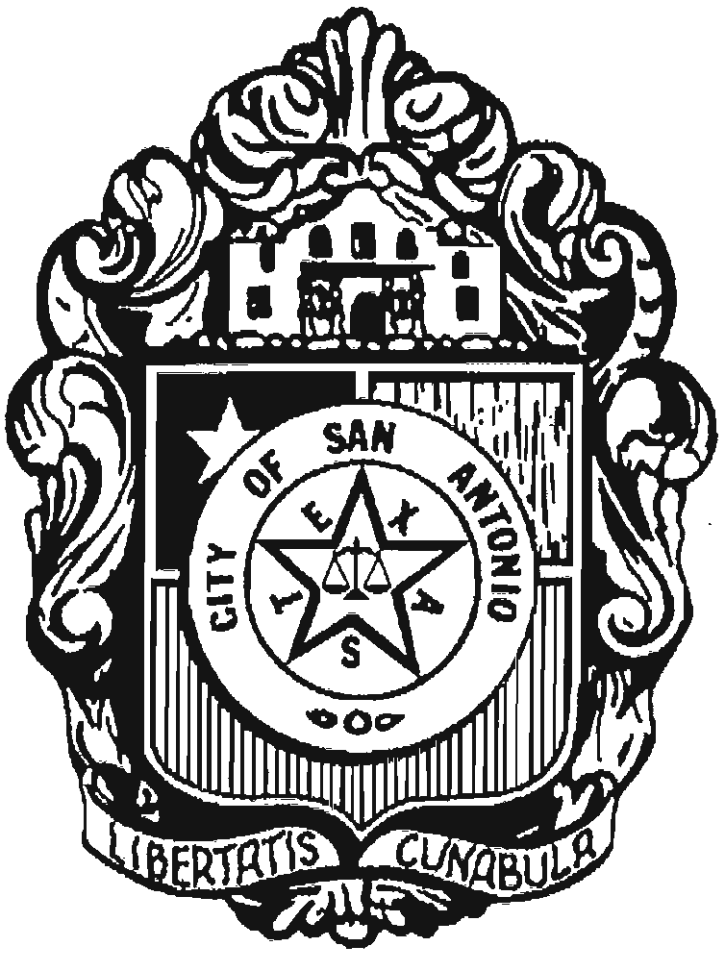
- **Parking Fund**

The Public Works Department will increase several existing fees for a combined revenue increase of $510,003 in FY 2004.

- The Parking Division purchases VIA bus passes and sells them to City employees at a discounted rate. The increase from $5 per bus pass to $10 per bus pass is adopted to help offset the subsidy from the Parking Fund. This fee increase will generate $60,000 in additional revenue.
- The Parking System Revenue Bond allows rate increases as necessary to ensure that revenues exceed expenses, while continuing to provide competitive rates that would promote downtown development. Event rates are proposed to increase for the following: Marina Garage, HemisFair Garage, Mid-City Garage and Riverbend Garage. These rate increases will generate $450,003 in FY 2004.

- **Storm Water Fund**

The Public Works Department will increase the monthly Storm Water Fee by ten cents (from $2.98 to $3.08 for residences) to general $632,000 in FY 2004 to support the added costs of increased creekway maintenance.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Improvements

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
	One-Time Improvements	
Streets Maintenance and Construction		
Public Works - Street Maintenance	Streets Trucking Efficiency/Productivity Enhancement	1,875,830
	Streets Improvement & NAMP Enhancement	2,000,000
Subtotal for Streets Maintenance and Construction		*3,875,830*
Facilities Management		
Special One-Time Projects	Parking Study	50,000
Subtotal for Facilities Management		*50,000*
Emergency Management		
Special One-Time Projects	SATAI - SW Enterprise Regional Preparedness	300,000
Subtotal for Emergency Management		*300,000*
Southside Initiatives		
Special One-Time Projects	Southside Initiative Master Plan	300,000
Subtotal for Southside Initiatives		*300,000*
Comm. Building and Neighborhood Planning Prog.		
Special One-Time Projects	Two Urban Land Institute (ULI) Studies	240,000
Subtotal for Comm. Building and Neighborhood Planning Prog.		*240,000*
Light Industry Development		
Special One-Time Projects	San Antonio Military Initiative (BRAC)	125,000
	Brooks-Culvert/Contractual Services	1,450,000
Subtotal for Light Industry Development		*1,575,000*
Heavy Industry Development		
Special One-Time Projects	Economic Development Incentive Fund	12,000,000
Subtotal for Heavy Industry Development		*12,000,000*

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
	One-Time Improvements	
Hunger and Homelessness		
Special One-Time Projects	Hunger & Homeless Task Force (Food Bank)	470,000
	Hunger & Homeless Task Force (Emergency Shelter)	544,000
Subtotal for Hunger and Homelessness		*1,014,000*
Victims Assistance		
Special One-Time Projects	Domestic Violence Grant Contingency Fund	450,000
Subtotal for Victims Assistance		*450,000*
Delegate Agencies		
Contributions to Delegate Agencies	Project Quest	325,000
Subtotal for Delegate Agencies		*325,000*
Dental Health		
Special One-Time Projects	FY 04/FY 05 Funds for Salinas Dental Clinic	300,000
Subtotal for Dental Health		*300,000*
Municipal Elections		
Municipal Elections	One-Time Resources for One-Time Election Costs	780,383
Subtotal for Municipal Elections		*780,383*
Addressing		
Development Services	Outsource Addressing	250,000
Subtotal for Addressing		*250,000*
Administrative & Financial Svcs		
Non-Departmental/Non-Operating	Outside Legal Counsel for Cable Franchise Negotiations	72,000
Subtotal for Administrative & Financial Svcs		*72,000*

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
	One-Time Improvements	
Cultural Program		
Special One-Time Projects	FY 05 Funds for Parks Cultural Program	180,000
Subtotal for Cultural Program		*180,000*
Therapeutic Recreation Program		
Special One-Time Projects	FY 05 Funds for Parks Adult Therapeutic Program	120,000
Subtotal for Therapeutic Recreation Program		*120,000*
Market Square		
Special One-Time Projects	Museo Americano Challenge Match	175,000
Subtotal for Market Square		*175,000*
Subtotal for One-Time Improvements		*22,007,213*
	Recurring Improvements	
Transportation Planning		
Non-Departmental/Non-Operating	SAMCO	25,000
	Commuter Rail District	50,000
Subtotal for Transportation Planning		*75,000*
Intensive Code Enforcement (ICE)		
Code Compliance	Add 1 Code Compliance Investigator for Garage Sale Permits	76,494
Subtotal for Intensive Code Enforcement (ICE)		*76,494*
Classification & Pay		
Non-Departmental/Non-Operating	Recurring Market Adjustment	4,023,107
Subtotal for Classification & Pay		*4,023,107*

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
	Recurring Improvements	
Delegate Agencies		
Special One-Time Projects	Human Development Services Funds - Mayor	20,000
Subtotal for Delegate Agencies		*20,000*
Inspections		
Development Services	Add 2 Construction Inspector II's	119,474
	Zoning Contract	350,000
Non-Departmental/Non-Operating	San Antonio/Austin Corridor	50,000
Subtotal for Inspections		*519,474*
Plan Review		
Development Services	Add 5 Customer Service Representatives	171,835
Subtotal for Plan Review		*171,835*
Addressing		
Development Services	Add 2 GIS Technicians	86,210
Subtotal for Addressing		*86,210*
Litigation		
City Attorney	Create Enforcement Division - Add 3 Positions for Eminent Domain	187,624
Subtotal for Litigation		*187,624*
Hertzberg Circus Collection/Museum		
Library	Hertzberg Collection Storage Lease	41,220
Subtotal for Hertzberg Circus Collection/Museum		*41,220*
Fiscal & Personnel Management		
Development Services	Add 1 Customer Service Specialist	46,003
External Relations	Redirect 1 Graphics Designer to External Relations	46,731

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
	Recurring Improvements	
Fiscal & Personnel Management		
Subtotal for Fiscal & Personnel Management		*92,734*
Other Programs		
Mayor & Council	Redirect Funds for Council Aide Pay/Health Insurance	220,000
Subtotal for Other Programs		*220,000*
Subtotal for Recurring Improvements		*5,513,698*
Total General Fund		***27,520,911***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Airport Operating & Maintenance Fund		
Customer Service/Accountability/Technology		
Aviation	Add 1 Parking Supervisor	26,872
	Add 1 Sr. Management Analyst for In-House Contract Compliance Monitoring	39,894
Subtotal for Customer Service/Accountability/Technology		*66,766*
Classification & Pay		
Aviation	Recurring Market Adjustment	329,849
Subtotal for Classification & Pay		*329,849*
Total Airport Operating & Maintenance Fund		***396,615***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Building Maintenance Fund		
Classification & Pay		
Public Works	Recurring Market Adjustment	111,981
Subtotal for Classification & Pay		*111,981*
Total Building Maintenance Fund		***111,981***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Community & Visitor Facilities Fund		
Customer Service/Accountability/Technology		
Alamodome	EBMS Software Purchase	32,000
Subtotal for Customer Service/Accountability/Technology		*32,000*
Classification & Pay		
Alamodome	Recurring Market Adjustment	60,999
Convention & Visitors Bureau	Recurring Market Adjustment	141,435
Convention Facilities	Recurring Market Adjustment	249,109
Cultural Affairs	Recurring Market Adjustment	12,836
International Affairs	Recurring Market Adjustment	11,867
Non-Departmental/Non-Operating	Recurring Market Adjustment	4,303
Wolff	Recurring Market Adjustment	6,517
Subtotal for Classification & Pay		*487,066*
Commerce & Visitors Services		
Alamodome	Enhanced Marketing Plan	165,000
Subtotal for Commerce & Visitors Services		*165,000*
Total Community & Visitor Facilities Fund		***684,066***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Employee Benefits Fund		
Customer Service/Accountability/Technology		
Human Resources	Add 1 Utilization Review Specialist	46,560
Subtotal for Customer Service/Accountability/Technology		*46,560*
Classification & Pay		
Human Resources	Recurring Market Adjustment	21,366
Subtotal for Classification & Pay		*21,366*
Total Employee Benefits Fund		***67,926***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Enterprise Resource Management Fund		
Classification & Pay		
Enterprise Resource Management	Recurring Market Adjustment	72,392
Subtotal for Classification & Pay		*72,392*
Total Enterprise Resource Management Fund		***72,392***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Environmental Services Fund		
Classification & Pay		
Environmental Services	Recurring Market Adjustment	478,219
Subtotal for Classification & Pay		*478,219*
Other Programs		
Environmental Services	Add 2 Truck Drivers & Equipment for Dead Animal Collection Service	121,091
	Add 4 Solid Waste Collection Route Supervisors	249,684
	Bitters Brush Recycling Center Equipment	330,721
Subtotal for Other Programs		*701,496*
Total Environmental Services Fund		***1,179,715***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Golf Fund		
Classification & Pay		
Parks & Recreation	Recurring Market Adjustment	68,552
Subtotal for Classification & Pay		*68,552*
Golf Operations		
Parks & Recreation	Consultant for Golf System Privatization Study	50,000
	Point of Sale Golf System	70,000
Subtotal for Golf Operations		*120,000*
Total Golf Fund		***188,552***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Information Technology Services Fund		
Classification & Pay		
Information Technology Services Department	Recurring Market Adjustment	276,641
Subtotal for Classification & Pay		*276,641*
Open Systems/Server Support		
Information Technology Services Department	Exchange Archive System	310,000
Subtotal for Open Systems/Server Support		*310,000*
Total Information Technology Services Fund		***586,641***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
International Center Fund		
City Building Maintenance		
Asset Management	Audio Visual Wall Preventive Maintenance	2,500
Subtotal for City Building Maintenance		*2,500*
Classification & Pay		
Asset Management	Recurring Market Adjustment	2,701
Public Works	Recurring Market Adjustment	5,105
Subtotal for Classification & Pay		*7,806*
Total International Center Fund		***10,306***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Liability Insurance Fund		
Classification & Pay		
City Attorney	Recurring Market Adjustment	19,485
Management & Budget	Recurring Market Adjustment	6,395
Subtotal for Classification & Pay		*25,880*
Total Liability Insurance Fund		***25,880***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Occupational Health Fund		
Classification & Pay		
Health	Recurring Market Adjustment	7,761
Human Resources	Recurring Market Adjustment	1,482
Subtotal for Classification & Pay		*9,243*
Total Occupational Health Fund		***9,243***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Official City Store Fund		
Classification & Pay		
Convention & Visitors Bureau	Recurring Market Adjustment	2,887
Subtotal for Classification & Pay		*2,887*
Total Official City Store Fund		***2,887***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Parking Fund		
Parking Facility Maintenance		
Public Works	Daily Parking Operation at Municipal Court Lot - Add 1 Parking Attendant	61,802
Subtotal for Parking Facility Maintenance		*61,802*
Classification & Pay		
Public Works	Recurring Market Adjustment	75,069
Subtotal for Classification & Pay		*75,069*
Total Parking Fund		***136,871***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Public Health Support Fund		
Classification & Pay		
Health	Recurring Market Adjustment	40,961
Subtotal for Classification & Pay		*40,961*
Total Public Health Support Fund		***40,961***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Purchasing & General Services Fund		
Classification & Pay		
Purchasing & General Services	Recurring Market Adjustment	183,301
Subtotal for Classification & Pay		*183,301*
Total Purchasing & General Services Fund		***183,301***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Rabies Control Fund		
Classification & Pay		
Health	Recurring Market Adjustment	3,356
Subtotal for Classification & Pay		*3,356*
Total Rabies Control Fund		***3,356***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
SALDC Fund		
Classification & Pay		
Economic Development	Recurring Market Adjustment	10,976
Subtotal for Classification & Pay		*10,976*
Total SALDC Fund		***10,976***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
San Jose Burial Fund		
Classification & Pay		
Parks & Recreation	Recurring Market Adjustment	5,570
Subtotal for Classification & Pay		*5,570*
Total San Jose Burial Fund		***5,570***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Storm Water - Regional Detention Ponds		
Classification & Pay		
Public Works	Recurring Market Adjustment	11,889
Subtotal for Classification & Pay		*11,889*
Total Storm Water - Regional Detention Ponds		***11,889***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Storm Water Fund		
Classification & Pay		
Development Services	Recurring Market Adjustment	2,561
Public Works	Recurring Market Adjustment	204,005
Subtotal for Classification & Pay		*206,566*
Other Programs		
Public Works	Add 14-Person Crew for Maintenance of Natural Creekways	603,866
Subtotal for Other Programs		*603,866*
Total Storm Water Fund		***810,432***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Streets ROW		
Classification & Pay		
Public Works	Recurring Market Adjustment	18,985
Subtotal for Classification & Pay		*18,985*
Total Streets ROW		***18,985***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
TIF Fund		
Classification & Pay		
Neighborhood Action	Recurring Market Adjustment	11,965
Subtotal for Classification & Pay		*11,965*
Total TIF Fund		***11,965***

FY 2004 ADOPTED PROGRAM CHANGES
Improvements

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Workers' Compensation Fund		
Classification & Pay		
City Attorney	Recurring Market Adjustment	12,441
Finance	Recurring Market Adjustment	4,270
Management & Budget	Recurring Market Adjustment	19,818
Subtotal for Classification & Pay		*36,529*
Total Workers' Compensation Fund		***36,529***

Mandates

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
Patrol		
Police	Police Longevity	587,448
Subtotal for Patrol		*587,448*
Emergency Medical Service		
Fire - EMS	Education Incentive Pay - EMS	13,920
	Paramedic Certification - EMS	24,600
	Longevity Pay - EMS	94,762
Subtotal for Emergency Medical Service		*133,282*
Fire Suppression		
Fire	EMT Certification Pay	72,600
	Education Incentive Pay	102,000
	Fire Longevity Pay	269,089
	Fire Contract	3,194,541
Fire - EMS	Fire Contract	911,065
Subtotal for Fire Suppression		*4,549,295*
Traffic Control		
Transfer - Other	Commercial Vehicle STEP Police Grant Match	10,160
Subtotal for Traffic Control		*10,160*
Park Security		
Parks & Recreation	Add 2 Park Police Officer Positions	32,131
Subtotal for Park Security		*32,131*
Small & Minority Business Services		
Non-Departmental/Non-Operating	Oberthur Tax Abatement Payment	98,542
Subtotal for Small & Minority Business Services		*98,542*
Light Industry Development		
Non-Departmental/Non-Operating	Brooks City-Base Utility Upgrades	85,000
Subtotal for Light Industry Development		*85,000*

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
Park Maintenance		
Parks & Recreation	Add 2 Gardener I's for Brackenridge Grounds Crew	30,503
	Add 1 Maintenance Worker I for Sanitation Support Crew	32,773
	Add 3 Positions for Playground Support Crew	118,346
Subtotal for Park Maintenance		*181,622*
Bureau of Justice Assistance (BJA) Local Law Enfor		
Police	Local Law Enforcement Block Grant 02	61,600
Subtotal for Bureau of Justice Assistance (BJA) Local Law Enforcement		*61,600*
Branch Libraries		
Library	Add 19 Positions for Julia Yates Semmes Branch Library	31,114
	Add 19 Positions for Mystic Park Road Branch Library	228,545
Subtotal for Branch Libraries		*259,659*
Aquatics Program		
Parks & Recreation	Add 8 Positions for LBJ Park/Pool & Skateboard Facility	59,436
Subtotal for Aquatics Program		*59,436*
Natural Park Areas		
Parks & Recreation	Add 5 Positions for Medina River Park	210,522
Subtotal for Natural Park Areas		*210,522*
Proposition 3 (Acquisition and Maintenance)		
Parks & Recreation	Add 2 Maintenance Worker I's for Prop 3: Sanitation Support Crew-Salado & Leon Creek Linear Parks	44,738
	Add 3 Positions for Prop 3: Crownridge Canyon Natural Area	173,559
	Add 4 Positions for Prop 3: Leon & Salado Creek Maintenance	207,038
	Add 6 Positions for Prop 3: Edwards Aquifer Deferred	228,162
Subtotal for Proposition 3 (Acquisition and Maintenance)		*653,497*

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
General Fund		
Information Services		
Police	Public Safety Integrated Technology System	332,420
Subtotal for Information Services		*332,420*
ERM Program Management		
Transfer - Other	ERM Hardware & Software Maintenance	428,000
Subtotal for ERM Program Management		*428,000*
Other Programs		
Public Works - Street Maintenance	Landfill Disposal Fee	12,543
Subtotal for Other Programs		*12,543*
Total General Fund		***7,695,157***

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Airport Operating & Maintenance Fund		
Fire Suppression		
Aviation	Longevity Pay	2,601
	Collective Bargaining Agreement	79,759
Subtotal for Fire Suppression		*82,360*
Customer Service/Accountability/Technology		
Aviation	Noise Computability Program	14,556
Subtotal for Customer Service/Accountability/Technology		*14,556*
Total Airport Operating & Maintenance Fund		***96,916***

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Employee Benefits Fund		
Employee Health Insurance		
Human Resources	Hepatitis A Immunizations	200,000
Subtotal for Employee Health Insurance		*200,000*
Total Employee Benefits Fund		***200,000***

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Environmental Services Fund		
Other Programs		
Environmental Services	Collection and Disposal Contract	824,678
Subtotal for Other Programs		*824,678*
Total Environmental Services Fund		***824,678***

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
International Center Fund		
City Building Maintenance		
Asset Management	International Center ADA Improvements	45,675
Subtotal for City Building Maintenance		*45,675*
Total International Center Fund		***45,675***

FY 2004 ADOPTED PROGRAM CHANGES
Mandates

Fund/ Budget Priority/Department	Program Change Title	First Year Amount
Storm Water Fund		
Other Programs		
Public Works	Waste Disposal Fee	18,529
Subtotal for Other Programs		*18,529*
Total Storm Water Fund		***18,529***

Reductions

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
General Fund		
Asset Management		
	Reduce Office Supply Budget by 25%	3,264
	Eliminate 1 Part-Time Office Assistant	10,075
City Attorney		
	Reduce Office Supply Budget by 25%	3,631
	Eliminate 2 Paralegals, 1 Assistant City Attorney II, and 1 Assistant City Attorney III	210,958
City Clerk		
	Reduce Office Supply Budget by 25%	1,481
	Reduce Line Item Budgets	5,500
	One-Time Turnover Increase	13,217
City Manager		
	Reduce Office Supply Budget by 25%	1,270
	Reduce Line Item Budgets	9,615
Code Compliance		
	Reduce Temporary Service Line Item	2,000
	Reduce Office Supply Budget by 25%	3,876
Community Initiatives		
	Consolidate Southside Office Space & Cell Phones	3,150
	Reduce Office Supply Budget by 25%	11,606
	Reduce Gas & Electricity Budget	17,401
	Eliminate 1 Secretary I	30,983
	Increase Turnover	40,407
	Reduce Funding to Urban smARTS	77,820
Contributions to Delegate Agencies		
	Zoo Agency Contribution	10,000
	Reduce Delegate Agency Contribution by 3%	146,677
Customer Service & 311 System		
	Reduce Speakers Bureau Brochures	1,500
	Reduce Customer First Handouts	4,500
	Reduce Office Supply Budget by 25%	8,307
Development Services		
	Reduce Office Supply Budget by 25%	14,568
	Reduce Line Item Budgets	49,111
	Increase Turnover	100,000
Economic Development		
	Reduce Office Supply Budget by 25%	2,702
	Eliminate 1 Secretary II	29,454

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
General Fund		
Economic Development		
	Eliminate 1 Sr. Economic Development Specialist	57,659
External Relations		
	Reduce Office Supply Budget by 25%	2,735
Finance		
	Reduce Office Supply Budget by 25%	11,324
	Increase Turnover	40,000
	Eliminate 1 Sr. Office Assistant & Line Item Budgets	50,401
Fire		
	Eliminate Temporary Services Line Item	13,851
	Reduce Office Supply Budget by 25%	16,234
	Eliminate 1 Administrative Assistant II	41,051
	Eliminate 1 Software Specialist	58,639
	Eliminate 1 Special Projects District Chief	118,516
Fire - EMS		
	Reduce Office Supply Budget by 25%	4,798
	Eliminate 6 Hours of District Officer Overtime Funding	73,304
Health		
	Cancel Project WORTH Security Services	11,680
	Eliminate Texas Wildlife Damage Management Service Contract	15,000
	Reduce Office Supply Budget by 25%	21,161
	Eliminate 1 Public Health Aide	26,611
	Transfer 1 General Fund Vector Control Technician to Bio-Terrorism Grant Fund	27,542
	Eliminate 1 Licensed Vocational Nurse	33,349
	Eliminate 1 Licensed Vocational Nurse	33,349
	Eliminate 1 Assistant Health Director	93,370
	Increase Turnover and Line Item Budget Reductions	100,000
Human Resources		
	Reduce Temporary Services Budget	3,175
	Reduce Office Supply Budget by 25%	5,075
Library		
	Reduce Office Supply Budget by 25%	20,125
	Reduce Operating Cost at Reagan High School Public Library	28,228
	Reduce Library Resource Budget	66,442
	Eliminate 7 Library Positions	323,929

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
General Fund		
Management & Budget		
	Reduce Office Supply Budget by 25%	1,810
Mayor & Council		
	Reduce Office Supply Budget by 25%	2,250
	Redirect Council Contingency Funds	220,000
Municipal Courts		
	Reduce Office Supply Budget by 25%	25,553
	Eliminate 1 Municipal Court Assistant	32,514
Municipal Elections		
	Reduce Office Supply Budget by 25%	1,617
ND/NO - Better Jobs		
	Eliminate 1 Sr. Management Analyst	53,191
ND/NO - Equal Employment Opportunity		
	Reduce Line Item Budgets	6,662
ND/NO - Municipal Integrity		
	Reduce Line Item Budgets	5,302
ND/NO - Neighborhood Revitalization		
	Reduce Line Item Budgets	6,969
ND/NO - Performance Analysis Team		
	Reduce Office Supply Budget by 25%	1,003
Neighborhood Action		
	Reduce Office Supply Budget by 25%	1,935
Non-Departmental/Non-Operating		
	Consolidate Southside Office Space & Cell Phones	6,336
	Reduce Travel Budget	8,773
	Consolidate Youth Service Northeast Center Office Lease	17,844
	Retrofit Existing Signalized Intersections with Light Emitting Diodes	200,000
Parks & Recreation		
	Eliminate Funding Support for County Horticulturist	9,950
	Reduce Botanical and Agricultural Supply Line Item	15,000
	Convert Lights at McFarlin to Halide Lights	16,905
	Reduce Office Supply Budget by 25%	19,687
	Increase Turnover for 1 Office Assistant in Park Operations	26,626
	Eliminate 1 Maintenance Worker I from River Operations	26,649
	Eliminate 1 Electrician Helper	26,778

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
General Fund		
Parks & Recreation		
	Eliminate 1 Equipment Operator I	26,870
	Eliminate 1 Office Assistant in Parks Reservations	27,000
	Eliminate 1 Equipment Operator I from Natural Areas	28,609
	Eliminate 1 Sr. Recreation Specialist	33,686
	Savings from Kid Quest Site Unavailability	34,000
	Freeze 1 Visitors Services Representative and 1 Maintenance Worker at Tower of Americas	38,847
	Eliminate 2 Maintenance Workers - Contract Janitorial Services at Botanical Gardens	43,928
	Redirect 1 Graphics Designer to External Relations	46,731
	Restructure 3 Therapeutic Recreation Leader I Positions from Full-Time to Part-Time	50,270
	Eliminate 1 Position in Parks Warehouse Operations	54,000
	Close Lockwood Community Center - Eliminate 3 Positions	70,000
	Eliminate 5 Positions - Reduce McFarlin Tennis Center Hours	74,000
	Reduced Line Item Budgets	111,201
	Increase Turnover	613,734
Planning		
	Reduce Line Item Budgets	6,915
	Reduce Office Supply Budget by 25%	10,263
	Neighborhood Resource Center	43,304
Police		
	Reduce Overtime & Other Line Item Costs for Executive Protection Detail	5,000
	Reduce Line Item Budgets in Accreditation Program	12,720
	Eliminate 1 Senior Police Service Agent	31,149
	Medical Examiners Contract	41,039
	Reduce Executive Protection Services	42,000
	Eliminate 1 Department Systems Specialist	44,607
	Eliminate 2 Police Service Agents in Fleet Management & Reduce Line Item Budgets	69,325
	Reduce Office Supply Budget by 25%	90,184
	Eliminate Downtown Foot & Bike Patrol Overtime	125,735
	Delay Class from Sept. 15 to November 10	260,900
Public Works		
	Reduce Temporary Services Budget for Fiscal & Personnel Management Support	9,500
	Reduce Office Supply Budget by 25%	12,007

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
General Fund		
Public Works		
	Move Expense of Catalog of On-Site Artist Services (COSAS) Program to Community & Visitor Facilities Fund	13,500
	Increase Turnover	149,707
Public Works - Street Maintenance		
	Reduce Temporary Services Budget in Fiscal & Personnel Management Support	7,500
	Streets Trucking Efficiency/Productivity Enhancement - Staffing	16,170
	Line Item Expense Reduction	21,819
Total General Fund		***5,110,195***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Airport Operating & Maintenance Fund		
Aviation		
	Increase Turnover	21,460
	Line Item Expense Reduction	37,285
	Reorganize Airport Police Staffing - Add 12 Parking Enforcement Officers	295,587
Total Airport Operating & Maintenance Fund		***354,332***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Building Maintenance Fund		
Public Works		
	Reduce Salary Overtime Budget	4,600
	Line Item Expense Reduction	8,098
Total Building Maintenance Fund		***12,698***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Community & Visitor Facilities Fund		
Alamodome		
	Line Item Expense Reduction	14,414
Contributions to Delegate Agencies		
	Reduce Funding to Arts Agencies	72,036
Convention & Visitors Bureau		
	Line Item Expense Reduction	19,175
	Administrative Consolidation - Eliminate 5 Positions	139,318
	One-Time Incremental Turnover	144,168
	General Marketing & Operating Efficiencies	260,070
	Reduce Base Advertising Budget	287,000
	Reduce Printing & Binding Budget	380,000
	Restructure Visitor Information Center - Eliminate 10 Positions & Redirect 5 to Official City Store Fund	495,680
Convention Facilities		
	Line Item Expense Reduction	21,953
	Reduce Line Item Budgets	259,690
	Reduction In Force - Eliminate 12 Positions	320,100
	Freeze 75 Positions	2,205,889
Cultural Affairs		
	Line Item Expense Reduction	1,950
	Reduce Funding for Neighborhood Heritage Initiative	60,000
International Affairs		
	Line Item Expense Reduction	2,678
	Close Southeast Mexico CASA Office	48,168
Wolff		
	Line Item Expense Reduction	1,025
Total Community & Visitor Facilities Fund		***4,733,314***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Employee Benefits Fund		
Human Resources		
	Line Item Expense Reduction	2,100
Total Employee Benefits Fund		***2,100***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Enterprise Resource Management Fund		
Enterprise Resource Management		
	Line Item Expense Reduction	13,749
Total Enterprise Resource Management Fund		***13,749***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Environmental Services Fund		
Environmental Services		
	Line Item Expense Reduction	70,984
Total Environmental Services Fund		***70,984***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Golf Fund		
Parks & Recreation		
	Line Item Expense Reduction	55,648
	Eliminate 47 Positions & Line Item Budgets	1,191,026
Total Golf Fund		***1,246,674***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Information Technology Services Fund		
Information Technology Services Department		
	Line Item Expense Reduction	28,395
Total Information Technology Services Fund		***28,395***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Liability Insurance Fund		
City Attorney		
	Line Item Expense Reduction	1,875
Management & Budget		
	Line Item Expense Reduction	623
Total Liability Insurance Fund		***2,498***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Parking Fund		
Public Works		
	Reduce Temporary Services Budget	6,000
	Line Item Expense Reduction	13,813
Total Parking Fund		***19,813***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Public Health Support Fund		
Health		
	Line Item Expense Reduction	1,365
Total Public Health Support Fund		***1,365***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Purchasing & General Services Fund		
Purchasing & General Services		
	Line Item Expense Reduction	7,343
	Eliminate 1 Assistant Purchasing Director	77,834
Total Purchasing & General Services Fund		***85,177***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
SALDC Fund		
Economic Development		
	Line Item Expense Reduction	1,545
Total SALDC Fund		***1,545***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Storm Water - Regional Detention Ponds		
Public Works		
	Line Item Expense Reduction	1,976
Total Storm Water - Regional Detention Ponds		***1,976***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Storm Water Fund		
Public Works		
	Reduce Temporary Services Budget	7,500
	Line Item Expense Reduction	30,855
Total Storm Water Fund		***38,355***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

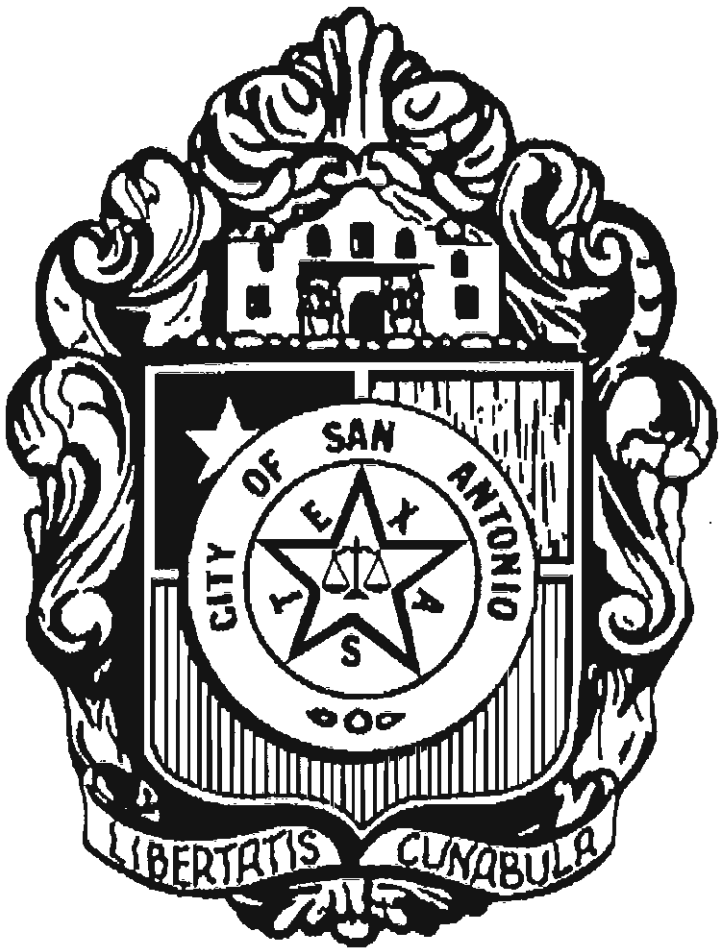
Fund/ Department	Program Change Title	First Year Amount
Streets ROW		
Public Works		
	Line Item Expense Reduction	8,698
Total Streets ROW		***8,698***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
TIF Fund		
Neighborhood Action		
	Line Item Expense Reduction	1,754
Total TIF Fund		***1,754***

FY 2004 ADOPTED PROGRAM CHANGES
Reduction/Redirections

Fund/ Department	Program Change Title	First Year Amount
Workers' Compensation Fund		
City Attorney		
	Line Item Expense Reduction	1,125
Management & Budget		
	Line Item Expense Reduction	1,109
Total Workers' Compensation Fund		*2,234*


CITY OF SAN ANTONIO
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Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

The City recognizes the dedication and commitment to public service portrayed by City employees. Among our most valuable assets the City employees are responsible for delivery of critical services to over a million citizens each day and eight million visitors each year. The City Council Goals and Objectives Work session in June included addressing the City's workforce compensation issues. As a result, providing an enhanced compensation package has been a priority for the City Manager and the Management Team in finalizing the Adopted Budget.

Consistent with the objective of providing an enhanced compensation package, the Adopted Budget includes a compensation package of an across the board three percent market adjustment to all civilian full-time and civilian part-time employee salaries.

In order to address the wage compression which has occurred as a result of several factors, and to address the challenge of ensuring that salaries and benefits are competitive with the local market in order to attract and retain quality employees, the Adopted Budget also includes that funds be set aside to address this compression issue.

In recent years, the City has implemented pay adjustments for civilian employees with a goal toward increasing wages for lower paid employees, and as a result all city employees with the exception of Youth Workers with a job classification 9004 will continue to earn a minimum of $8.75 per hour.

The current collective bargaining agreement with the San Antonio Police Officers Association (SAPOA) expired on September 30, 2002. A new contract with SAPOA is currently being negotiated. The terms of the current agreement will remain in effect until a new agreement is executed.

A collective bargaining agreement was signed with the San Antonio Professional Fire Fighters' Association (SAPFFA) for a period of June 3, 2002 through September 30, 2005. The projected cost of the four-year agreement is $39.871 million. The Fire Department budget includes $11.478 million in FY 2004 to cover the third year cost of the contract. The agreement provides a 3% wage increase; which includes the new steps from Fire Fighter Step D & E, Fire Apparatus Operator Step C & D, and Step B in the ranks of Lieutenant, Captain and District Chief. Other benefits and incentives awarded through the collective bargaining agreement include a new four-tier fire certification pay, increased education pay for employees with an associate or bachelor degree and a new level of education pay for individuals with a master degree, pre-certification pay for interim periods while fire fighters are undergoing specialized training, high class pay for District Chief Aides, guaranteed two hours of overtime pay during Arson priority assignment, and bonus day buy-back at regular rate of pay.

The Adopted Budget also sets aside $4.683 million from the General Fund in mandated expenditures for increased compensation due to increased tenure for longevity pay, education pay, Emergency Medical Technician pay (Fire only), and Paramedic Certification pay (Fire only) arising from requirements of the terms of the current collective bargaining agreements with the police and fire associations.

HOLIDAY SCHEDULE

The proposed holiday schedule includes 13 holidays, 12 scheduled and one floating holiday for a total of 104 hours for FY 2004 which begins on October 1, 2003.

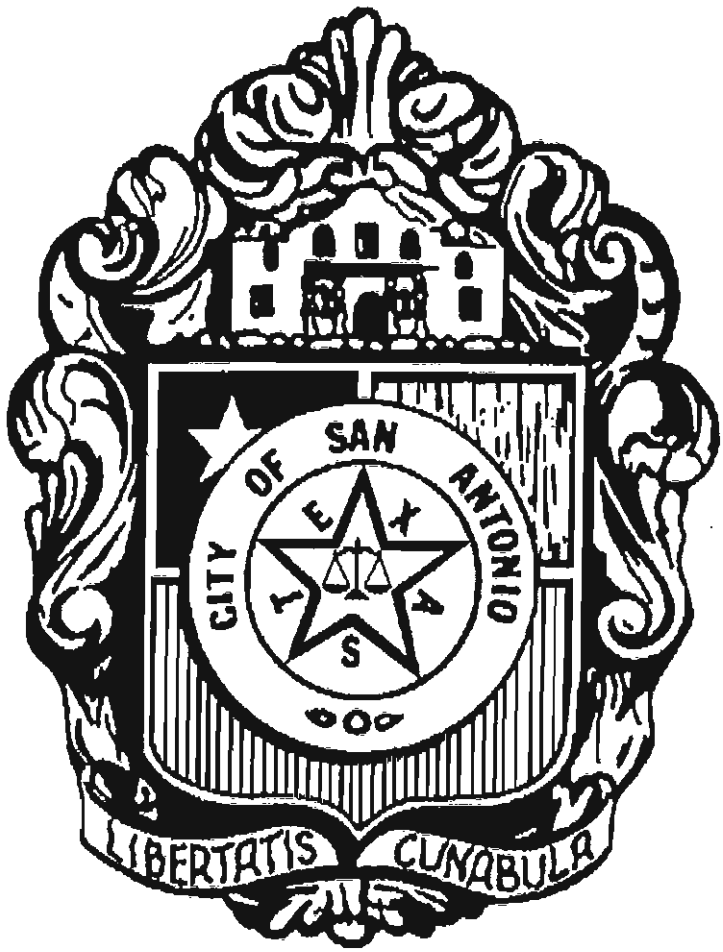
2003-2004 HOLIDAY SCHEDULE FOR CITY EMPLOYEES

HOLIDAY	DAY	DATE
Veteran's Day	Tuesday	November 11, 2003
Thanksgiving Day	Thursday	November 27, 2003
Day After Thanksgiving	Friday	November 28, 2003
Christmas Day	Thursday	December 25, 2003
Day After Christmas	Friday	December 26, 2003
New Year's Day	Thursday	January 1, 2004
Martin Luther King	Monday	January 19, 2004
President's Day	Monday	February 16, 2004
Fiesta San Jacinto Day	Friday	April 23, 2004
Memorial Day	Monday	May 31, 2004
Independence Day (Sunday)	Monday	July 5, 2004
Labor Day	Monday	September 6, 2004

FLOATING HOLIDAY

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

All Funds & Personnel Schedule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FY 2003-2004 ALL FUNDS
BUDGET SUMMARY

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY	ENTERPRISE FUNDS
Departmental Appropriations							
Alamodome	$	$	$	$ 8,963,492	$	$	$
Asset Management	1,664,684			230,217			
Aviation			120,500		19,067,134		33,267,267
City Attorney	5,110,903	293,668	243,251				
City Auditor	1,933,909	161,151					
City Clerk	1,195,807						
City Manager	1,767,087						
Code Compliance	6,348,156	96,875					
Community Initiatives	10,606,567	230,444	108,772,223				
Convention Facilities				18,479,954			
Convention & Visitors Bureau				14,337,495			
Cultural Affairs			336,387	769,479			
Customer Service & 311 System	2,726,929						
Development Services	11,884,118			138,168			
Economic Development	1,814,209		356,091	488,059			
Environmental Services							47,760,891
External Relations	1,297,814						
Finance	7,852,970	74,436					
Fire	111,460,938		6,245,807	38,898,285			
Health	15,331,745		24,490,420	2,594,193			
Housing and Community Development		1,093,943					
Human Resources	2,360,208						
Information Technology Services				2,458,680			
International Affairs	387,469			898,623			
Library	19,375,141		2,308,088				
Management & Budget	1,131,598						
Mayor & Council	3,242,179						
Municipal Court	11,023,008						
Municipal Elections	778,766						
Neighborhood Action	1,333,814	1,789,670		512,890			
Non-Departmental/Non-Operating	36,148,861			809,143	11,576,070		
Parks & Recreation	48,693,893	437,283	610,446	7,623,081	10,716,993	381,614	
Planning	2,679,540	250,829	80,000				
Police	219,602,142		8,000,262	2,315,203			
Public Works	15,319,058	23,800		45,295,999	6,558,205		4,640,993
Purchasing & General Services							
Self Insurance							
Contribution to Other Agencies	5,216,588	16,920,301		2,329,157			
One-Time Projects	18,367,000						
Alternate Services Employee							
Debt Service					101,745,267		
Total Net Appropriations	*$ 566,655,101*	*$ 21,372,400*	*$ 151,563,475*	*$ 147,142,118*	*$ 149,663,669*	*$ 381,614*	*$ 85,669,151*
Transfers	*$ 72,785,414*	*$ 0*	*$ 0*	*$ 56,189,588*	*$ 0*	*$ 30,199*	*$ 38,476,380*
TOTAL APPROPRIATIONS	**$ 639,440,515**	**$ 21,372,400**	**$ 151,563,475**	**$ 203,331,706**	**$ 149,663,669**	**$ 411,813**	**$ 124,145,531**

FY 2003-2004 ALL FUNDS
BUDGET SUMMARY

TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL	INTERNAL SERVICE FUNDS	ORGANIZATIONS
				Departmental Appropriations
$ 8,963,492	$	$ 8,963,492	$	Alamodome
1,894,901	5,134,000	7,028,901		Asset Management
52,454,901	226,586,000	279,040,901		Aviation
5,647,822		5,647,822		City Attorney
2,095,060		2,095,060		City Auditor
1,195,807		1,195,807		City Clerk
1,767,087		1,767,087		City Manager
6,445,031		6,445,031		Code Compliance
119,609,234	1,691,000	121,300,234		Community Initiatives
18,479,954		18,479,954		Convention Facilities
14,337,495		14,337,495		Convention & Visitors Bureau
1,105,866		1,105,866		Cultural Affairs
2,726,929		2,726,929		Customer Service & 311 System
12,022,286		12,022,286		Development Services
2,658,359		2,658,359		Economic Development
47,760,891		47,760,891		Environmental Services
1,297,814		1,297,814		External Relations
7,927,406		7,927,406		Finance
156,605,030	17,323,000	173,928,030		Fire
42,416,358		42,416,358		Health
1,093,943		1,093,943		Housing and Community Development
2,360,208		2,360,208		Human Resources
2,458,680	13,900,000	16,358,680	24,309,064	Information Technology Services
1,286,092		1,286,092		International Affairs
21,683,229	8,815,000	30,498,229		Library
1,131,598		1,131,598		Management & Budget
3,242,179		3,242,179		Mayor & Council
11,023,008		11,023,008		Municipal Court
778,766		778,766		Municipal Elections
3,636,374		3,636,374		Neighborhood Action
48,534,074		48,534,074		Non-Departmental/Non-Operating
68,463,310	47,574,000	116,037,310		Parks & Recreation
3,010,369	449,000	3,459,369		Planning
229,917,807	4,803,000	234,720,607		Police
71,838,055	79,779,000	151,617,055	8,422,626	Public Works
0		0	49,005,371	Purchasing & General Services
0		0	77,292,792	Self Insurance
24,466,046		24,466,046		Contribution to Other Agencies
18,367,000		18,367,000		One-Time Projects
0		0	2,067,110	Alternate Services Employee
101,745,267		101,745,267		Debt Service
$ 1,122,447,528	*$ 406,054,000*	*$ 1,528,501,528*	*$ 161,096,963*	*Total Net Appropriations*
$ 167,481,581	*$ 0*	*$ 167,481,581*	*$ 26,589,244*	*Transfers*
$ 1,289,929,109	**$ 406,054,000**	**$ 1,695,983,109**	**$ 187,686,207**	**TOTAL APPROPRIATIONS**

ADOPTED ANNUAL BUDGET FY 2003-2004
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	$ 53,945,235	$ 50,994,056	$ 109,601,229
REVENUES			
Taxes	$ 332,745,965	$ 58,661,193	$ 92,849,828
Licenses and Permits	17,010,019	0	0
Intergovernmental	2,892,200	856,142	0
Revenues from Utilities	184,239,975	22,118,911	0
Charges for Services	26,794,096	39,384,375	0
Fines & Forfeits	12,171,665	12,740	0
Miscellaneous	10,244,462	4,224,261	3,308,976
Grants	0	0	0
Subtotal Revenues	$ *586,098,382*	$ *125,257,622*	$ *96,158,804*
Transfers from other funds	$ *22,633,813*	$ *69,340,514*	$ *43,901,309*
TOTAL REVENUES	$ **608,732,195**	$ **194,598,136**	$ **140,060,113**
TOTAL AVAILABLE FUNDS	$ **662,677,430**	$ **245,592,191**	$ **249,661,342**
APPROPRIATIONS			
General Government	$ 57,503,972	$ 2,458,680	$ 0
Public Safety	377,593,474	41,213,488	0
Streets and Infrastructure	16,578,233	44,889,152	0
Health Services	15,811,378	2,594,193	0
Environmental	0	0	0
Human Development	17,366,033	0	0
Culture and Recreation	62,675,537	11,378,365	0
Convention and Tourism	387,469	42,832,059	0
Economic Development	18,739,005	1,776,181	0
Aviation	0	0	0
Debt Service	0	0	149,663,669
Subtotal Appropriations	$ *566,655,101*	$ *147,142,118*	$ *149,663,669*
Transfers to other funds	$ *72,785,414*	$ *56,189,588*	$ *0*
TOTAL APPROPRIATIONS	$ **639,440,515**	$ **203,331,706**	$ **149,663,669**
GROSS ENDING FUND BALANCE	$ **23,236,915**	$ **42,260,486**	$ **99,997,673**

ADOPTED ANNUAL BUDGET FY 2003-2004
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES		TOTAL	
ENTERPRISE	TRUST AND AGENCY	CATEGORICAL GRANTS	ALL FUNDS FY 2003-2004	
$ 26,405,947	$ 1,376,592	$ 0	$ 242,323,058	BEGINNING BALANCE
				REVENUES
$ 0	$ 0	$ 0	$ 484,256,986	Taxes
0	0	0	17,010,019	Licenses and Permits
100,000	0	0	3,848,342	Intergovernmental
0	0	0	206,358,886	Revenues from Utilities
113,197,050	50,000	0	179,425,521	Charges for Services
2,000	0	0	12,186,405	Fines & Forfeits
789,229	41,170	0	18,608,098	Miscellaneous
0	0	172,935,875	172,935,875	Grants
$ 114,088,279	*$ 91,170*	*$ 172,935,875*	*$ 1,094,630,132*	*Subtotal Revenues*
$ 4,758,208	*$ 0*	*$ 0*	*$ 140,633,844*	*Transfers from other funds*
$ 118,846,487	$ 91,170	$ 172,935,875	$ 1,235,263,976	TOTAL REVENUES
$ 145,252,434	$ 1,467,762	$ 172,935,875	$ 1,477,587,034	TOTAL AVAILABLE FUNDS
				APPROPRIATIONS
$ 0	$ 0	$ 0	$ 59,962,652	General Government
0	0	14,609,820	433,416,782	Public Safety
0	0	80,000	61,547,385	Streets and Infrastructure
0	0	29,191,240	47,596,811	Health Services
47,760,891	0	0	47,760,891	Environmental
0	0	125,207,964	142,573,997	Human Development
0	381,614	3,490,760	77,926,276	Culture and Recreation
0	0	0	43,219,528	Convention and Tourism
4,640,993	0	356,091	25,512,270	Economic Development
33,267,267	0	0	33,267,267	Aviation
0	0	0	149,663,669	Debt Service
$ 85,669,151	*$ 381,614*	*$ 172,935,875*	*$ 1,122,447,528*	*Subtotal Appropriations*
$ 38,476,380	*$ 30,199*	*$ 0*	*$ 167,481,581*	*Transfers to other funds*
$ 124,145,531	$ 411,813	$ 172,935,875	$ 1,289,929,109	TOTAL APPROPRIATIONS
$ 21,106,903	$ 1,055,949	$ 0	$ 187,657,925	GROSS ENDING FUND BALANCE

PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 2003-2004 ADOPTED

GENERAL FUND	FY 2001-2002 AUTHORIZED	FY 2002-2003 AUTHORIZED	FY 2003-2004 ADOPTED	NET CHANGE IN POSITIONS
Asset Management	20	20	22	2
City Attorney	75	72	71	(1)
City Auditor	21	27	27	0
City Clerk	19	19	19	0
City Manager	16	15	14	(1)
Code Compliance	106	105	106	1
Community Initiatives	209	200	199	(1)
Customer Service & 311 System	39	46	54	8
Development Services	179	188	203	15
Economic Development	27	25	25	0
Emergency Medical Services	353	339	339	0
External Relations	12	12	13	1
Finance	92	91	89	(2)
Fire	1,203	1,203	1,200	(3)
Health	342	331	326	(5)
Human Resources	35	33	34	1
International Affairs	6	5	5	0
Library	509	506	531	25
Management & Budget	17	17	17	0
Mayor & Council	17	17	17	0
Municipal Courts	222	210	208	(2)
Neighborhood Action	17	15	15	0
Non-Departmental/Non-Operating	33	29	23	(6)
Parks & Recreation	1,223	956	974	18
Planning	44	45	43	(2)
Police	2,852	2,837	2,833	(4)
Public Works	258	245	252	7
Streets Maint. & Improvement	316	339	331	(8)
TOTAL GENERAL FUND	8,262	7,947	7,990	43
OTHER FUNDS				
Alamodome Fund	53	71	0	(71)
Aviation Fund	405	407	422	15
Brooks City-Base Office Fund	3	5	0	(5)
Building Maintenance Fund	126	144	137	(7)
Community & Visitor Facilities Fund	0	0	717	717
Enterprise Resource Management Fund	39	38	26	(12)
Environmental Services Fund	604	603	613	10
Golf Revenue Fund	153	148	101	(47)
Hotel/Motel Fund	670	670	0	(670)
Information Technology Services Fund	183	193	204	11
Internal Services/Alternate Svc. Employee Fund	1,946	1,946	1,946	0
International Center Fund	9	9	9	0
Official City Store Fund	1	4	9	5
Parking Facilities Fund	145	123	124	1
Project Management Office Fund	0	8	0	(8)
Public Health Support Fund	52	48	48	0
Purchasing and General Services Fund	229	220	219	(1)
Rabies Control Fund	4	4	4	0
Recreation Athletic Fund	0	0	49	49
SALDC Fund	8	8	8	0
San Jose Burial Fund	8	8	9	1
Self Insurance Fund	67	67	67	0
Stormwater Operations Fund	285	300	314	14
Stormwater Regional Facilities Fund	10	10	10	0
Streets Right of Way Management Fund	18	20	20	0
TIF Unit Fund	0	8	8	0
Wolff Fund	8	8	0	(8)
TOTAL OTHER FUNDS	5,026	5,070	5,064	(6)
TOTAL ALL FUNDS	*13,288*	*13,017*	*13,054*	40

PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES

SUMMARY OF ADOPTED 2003-2004 POSITIONS BY TYPE
ALL FUNDS

	All Funds - Less Grants Authorization	Grants Authorization	Total Authorization
Civilian Employee	9,580	980	10,560
Uniform Employee			
Police [1]	2,033	30	2,063
Fire	1,441	0	1,441
Sub-total	3,474	30	3,504
TOTAL [2]	13,054	1,010	14,064

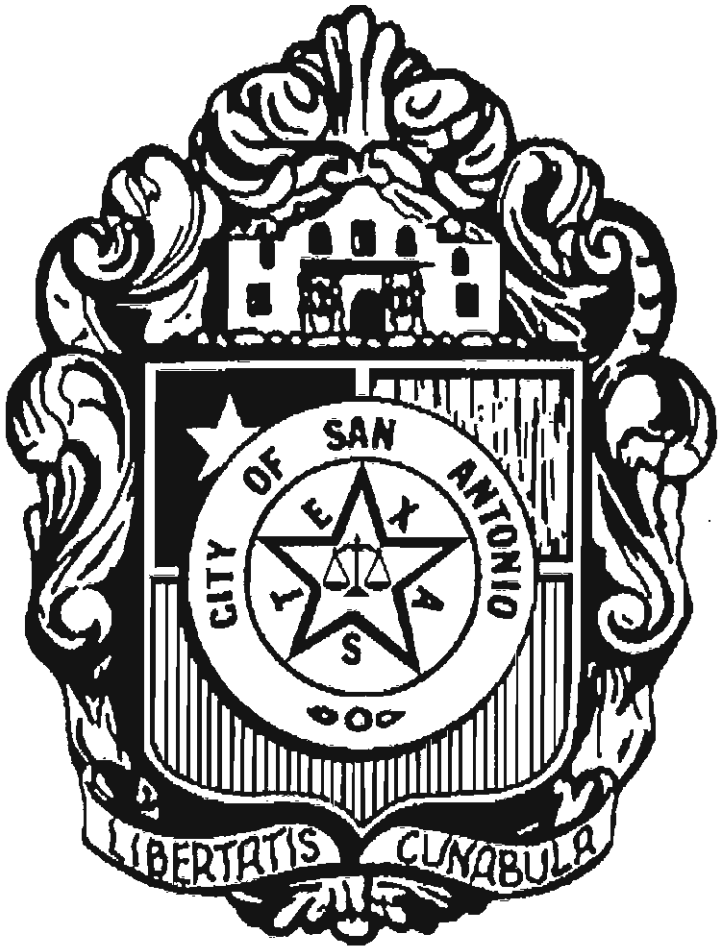
Explanatory Information

[1] The All Funds - Less Grants amount of 2,033 inculdes 10 Police Officer positions to support 10 positions moving over from the 2001 Universal Hiring Program grant that expires in March, 2004. The Grant Authorized number of 30 includes 10 Police Officer positions for the 2001 Universal Hiring Program grant that expires in March, 2004.

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

GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2003-2004 POSITIONS

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
Aviation	3	0	3
City Attorney	4	5	9
City Auditor	0	3	3
Code Compliance	0	5	5
Community Initiatives	475	6	481
Cultural Affairs	1	0	1
Development Services	0	2	2
Economic Development	3	0	3
Finance	0	1	1
Health	371	0	371
Housing & Community Development	0	31	31
Library	11	0	11
Neighborhood Action	0	28	28
Parks & Recreation	0	6	6
Planning	1	3	4
Police	51	0	51
TOTAL	920	90	1,010


CITY OF SAN ANTONIO
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Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 72,605,240	$ 38,458,551	$ 42,964,475	$ 53,575,916
Adjustment for Reserve	3,012,534	1,999,192	3,870,505	369,319
Net Balance	$ 75,617,774	$ 40,457,743	$ 46,834,980	$ 53,945,235
REVENUES				
City Sales Tax	$ 140,084,739	$ 148,060,430	$ 139,500,000	$ 142,900,000
Liquor by the Drink Tax	3,628,359	3,643,397	3,867,869	4,019,135
Current Property Tax	137,294,658	143,795,023	146,417,241	157,133,993
Delinquent Property Tax	2,041,026	1,979,260	1,979,260	2,008,940
Penalty and Interest on Delinquent Taxes	1,821,853	1,319,500	1,319,500	1,339,500
Business and Franchise Tax	26,042,328	25,059,481	26,060,140	25,344,397
Licenses and Permits	13,302,392	14,876,456	14,747,404	17,010,019
City Public Service Board	165,118,018	168,978,000	174,777,994	177,662,000
City Public Service Board - One Time	0	0	25,912,006	0
San Antonio Water System	6,116,065	5,766,315	6,305,750	6,577,975
Other Agencies	2,888,626	3,019,892	2,863,357	2,892,200
Charges for Current Services				
General Government	6,731,411	7,105,587	6,621,333	7,218,481
Planning	1,900,369	1,943,258	1,916,691	1,966,982
Public Safety	4,921,821	5,166,374	5,497,442	5,767,663
Highways/Streets/Sanitation	229,237	385,516	377,802	405,705
Health	2,125,164	2,005,891	2,005,857	2,246,208
Recreation and Culture	8,723,493	8,680,050	8,408,408	9,189,057
Fines	10,828,974	11,919,302	11,126,080	12,171,665
Miscellaneous Revenue				
Sale of Property	1,383,831	1,470,210	1,490,622	1,490,647
Use of Money and Property	3,131,239	3,634,284	2,019,137	2,176,454
Recovery of Expenditures	2,688,995	1,899,902	2,026,006	2,330,727
Miscellaneous	125,442	173,859	10,000	10,400
Interfund Charges	4,724,962	4,129,990	4,158,169	4,236,234
TOTAL REVENUE	$ 545,853,002	$ 565,011,977	$ 589,408,068	$ 586,098,382
TRANSFERS FROM OTHER FUNDS	$ 17,709,775	$ 19,451,200	$ 19,042,523	$ 22,633,813
TOTAL REVENUE AND TRANSFERS	$ 563,562,777	$ 584,463,177	$ 608,450,591	$ 608,732,195
TOTAL AVAILABLE FUNDS	$ 639,180,551	$ 624,920,920	$ 655,285,571	$ 662,677,430

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS

APPROPRIATIONS	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
Departmental Appropriations:				
Asset Management	$ 1,368,637	$ 1,632,176	$ 1,479,829	$ 1,664,684
City Attorney	4,463,678	5,187,747	4,666,354	5,110,903
City Auditor	1,244,170	1,840,801	1,794,220	1,933,909
City Clerk	1,224,797	1,252,674	1,191,249	1,195,807
City Manager	1,759,133	1,825,245	1,811,472	1,767,087
Code Compliance	6,099,167	6,051,870	6,050,069	6,348,156
Community Initiatives	10,846,897	10,567,650	10,357,146	10,606,567
Customer Service & 311 System	2,424,076	2,402,003	2,401,173	2,726,929
Development Services	9,574,467	10,531,309	10,234,583	11,884,118
Economic Development	1,929,932	1,700,572	1,601,853	1,814,209
External Relations	1,171,534	1,219,112	1,185,212	1,297,814
Finance	7,483,721	7,924,917	7,667,748	7,852,970
Fire	104,473,363	108,169,070	108,409,172	111,460,938
Health	16,800,036	16,179,006	15,906,921	15,331,745
Human Resources	2,259,341	2,245,440	2,153,943	2,360,208
International Affairs	463,426	365,378	348,388	387,469
Library	18,080,204	18,935,460	18,178,566	19,375,141
Management & Budget	1,191,275	1,184,780	1,046,173	1,131,598
Mayor and Council	3,330,703	3,368,745	3,365,705	3,242,179
Municipal Court	10,678,360	10,688,234	10,536,475	11,023,008
Municipal Elections	511,733	651,100	631,567	778,766
Neighborhood Action	1,398,173	1,291,444	1,288,989	1,333,814
Parks and Recreation	48,164,278	48,953,612	47,457,480	48,693,893
Planning	2,766,168	2,926,790	2,836,493	2,679,540
Police	216,160,993	218,558,207	220,504,601	219,602,142
Public Works	14,784,451	14,994,022	14,843,877	15,319,058
Agencies	6,851,954	4,888,914	4,823,414	5,216,588
Non-Departmental/Non-Operating	22,876,274	26,516,051	26,545,025	36,148,861
One Time High Energy Expense	0	0	2,149,994	0
One-Time Projects	3,583,958	1,691,650	1,691,650	18,367,000
Transfers				
Emergency Medical Services	28,652,197	27,367,286	28,190,994	28,577,506
Street Maintenance	31,138,316	29,203,200	29,279,775	34,254,168
Other Transfers	12,460,664	11,415,210	11,079,545	9,953,740
Total Appropriations	$ 596,216,076	$ 601,729,675	$ 601,709,655	$ 639,440,515
TOTAL AVAILABLE FUNDS	$ 639,180,551	$ 624,920,920	$ 655,285,571	$ 662,677,430
GROSS ENDING BALANCE	$ 42,964,475	$ 23,191,245	$ 53,575,916	$ 23,236,915
RESERVE FOR REVENUE LOSS	$ 23,168,000	$ 23,168,000	$ 23,168,000	$ 23,168,000
ENDING BALANCE	$ 19,796,475	$ 23,245	$ 30,407,916	$ 68,915

26,912,006
612,528,509
- 1.79%

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
ASSESSED VALUATION				
Real Property	$ 37,426,175,616	$ 39,063,174,540	$ 39,553,310,692	$ 42,452,952,367
Mobile Homes	83,188,740	90,527,960	97,064,370	99,856,250
Personal Property	6,355,956,980	6,003,999,593	6,405,982,349	6,335,044,654
Sub-Total	$ 43,865,321,336	$ 45,157,702,093	$ 46,056,357,411	$ 48,887,853,271
Less Exemptions				
Over 65	$ 3,132,670,748	$ 3,288,987,121	$ 3,378,119,793	$ 3,657,497,596
Over 65 Pro-rated	81,397,988	12,762,841	34,874,214	3,167,206
Disabled Veterans	105,709,837	111,538,740	115,787,366	116,356,457
Historic Property	25,081,549	26,303,641	26,278,818	31,298,368
Historic Preservation Area Exemptions	0	1,055,757	1,047,522	1,196,735
Freeport Exemption	318,663,870	265,292,720	285,997,620	266,942,770
Tax Abatement/Phase-In	368,613,029	399,264,103	386,918,532	527,977,193
Appraised Valuation Limitations	204,099,139	234,795,126	236,194,055	239,185,624
Absolute Pro-rated	41,500,896	12,066,956	34,194,055	13,859,850
TOTAL TAXABLE VALUE	$ 39,587,584,280	$ 40,805,635,088	$ 41,556,945,436	$ 44,030,371,472
TAX RATE/$100 VALUATION				
General Fund	0.35454	0.36204	0.36204	0.36704
G.O. Debt Service Fund	0.22400	0.21650	0.21650	0.21150
TOTAL TAX RATE	0.57854	0.57854	0.57854	0.57854
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	$ 229,030,010	$ 236,076,921	$ 240,456,090	$ 254,733,311
Less Delinquencies	5,211,575	5,901,923	6,011,402	6,368,333
Less TIRZ Projected Tax Increment	0	390,519	395,835	699,806
CURRENT LEVY (NET)	$ 223,818,435	$ 229,784,479	$ 234,048,853	$ 247,665,172
PERCENT OF LEVY COLLECTED	97.72%	97.50%	97.50%	97.50%
DISTRIBUTION BY FUND				
General Fund	$ 137,294,658	$ 143,795,023	$ 146,463,592	$ 157,124,874
G.O. Debt Service Fund	86,523,777	85,989,456	87,585,261	90,540,298
CURRENT COLLECTIONS	$ 223,818,435	$ 229,784,479	$ 234,048,853	$ 247,665,172

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
DELINQUENT TAXES RECEIVABLE				
Real Property	$ 8,596,800	$ 10,198,350	$ 8,974,640	$ 10,225,920
Mobile Homes	539,550	640,060	563,260	641,790
Personal Property	9,033,090	10,715,920	9,430,100	10,744,890
TOTAL DELINQUENT TAXES RECEIVABLE	$ 18,169,440	$ 21,554,330	$ 18,968,000	$ 21,612,600
TAX RATE FOR DISTRIBUTION				
General Fund	$ 0.35079	$ 0.35454	$ 0.35454	$ 0.36204
G.O. Debt Service Fund	0.22900	0.22400	0.22400	0.21650
TOTAL TAX RATE	$ 0.57979	$ 0.57854	$ 0.57854	$ 0.57854
COLLECTIONS				
Real Property	$ 3,182,149	$ 3,089,590	$ 3,064,120	$ 3,097,950
Mobile Homes	22,875	22,210	22,030	22,270
Personal Property	291,478	283,000	280,670	283,770
TOTAL COLLECTIONS	$ 3,496,502	$ 3,394,800	$ 3,366,820	$ 3,403,990
PERCENT OF DELINQUENT TAXES COLLECTED	19.24%	15.75%	17.75%	15.75%
DISTRIBUTION BY FUND				
General Fund	$ 2,041,026	$ 2,080,400	$ 2,063,250	$ 2,130,160
G.O. Debt Service Fund	1,455,476	1,314,400	1,303,570	1,273,830
TOTAL DISTRIBUTION BY FUND	$ 3,496,502	$ 3,394,800	$ 3,366,820	$ 3,403,990

Special Revenue Funds

SPECIAL REVENUE FUND
BETTER JOBS FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 4,227,193	$ 3,804,750	$ 3,801,837	$ 3,349,417
Adjustment for Reserve	0	0	0	0
Net Balance	$ 4,227,193	$ 3,804,750	$ 3,801,837	$ 3,349,417
REVENUES				
Interest on Time Deposits	$ 74,644	$ 105,299	$ 47,580	$ 56,950
Total Revenues & Transfers	$ 74,644	$ 105,299	$ 47,580	$ 56,950
TOTAL AVAILABLE FUNDS	$ 4,301,837	$ 3,910,049	$ 3,849,417	$ 3,406,367
APPROPRIATIONS				
Transfers To				
General Fund	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Subtotal Transfers	$ 500,000	$ 500,000	$ 500,000	$ 500,000
TOTAL APPROPRIATIONS	$ 500,000	$ 500,000	$ 500,000	$ 500,000
GROSS ENDING BALANCE	$ 3,801,837	$ 3,410,049	$ 3,349,417	$ 2,906,367

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ (6,126)	$ 0
Adjustment for Reserve	0	0	0	0
Net Balance	$ 0	$ 0	$ (6,126)	$ 0
REVENUES				
Contribution from Other Agencies	$ 193,716	$ 207,320	$ 211,033	$ 219,013
Total Revenues & Transfers	$ 193,716	$ 207,320	$ 211,033	$ 219,013
TOTAL AVAILABLE FUNDS	$ 193,716	$ 207,320	$ 204,907	$ 219,013
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 171,846	$ 171,858	$ 168,376	$ 177,439
Contractual Services	9,085	9,331	11,861	10,380
Commodities	18,583	23,631	22,170	23,339
Other Expenditures	328	2,500	2,500	2,500
Subtotal Operating	$ 199,842	$ 207,320	$ 204,907	$ 213,658
TOTAL APPROPRIATIONS	$ 199,842	$ 207,320	$ 204,907	$ 213,658
GROSS ENDING BALANCE	$ (6,126)	$ 0	$ 0	$ 5,355

SPECIAL REVENUE FUND
CAPITAL IMPROVEMENTS RESERVE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 4,346,031	$ 1,855,276	$ 1,464,946	$ 1,669,338
Adjustment for Reserve	(498,973)	0	0	0
Net Balance	$ 3,847,058	$ 1,855,276	$ 1,464,946	$ 1,669,338
REVENUES				
Sale of Surplus Land	$ 250,631	$ 200,000	$ 479,292	$ 310,000
Sale of Fixed Assets	4,843	0	0	0
Interest on Time Deposits	104,113	128,740	47,700	59,610
Developer Street Lights	742,944	725,000	730,000	775,000
Transfer from General Fund	0	331,044	331,044	0
Transfer from Parking Revenue Fund	100,000	100,000	100,000	100,000
Net Transfer from Closed Capital Projects	249,931	0	0	0
Other Revenues	12,500	25,000	25,000	25,000
Total Revenues & Transfers	$ 1,464,962	$ 1,509,784	$ 1,713,036	$ 1,269,610
TOTAL AVAILABLE FUNDS	$ 5,312,020	$ 3,365,060	$ 3,177,982	$ 2,938,948
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	$ 50	$ 5,000	$ 5,000	$ 5,000
Other Land Sale Expenses	0	0	0	0
Survey on Land Sales	0	2,000	2,000	2,000
Furniture & Fixtures	1,665	0	0	0
Subtotal Operating	$ 1,715	$ 7,000	$ 7,000	$ 7,000
Transfers To				
FIMP	$ 1,255,069	$ 724,850	$ 210,600	$ 514,250
Critical Facilities	0	1,266,000	0	1,266,000
Market Square Parking Improvements	0	100,000	100,000	100,000
Traffic Signal Installation	482,861	510,000	510,000	510,000
Traffic Signal Maintenance	359,733	250,000	250,000	250,000
Environmental Contingency	1,872	100,000	100,000	100,000
Building Maintenance & Repair Fund	525,425	0	0	0
General Fund	1,220,399	331,044	331,044	180,000
Subtotal Transfers	$ 3,845,359	$ 3,281,894	$ 1,501,644	$ 2,920,250
TOTAL APPROPRIATIONS	$ 3,847,074	$ 3,288,894	$ 1,508,644	$ 2,927,250
GROSS ENDING BALANCE	$ 1,464,946	$ 76,166	$ 1,669,338	$ 11,698

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 9,226,732	$ 6,148,253	$ 7,257,766	$ 2,640,549
Adjustment for Reserve	127,521	0	0	0
Net Balance	$ 9,354,253	$ 6,148,253	$ 7,257,766	$ 2,640,549
REVENUES				
Alamodome				
Alamodome Rental	$ 2,226,804	$ 1,600,629	$ 1,693,722	$ 2,004,579
Facility Revenues	5,111,440	2,218,882	2,845,289	3,553,177
Reimbursable Expenses	1,625,080	1,172,314	1,065,973	1,257,709
Miscellaneous Revenue	190,721	369,214	219,429	22,703
Interest on Time Deposits	35,390	17,210	2,090	2,840
Transfer from R & I	0	1,566,515	791,226	1,532,177
Transfer from I & C	0	272,287	0	278,379
Wolff Stadium				
Wolff Stadium Rental	159,100	152,590	152,590	186,600
Facility Revenues	385,612	376,384	376,347	476,780
Reimbursable Expenses	44,730	54,641	47,810	55,122
Transfer from Alamodome	81,160	87,550	7,663	0
Hotel Motel				
Hotel-Motel Occupancy Tax	35,005,834	37,210,000	34,710,000	35,957,000
Convention Center Revenue	7,613,415	6,259,407	7,015,616	7,646,867
Municipal Auditorium Revenue	415,556	441,968	386,148	388,345
Miscellaneous Revenue	193,360	67,000	81,500	170,263
Interest on Time Deposits	346,582	415,490	190,530	230,630
Transfer from General Fund	332,369	332,369	332,369	359,250
Transfer from Other Funds	107,339	32,680	32,680	0
Transfer from I & C	150,000	4,887,131	4,887,131	0
Transfer from Equipment & Renewal Fund	0	0	0	32,252
Total Revenues & Transfers	$ 54,024,492	$ 57,534,261	$ 54,838,113	$ 54,154,673
TOTAL AVAILABLE FUNDS	$ 63,378,744	$ 63,682,514	$ 62,095,879	$ 56,795,222
APPROPRIATIONS				
Operating Expenses				
ALAMODOME				
Personal Services	$ 3,710,629	$ 2,562,139	$ 2,357,351	$ 2,723,055
Contractual Services	4,563,904	4,427,097	4,727,488	4,860,837
Commodities	257,307	263,161	207,659	240,543
Other Expenditures	179,678	482,409	482,409	482,409
Capital Outlay	144,523	147,524	119,012	0
Subtotal	$ 8,856,041	$ 7,882,330	$ 7,893,919	$ 8,306,844
WOLFF STADIUM				
Personal Services	$ 275,301	$ 266,315	$ 244,707	$ 276,989
Contractual Services	274,480	318,243	303,350	274,870
Commodities	97,052	51,470	45,708	66,243
Other Expenditures	13,627	38,546	38,546	38,546
Capital Outlay	26,148	7,995	7,595	0
Subtotal	$ 686,608	$ 682,569	$ 639,906	$ 656,648

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
CONVENTION & VISITORS BUREAU				
Personal Services	$ 4,595,585	$ 4,665,797	$ 4,541,361	$ 4,217,860
Contractual Services	11,725,619	11,638,039	11,102,024	9,547,138
Commodities	158,320	138,019	149,391	117,327
Other Expenditures	18,170	49,529	49,529	48,078
Capital Outlay	71,793	87,529	83,754	0
Subtotal	$ 16,569,487	$ 16,578,913	$ 15,926,059	$ 13,930,403
CULTURAL AFFAIRS				
Personal Services	$ 424,392	$ 542,210	$ 528,936	$ 551,168
Contractual Services	208,222	380,249	383,138	203,702
Commodities	13,037	14,705	12,917	12,171
Other Expenditures	1,375	2,438	2,438	2,438
Capital Outlay	748	4,196	3,196	0
Subtotal	$ 647,774	$ 943,798	$ 930,625	$ 769,479
CONVENTION FACILITIES				
Personal Services	$ 8,698,214	$ 10,089,695	$ 9,963,079	$ 9,782,392
Contractual Services	6,440,390	6,582,322	6,672,568	7,289,691
Commodities	691,707	792,311	623,272	731,146
Other Expenditures	343,579	676,725	676,725	676,725
Capital Outlay	274,762	192,336	192,336	0
Subtotal	$ 16,448,652	$ 18,333,389	$ 18,127,980	$ 18,479,954
INTERNATIONAL AFFAIRS				
Personal Services	$ 479,193	$ 447,385	$ 450,700	$ 461,821
Contractual Services	377,069	407,083	418,877	381,301
Commodities	63,479	56,058	53,320	52,773
Other Expenditures	1,214	2,728	2,728	2,728
Capital Outlay	25,743	5,557	5,457	0
Subtotal	$ 946,698	$ 918,811	$ 931,082	$ 898,623
NON-DEPARTMENTAL				
Personal Services	$ 167,231	$ 171,234	$ 152,513	$ 154,270
Contractual Services	400,493	3,132,353	2,930,737	233,382
Commodities	1,150	1,000	1,200	675
Other Expenditures	361,313	331,343	331,343	331,343
Capital Outlay	5,961	4,000	3,875	0
Subtotal	$ 936,148	$ 3,639,930	$ 3,419,668	$ 719,670
CONTRIBUTIONS TO OTHER AGENCIES	$ 2,395,610	$ 2,401,193	$ 2,401,193	$ 2,329,157
TOTAL OPERATING EXPENSES				
Personal Services	$ *18,350,545*	$ *18,744,775*	$ *18,238,647*	$ *18,167,555*
Contractual Services	*23,990,177*	*26,885,386*	*26,538,182*	*22,790,921*
Commodities	*1,282,052*	*1,316,724*	*1,093,467*	*1,220,878*
Other Expenditures	*3,314,566*	*3,984,911*	*3,984,911*	*3,911,424*
Capital Outlay	*549,678*	*449,137*	*415,225*	*0*
Total Operating	$ *47,487,018*	$ *51,380,933*	$ *50,270,432*	$ *46,090,778*

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
Transfers To				
General Fund-Indirect Cost	$ 990,849	$ 1,258,171	$ 1,236,058	$ 1,371,346
General Fund-Other	140,912	146,292	146,292	153,121
Support for History and Preservation	5,358,000	5,581,500	5,206,500	5,393,550
International Center	557,977	557,977	557,977	557,977
C. O. Debt Service	793,565	394,615	394,615	372,200
Improvement & Contingency Fund	0	0	0	0
Renewal & Improvement Fund	0	0	0	0
Retired Employees Health Insurance	125,180	125,180	125,180	125,180
Contractual Obligations	408,916	803,802	803,802	785,515
Public Improvement District	35,476	34,873	34,873	34,873
Alamodome	107,273	334,000	195,000	0
Wolff Stadium	81,160	87,550	7,663	0
Hotel/Motel	34,652	35,476	35,476	0
Other Transfers	0	441,462	441,462	320,784
Subtotal Transfers	$ 8,633,960	$ 9,800,898	$ 9,184,898	$ 9,114,546
TOTAL APPROPRIATIONS	$ 56,120,978	$ 61,181,831	$ 59,455,330	$ 55,205,324
GROSS ENDING BALANCE	$ 7,257,766	$ 2,500,683	$ 2,640,549	$ 1,589,898

SPECIAL REVENUE FUND
CONFISCATED PROPERTY FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 2,022,831	$ 1,848,316	$ 1,695,334	$ 1,745,444
Adjustment for Reserve	(148,980)	0	0	0
Net Balance	$ 1,873,851	$ 1,848,316	$ 1,695,334	$ 1,745,444
REVENUES				
Car Sales	$ 101,214	$ 85,000	$ 115,043	$ 70,000
Other Sales	108,138	115,000	169,155	84,500
Confiscated Property	463,940	601,000	1,011,862	887,700
Interest on Time Deposits	37,626	49,450	10,680	12,740
Recovery of Expenditures	86,000	0	0	0
Total Revenues & Transfers	$ 796,918	$ 850,450	$ 1,306,740	$ 1,054,940
TOTAL AVAILABLE FUNDS	$ 2,670,769	$ 2,698,766	$ 3,002,074	$ 2,800,384
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 112,531	$ 133,950	$ 80,152	$ 171,195
Contractual Services	337,614	1,239,542	480,477	1,619,587
Commodities	98,840	98,093	186,624	140,498
Other Expenditures	6,503	11,686	11,923	11,923
Capital Outlay	343,532	513,818	368,809	372,000
Subtotal Operating	$ 899,020	$ 1,997,089	$ 1,127,985	$ 2,315,203
Transfers To				
General Fund	$ 0	$ 76,538	$ 55,939	$ 11,347
Local Law Enforcement Blk Grnt Match	76,415	72,706	72,706	69,034
Subtotal Transfers	$ 76,415	$ 149,244	$ 128,645	$ 80,381
TOTAL APPROPRIATIONS	$ 975,435	$ 2,146,333	$ 1,256,630	$ 2,395,584
GROSS ENDING BALANCE	$ 1,695,334	$ 552,433	$ 1,745,444	$ 404,800

SPECIAL REVENUE FUND
EMERGENCY MEDICAL SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (191,288)	$ 30,000	$ (416,595)	$ 30,000
Adjustment for Reserve	301,676	0	0	0
Net Balance	$ 110,388	$ 30,000	$ (416,595)	$ 30,000
REVENUES				
Ambulance Service Fee	$ 8,569,006	$ 9,604,383	$ 9,612,897	$ 9,929,834
Interest on Time Deposits	712	0	0	0
Transfer from Other Agencies	385,002	385,002	379,878	379,878
Transfer from General Fund	28,652,197	27,367,286	28,190,994	28,577,506
Transfer from Purchasing	0	0	135,000	0
EMS Records Search Fee	6,276	7,650	7,650	7,727
Other Revenue	18,110	615	8,882	3,340
Total Revenues & Transfers	$ 37,631,303	$ 37,364,936	$ 38,335,301	$ 38,898,285
TOTAL AVAILABLE FUNDS	$ 37,741,691	$ 37,394,936	$ 37,918,706	$ 38,928,285
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 32,042,374	$ 32,004,576	$ 32,094,469	$ 33,085,504
Contractual Services	3,439,582	2,950,271	3,167,807	3,330,330
Collection Expense	964,748	1,020,519	1,076,644	1,112,141
Commodities	982,178	1,098,497	1,068,803	1,092,263
Other Expenditures	74,472	278,047	278,047	278,047
Capital Outlay	654,932	67,936	202,936	0
Subtotal Operating	$ 38,158,286	$ 37,419,846	$ 37,888,706	$ 38,898,285
TOTAL APPROPRIATIONS	$ 38,158,286	$ 37,419,846	$ 37,888,706	$ 38,898,285
GROSS ENDING BALANCE	$ (416,595)	$ (24,910)	$ 30,000	$ 30,000

SPECIAL REVENUE FUND
ENTERPRISE RESOURCE MANAGEMENT FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2001-2002, the Enterprise Resource Management Fund was established to record all operating revenues and expenditures associated with the development and implementation of the new enterprise resource system to include, but not limited to, financial services, human resource services, development services, and customer services.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Adjustment for Reserve	(21,464)	0	21,464	0
Net Balance	$ (21,464)	$ 0	$ 21,464	$ 0
REVENUES				
Transfer In	$ 1,875,389	$ 4,882,534	$ 5,312,666	$ 3,691,565
Interest on Time Deposits	363	0	0	0
Total Revenues & Transfers	$ 1,875,752	$ 4,882,534	$ 5,312,666	$ 3,691,565
TOTAL AVAILABLE FUNDS	$ 1,854,288	$ 4,882,534	$ 5,334,130	$ 3,691,565
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 1,017,721	$ 2,571,754	$ 2,739,504	$ 1,518,585
Contractual Services	484,893	1,730,071	1,944,202	848,261
Commodities	59,076	85,422	98,843	77,834
Other Expenditures	7,697	8,462	8,462	9,000
Capital Outlay	284,901	0	149,406	5,000
Subtotal Operating	$ 1,854,288	$ 4,395,709	$ 4,940,417	$ 2,458,680
Transfers To				
General Fund-Indirect Cost	$ 0	$ 324,102	$ 324,102	$ 0
General Fund-Other	0	162,723	69,611	69,611
Subtotal Transfers	$ 0	$ 486,825	$ 393,713	$ 69,611
TOTAL APPROPRIATIONS	$ 1,854,288	$ 4,882,534	$ 5,334,130	$ 2,528,291
GROSS ENDING BALANCE	$ 0	$ 0	$ 0	$ 1,163,274

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (536,194)	$ (445,794)	$ (980,180)	$ (1,106,916)
Adjustment for Reserve	(199,213)			
Net Balance	$ (735,407)	$ (445,794)	$ (980,180)	$ (1,106,916)
REVENUES				
Brackenridge Golf Course	$ 985,625	$ 1,074,576	$ 920,656	$ 952,369
Riverside Golf Course	872,708	974,836	825,379	852,032
Willow Springs Golf Course	836,142	983,675	1,005,237	1,031,789
Olmos Golf Course	987,392	1,273,899	954,347	984,600
Mission Del Lago Golf Course	784,630	841,396	684,162	705,856
Cedar Creek Golf Course	1,201,863	1,415,764	1,113,858	1,141,711
Polo Field Driving Range	10,839	13,748	7,680	6,200
San Pedro Driving Range/Par 3	361,358	403,573	376,920	391,550
Resident Golf Card	176,720	264,437	170,123	179,920
Interest on Time Deposit	24	0	0	0
Miscellaneous	15,156	10,280	15,068	6,000
City Concession	169,878	185,000	137,425	191,655
Transfer from Equipment & Renewal	0	0	0	229,959
Total Revenues & Transfers	$ 6,402,335	$ 7,441,184	$ 6,210,855	$ 6,673,641
TOTAL AVAILABLE FUNDS	$ 5,666,928	$ 6,995,390	$ 5,230,875	$ 5,586,725
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,661,896	$ 3,590,569	$ 3,459,351	$ 3,374,654
Contractual Services	1,570,633	1,823,875	1,494,612	1,656,645
Commodities	832,279	768,661	704,634	797,960
Other Expenditures	175,468	319,301	319,301	271,177
Capital Outlay	23,181	22,707	9,888	0
Subtotal Operating	$ 6,263,457	$ 6,525,113	$ 5,987,786	$ 6,100,436
Transfers To				
General Fund-Indirect Cost	$ 375,881	$ 350,060	$ 337,267	$ 350,060
General Fund-Other	5,660	6,897	5,660	6,897
Golf Course Debt Service	0	0	0	0
Employee Benefits Insurance Fund	2,110	2,110	2,110	2,110
Other Transfers	0	4,768	4,768	9,768
Subtotal Transfers	$ 383,651	$ 363,835	$ 349,805	$ 368,835
TOTAL APPROPRIATIONS	$ 6,647,108	$ 6,888,948	$ 6,337,591	$ 6,469,271
GROSS ENDING BALANCE	$ (980,180)	$ 106,442	$ (1,106,916)	$ (902,546)

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 11,969,714	$ 12,215,420	$ 1,915,079	$ 1,861,311
Adjustment for Reserve	0	0	0	0
Net Balance	$ 11,969,714	$ 12,215,420	$ 1,915,079	$ 1,861,311
REVENUES				
Hotel Motel 2% Tax Collections	$ 10,001,496	$ 10,630,000	$ 9,917,143	$ 10,273,429
Interest on Time Deposits	69,958	0	0	0
Other	12,681	12,901	12,487	12,469
Total Revenues & Transfers	$ 10,084,135	$ 10,642,901	$ 9,929,630	$ 10,285,898
TOTAL AVAILABLE FUNDS	$ 22,053,849	$ 22,858,321	$ 11,844,709	$ 12,147,209
APPROPRIATIONS				
Operating Expenses				
Other Expenditures	$ 95,832	$ 92,574	$ 92,574	$ 89,473
Subtotal Operating	$ 95,832	$ 92,574	$ 92,574	$ 89,473
Transfers To				
Debt Service	$ 9,546,225	$ 10,309,844	$ 9,890,824	$ 10,524,613
Convention Ctr Expansion Capital Project	10,496,713	0	0	0
Subtotal Transfers	$ 20,042,938	$ 10,309,844	$ 9,890,824	$ 10,524,613
TOTAL APPROPRIATIONS	$ 20,138,770	$ 10,402,418	$ 9,983,398	$ 10,614,086
GROSS ENDING BALANCE	$ 1,915,079	$ 12,455,903	$ 1,861,311	$ 1,533,123

SPECIAL REVENUE FUND
INTERNATIONAL CENTER FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 97,753	$ 64,487	$ 205,319	$ 71,230
Adjustment for Reserve	19,774	0	0	0
Net Balance	$ 117,527	$ 64,487	$ 205,319	$ 71,230
REVENUES				
Rental of Facility	$ 821,290	$ 732,251	$ 827,720	$ 874,470
Maintenance of Facility	142,431	209,640	155,968	155,968
Interest on Time Deposits	5,353	5,410	4,090	4,860
Contribution from General Fund	28,835	0	0	0
Total Revenues & Transfers	$ 997,909	$ 947,301	$ 987,778	$ 1,035,298
TOTAL AVAILABLE FUNDS	$ 1,115,436	$ 1,011,788	$ 1,193,097	$ 1,106,528
APPROPRIATIONS				
Operating Expenses				
ASSET MANAGEMENT				
Personal Services	$ 92,856	$ 102,978	$ 101,420	$ 104,221
Contractual Services	62,339	52,270	57,399	105,594
Commodities	469	495	1,041	334
Other Expenditures	120,000	139,700	139,700	20,068
Capital Outlay	24,924	150	0	0
Subtotal	$ 300,588	$ 295,593	$ 299,560	$ 230,217
PUBLIC WORKS				
Personal Services	$ 230,540	$ 222,066	$ 218,364	$ 233,459
Contractual Services	284,948	271,054	304,706	279,857
Commodities	34,941	27,550	27,910	27,485
Other Expenditures	17,810	4,214	4,214	4,214
Capital Outlay	0	0	0	0
Subtotal	$ 568,239	$ 524,884	$ 555,194	$ 545,015
TOTAL OPERATING EXPENSES				
Personal Services	$ *323,396*	$ *325,044*	$ *319,784*	$ *337,680*
Contractual Services	*347,287*	*323,324*	*362,105*	*385,451*
Commodities	*35,410*	*28,045*	*28,951*	*27,819*
Other Expenditures	*137,810*	*143,914*	*143,914*	*24,282*
Capital Outlay	*24,924*	*150*	*0*	*0*
Total Operating	$ *868,827*	$ *820,477*	$ *854,754*	$ *775,232*
Transfers To				
General Fund-Indirect Cost	$ 25,614	$ 0	$ 0	$ 32,811
Public Improvement District	12,231	11,922	11,922	11,922
Renewal & Improvement	0	104,092	248,254	216,283
Retired Employees Health Insurance	3,445	3,445	3,445	3,445
Other Transfers	0	3,492	3,492	6,976
Subtotal Transfers	$ 41,290	$ 122,951	$ 267,113	$ 271,437
TOTAL APPROPRIATIONS	$ 910,116	$ 943,428	$ 1,121,867	$ 1,046,669
GROSS ENDING BALANCE	$ 205,319	$ 68,360	$ 71,230	$ 59,859

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2003
AVAILABLE FUNDS				
Beginning Balance	$ 762,442	$ 862,652	$ 3,853,405	$ 3,910,435
Accounting Adjustment	3,762,900	0	0	0
Net Balance	$ 4,525,342	$ 862,652	$ 3,853,405	$ 3,910,435
REVENUES				
CPS Lease-lease back Proceeds	$ 0	$ 0	$ 0	$ 0
Interest on Time Deposits	90,963	105,300	57,030	68,060
Total Revenues & Transfers	$ 90,963	$ 105,300	$ 57,030	$ 68,060
TOTAL AVAILABLE FUNDS	$ 4,616,305	$ 967,952	$ 3,910,435	$ 3,978,495
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 762,900	$ 0	$ 0	$ 0
Subtotal Operating	$ 762,900	$ 0	$ 0	$ 0
Transfers To				
General Fund	$ 0	$ 0	$ 0	$ 213,395
Better Jobs Fund	0	0	0	0
Capital Improvement Fund	0	0	0	0
Subtotal Transfers	$ 0	$ 0	$ 0	$ 213,395
TOTAL APPROPRIATIONS	$ 762,900	$ 0	$ 0	$ 213,395
GROSS ENDING BALANCE	$ 3,853,405	$ 967,952	$ 3,910,435	$ 3,765,100

SPECIAL REVENUE FUND
OFFICIAL CITY STORE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 43,062	$ 31,015	$ 41,350	$ 41,558
Adjustment for Reserve	(468)	0	0	0
Net Balance	$ 42,594	$ 31,015	$ 41,350	$ 41,558
REVENUES				
City Store Sales	$ 136,186	$ 168,181	$ 180,057	$ 170,000
Interest on Time Deposits	996	720	620	760
Transfer from Comm. & Visitor Fac. Fund	0	0	0	233,424
Total Revenues & Transfers	$ 137,182	$ 168,901	$ 180,677	$ 404,184
TOTAL AVAILABLE FUNDS	$ 179,776	$ 199,916	$ 222,027	$ 445,742
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 34,640	$ 74,957	$ 57,482	$ 214,740
Contractual Services	41,937	21,384	17,273	85,001
Commodities	60,273	76,356	86,405	96,157
Other Expenditures	300	9,743	9,743	11,194
Capital Outlay	893	877	0	0
Subtotal Operating	$ 138,043	$ 183,317	$ 170,903	$ 407,092
Transfers To				
City Departments	$ 0	$ 4,043	$ 8,449	$ 0
Retired Employees Health Insurance	383	383	383	383
Other Transfers	0	734	734	0
Subtotal Transfers	$ 383	$ 5,160	$ 9,566	$ 383
TOTAL APPROPRIATIONS	$ 138,426	$ 188,477	$ 180,469	$ 407,475
GROSS ENDING BALANCE	$ 41,350	$ 11,439	$ 41,558	$ 38,267

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 15,791,125	$ 14,523,506	$ 19,743,977	$ 22,820,541
Adjustment for Reserve	(297,690)	0	0	0
Net Balance	$ 15,493,435	$ 14,523,506	$ 19,743,977	$ 22,820,541
REVENUES				
Sales Tax Revenue	$ 17,508,571	$ 18,507,230	$ 17,562,500	$ 12,430,764
Interest on Time Deposits	293,753	160,056	218,184	96,992
Total Revenues & Transfers	$ 17,802,324	$ 18,667,286	$ 17,780,684	$ 12,527,756
TOTAL AVAILABLE FUNDS	$ 33,295,759	$ 33,190,792	$ 37,524,661	$ 35,348,297
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 14,485	$ 0	$ 0	$ 0
Contractual Services	920,815	1,025,574	921,648	897,644
Commodities	3,197	0	0	0
Other Expenditures	0	1,348	1,348	1,348
Capital Outlay	68,873	0	0	0
Subtotal Operating	$ 1,007,370	$ 1,026,922	$ 922,996	$ 898,992
Transfers To				
General Fund-Indirect Cost	$ 0	$ 31,090	$ 27,271	$ 11,644
Debt Service	12,494,412	13,907,750	13,753,853	10,716,993
Capital Projects	50,000	0	0	0
Subtotal Transfers	$ 12,544,412	$ 13,938,840	$ 13,781,124	$ 10,728,637
TOTAL APPROPRIATIONS	$ 13,551,782	$ 14,965,762	$ 14,704,120	$ 11,627,629
GROSS ENDING BALANCE	$ 19,743,977	$ 18,225,030	$ 22,820,541	$ 23,720,668

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 633,924	$ 319,379	$ 1,061,175	$ 776,300
Adjustment for Reserve	198,322	0	0	0
Net Balance	$ 832,246	$ 319,379	$ 1,061,175	$ 776,300
REVENUES				
Medicaid/Medicare	$ 777,432	$ 669,000	$ 670,000	$ 680,000
Medicaid Administrative Claims	59,161	84,350	60,000	60,000
Patient Co-Pay	474,820	439,147	532,400	534,130
Community First HMO	168,588	130,000	160,000	160,000
HMO Blue	79,834	75,000	75,000	75,000
PCA HMO	25	0	0	0
Superior	91	0	0	0
U.T. Health Science Center	0	7,000	0	0
Foreign Travel Vaccine	462,724	410,000	425,000	446,000
Interest on Time Deposits	14,819	15,160	18,290	19,930
Contributions	227,913	136,465	140,100	140,700
Miscellaneous Revenues	48,819	61,640	50,000	50,000
Recovery of Expenditures	0	0	0	0
Animal Control Fees	149,989	133,300	137,910	139,300
Contribution from General Fund	182,000	87,378	0	0
Total Revenues & Transfers	$ 2,646,215	$ 2,248,440	$ 2,268,700	$ 2,305,060
TOTAL AVAILABLE FUNDS	$ 3,478,461	$ 2,567,819	$ 3,329,875	$ 3,081,360
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 1,411,724	$ 1,309,216	$ 1,343,805	$ 1,364,388
Contractual Services	152,299	99,648	123,200	453,196
Commodities	495,839	411,350	488,250	549,889
Other Expenditures	2,037	13,062	11,900	13,062
Capital Outlay	4,219	2,200	1,525	0
Subtotal Operating	$ 2,066,118	$ 1,835,476	$ 1,968,680	$ 2,380,535
Transfers To				
Public Health Support Grant	$ 0	$ 110,000	$ 176,765	$ 110,000
General Fund-Other	118,400	164,500	164,500	164,500
General Fund-Indirect Cost	232,768	230,208	236,290	274,223
Other Transfers	0	7,340	7,340	15,134
Subtotal Transfers	$ 351,168	$ 512,048	$ 584,895	$ 563,857
TOTAL APPROPRIATIONS	$ 2,417,286	$ 2,347,524	$ 2,553,575	$ 2,944,392
GROSS ENDING BALANCE	$ 1,061,175	$ 220,295	$ 776,300	$ 136,968

SPECIAL REVENUE FUND
RECREATION ATHLETIC FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 1,080,728	$ 983,762	$ 973,115	$ 813,994
Adjustment for Reserve	(1,026)	0	0	0
Net Balance	$ 1,079,702	$ 983,762	$ 973,115	$ 813,994
REVENUES				
Entry Fees	$ 389,112	$ 365,500	$ 377,885	$ 390,925
Conventions	9,863	4,500	10,000	11,300
Miscellaneous Revenues	32,923	66,500	66,504	65,569
Interest on Time Deposits	18,740	15,000	11,590	13,810
Recovery of Expenditures	96	0	0	0
Total Revenues & Transfers	$ 450,734	$ 451,500	$ 465,979	$ 481,604
TOTAL AVAILABLE FUNDS	$ 1,530,436	$ 1,435,262	$ 1,439,094	$ 1,295,598
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 68,334	$ 80,738	$ 0	$ 80,738
Contractual Services	448,796	415,909	517,554	485,524
Commodities	40,191	57,185	53,890	57,391
Other Expenditures	0	0	0	0
Capital Outlay	0	0	2,600	0
Subtotal Operating	$ 557,321	$ 553,832	$ 574,044	$ 623,653
Transfers To				
General Fund-Other	$ 0	$ 51,056	$ 51,056	$ 53,298
Subtotal Transfers	$ 0	$ 51,056	$ 51,056	$ 53,298
TOTAL APPROPRIATIONS	$ 557,321	$ 604,888	$ 625,100	$ 676,951
GROSS ENDING BALANCE	$ 973,115	$ 830,374	$ 813,994	$ 618,647

SPECIAL REVENUE FUND
SAN ANTONIO LOCAL DEVELOPMENT CORPORATION FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (6,010)	$ 0	$ (15,257)	$ 0
Adjustment for Reserve	0	0	0	0
Net Balance	$ (6,010)	$ 0	$ (15,257)	$ 0
REVENUES				
Transfer from General Fund	$ 0	$ 0	$ 0	$ 0
SALDC Loan Programs (SBA and EDA)	373,854	358,902	378,079	398,711
Recovery of Expenditures - Microloan	30,823	119,634	126,026	132,903
Total Revenues & Transfers	$ 404,677	$ 478,536	$ 504,105	$ 531,614
TOTAL AVAILABLE FUNDS	$ 398,667	$ 478,536	$ 488,848	$ 531,614
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 329,048	$ 402,516	$ 409,844	$ 423,249
Contractual Services	75,643	52,642	46,041	57,310
Commodities	5,246	8,380	7,501	6,372
Other Expenditures	349	1,128	1,128	1,128
Capital Outlay	3,638	13,870	13,858	0
Subtotal Operating	$ 413,924	$ 478,536	$ 478,372	$ 488,059
Transfers To				
General Fund-Other	$ 0	$ 0	$ 10,476	$ 43,555
Subtotal Transfers	$ 0	$ 0	$ 10,476	$ 43,555
TOTAL APPROPRIATIONS	$ 413,924	$ 478,536	$ 488,848	$ 531,614
GROSS ENDING BALANCE	$ (15,257)	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
STORM WATER OPERATING FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 1997-1998, the Streets & Drainage Fund was modified to only consist of Street operations. Drainage operations were recorded in the Storm Water Fund. The Storm Water Fund was established to account for all revenues and expenditures associated with the operation and maintenance of all City Storm Water activities. Revenue is generated from a Storm Water fee. The Storm Water Fund consists of several City activities that are responsible for the City's infrastructure system of lakes, streams, basins, dams, and stormwater systems.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 334,557	$ 93,364	$ 511,435	$ 324,844
Adjustment for Reserve	67,512	0	0	0
Net Balance	$ 402,069	$ 93,364	$ 511,435	$ 324,844
REVENUES				
Storm Water Revenues	$ 16,619,515	$ 21,691,275	$ 21,158,494	$ 22,118,911
Tunnel Tour Fee	0	1,050	100	100
Transfer from Equipment & Renewal	0	0	0	26,365
Interest on Time Deposit	3,981	2,410	6,750	7,530
Reimbursement from SAWS	456,188	0	0	0
Recovery of Expenditures	0	0	22,767	0
Miscellaneous Revenues	318,145	0	0	0
Total Revenues & Transfers	$ 17,397,829	$ 21,694,735	$ 21,188,111	$ 22,152,906
TOTAL AVAILABLE FUNDS	$ 17,799,898	$ 21,788,099	$ 21,699,546	$ 22,477,750
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	$ 65,274	$ 136,175	$ 120,511	$ 133,248
Contractual Services	1,110	1,525	1,462	4,920
Commodities	0	0	0	0
Other Expenditures	0	0	0	0
Capital Outlay	0	0	0	0
Subtotal	$ 66,384	$ 137,700	$ 121,973	$ 138,168
PUBLIC WORKS				
Personal Services	$ 8,105,967	$ 8,751,087	$ 8,467,003	$ 9,255,497
Contractual Services	3,037,143	3,843,073	3,904,030	3,143,423
SAWS - Reimbursement	3,276,282	2,468,933	2,468,933	2,746,327
Commodities	1,179,397	1,316,188	1,543,307	1,533,088
Other Expenditures	54,564	115,887	115,889	202,311
Capital Outlay	88,336	594,560	595,425	276,500
Subtotal	$ 15,741,689	$ 17,089,728	$ 17,094,587	$ 17,157,148
TOTAL OPERATING EXPENSES				
Personal Services	$ *8,171,241*	$ *8,887,262*	$ *8,587,514*	$ *9,388,745*
Contractual Services	*3,038,253*	*3,844,598*	*3,905,492*	*3,148,343*
SAWS - Reimbursement	*3,276,282*	*2,468,933*	*2,468,933*	*2,746,327*
Commodities	*1,179,397*	*1,316,188*	*1,543,307*	*1,533,088*
Other Expenditures	*54,564*	*115,887*	*115,889*	*202,311*
Capital Outlay	*88,336*	*594,560*	*595,425*	*276,500*
Total Operating	$ *15,808,073*	$ *17,227,428*	$ *17,216,560*	$ *17,295,314*
Transfers To				
General Fund-Indirect Cost	$ 686,557	$ 715,020	$ 690,904	$ 739,535
General Fund-Other	395,492	473,359	473,359	478,567
Streets Improvement	202,992	0	0	0
Grants	112,278	0	0	0
Transfer to Capital Projects	0	0	1,391,392	0
Transfer to Debt Services	0	0	1,508,608	3,099,127
Retired Employees Health Insurance	83,071	83,071	83,071	83,071
Other Transfers	0	10,808	10,808	23,808
Subtotal Transfers	$ 1,480,390	$ 1,282,258	$ 4,158,142	$ 4,424,108
TOTAL APPROPRIATIONS	$ 17,288,463	$ 18,509,686	$ 21,374,702	$ 21,719,422
GROSS ENDING BALANCE	$ 511,435	$ 3,278,413	$ 324,844	$ 758,328

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 8,600,227	$ 9,228,570	$ 11,205,035	$ 11,525,903
Adjustment for Reserve	(19,387)	0	0	0
Net Balance	$ 8,580,840	$ 9,228,570	$ 11,205,035	$ 11,525,903
REVENUES				
Detention Pond Revenues	$ 3,077,662	$ 3,455,887	$ 2,836,938	$ 2,822,754
Floodplain Verification Fee	0	1,800	400	400
Interest on Time Deposits	196,063	198,380	150,000	160,530
Miscellaneous Revenues	0	0	100	100
Transfer from Equipment & Renewal	0	0	0	4,231
Total Revenues & Transfers	$ 3,273,725	$ 3,656,067	$ 2,987,438	$ 2,988,015
TOTAL AVAILABLE FUNDS	$ 11,854,565	$ 12,884,637	$ 14,192,473	$ 14,513,918
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 428,695	$ 526,428	$ 474,110	$ 537,038
Contractual Services	34,854	18,644	42,563	23,496
Commodities	7,330	17,399	13,778	16,324
Other Expenditures	3,112	3,736	3,736	3,736
Capital Outlay	50,894	0	0	0
Subtotal Operating	$ 524,885	$ 566,207	$ 534,187	$ 580,594
Transfers To				
General Fund-Indirect Costs	$ 19,645	$ 64,122	$ 57,749	$ 20,199
Capital Projects-Detention Ponds	105,000	7,400,000	2,073,000	7,525,000
Other Transfers	0	1,634	1,634	4,038
Subtotal Transfers	$ 124,645	$ 7,465,756	$ 2,132,383	$ 7,549,237
TOTAL APPROPRIATIONS	$ 649,530	$ 8,031,963	$ 2,666,570	$ 8,129,831
GROSS ENDING BALANCE	$ 11,205,035	$ 4,852,674	$ 11,525,903	$ 8,384,087

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 9,098,287	$ 30,000	$ (579,275)	$ 14,999
Adjustment for Reserve	(9,092,063)	0	0	0
Reduction of Encumberances	2,020,696	0	164,132	0
Pending Litigation	1,144,000	0	0	0
Net Balance	$ 3,170,919	$ 30,000	$ (415,143)	$ 14,999
REVENUES				
Street Resurfacing/Sewer Installation	$ 5,320	$ 27,562	$ 69,013	$ 44,252
Interest on Time Deposits	154,819	171,540	36,030	52,450
Recovery of Expenditures	2,048,113	0	1,350,866	0
Contribution from VIA	254,336	257,251	257,251	257,251
Contribution from VIA - Improvement Projects	(161,187)	0	0	0
Contribution from General Fund	31,138,316	29,203,200	29,279,775	34,254,168
Transfer from Grants	357,662	0	0	0
Transfer from Stormwater	202,990	0	0	0
Transfer from Closed-Out VIA Improvement F	0	0	0	0
Total Revenues & Transfers	$ 34,000,369	$ 29,659,553	$ 30,992,935	$ 34,608,121
TOTAL AVAILABLE FUNDS	$ 37,171,288	$ 29,689,553	$ 30,577,792	$ 34,623,120
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 11,209,226	$ 10,757,122	$ 10,793,122	$ 10,889,661
Contractual Services	4,240,075	3,661,446	3,565,441	4,226,625
Commodities	9,838,209	7,724,123	9,046,272	7,800,540
Other Expenditures	209,283	680,998	680,998	1,085,592
Capital Outlay	289,235	82,669	82,983	1,875,830
Subtotal Operating	$ 25,786,026	$ 22,906,358	$ 24,168,816	$ 25,878,248
Transfers To				
Contractual Street Repair	$ 3,360,808	$ 6,734,319	$ 6,393,977	$ 6,734,319
Contractual Street Repair - Prior Years	8,603,728	0	0	0
Capital Projects	0	0	0	2,000,000
VIA Local Assistance Program	0	0	0	0
General Fund-Other	0	0	0	0
Subtotal Transfers	$ 11,964,536	$ 6,734,319	$ 6,393,977	$ 8,734,319
TOTAL APPROPRIATIONS	$ 37,750,562	$ 29,640,677	$ 30,562,793	$ 34,612,567
GROSS ENDING BALANCE	$ (579,275)	$ 48,876	$ 14,999	$ 10,553
VIA Local Assistance Capital Project		$ 2,000,000	$ 0	$ 0
TOTAL STREETS MAINTENANCE EXPENDITURES		$ 31,640,677	$ 30,562,793	$ 34,612,567

SPECIAL REVENUE FUND
RIGHT OF WAY MANAGEMENT
SUMMARY OF ADOPTED BUDGET

Description:

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

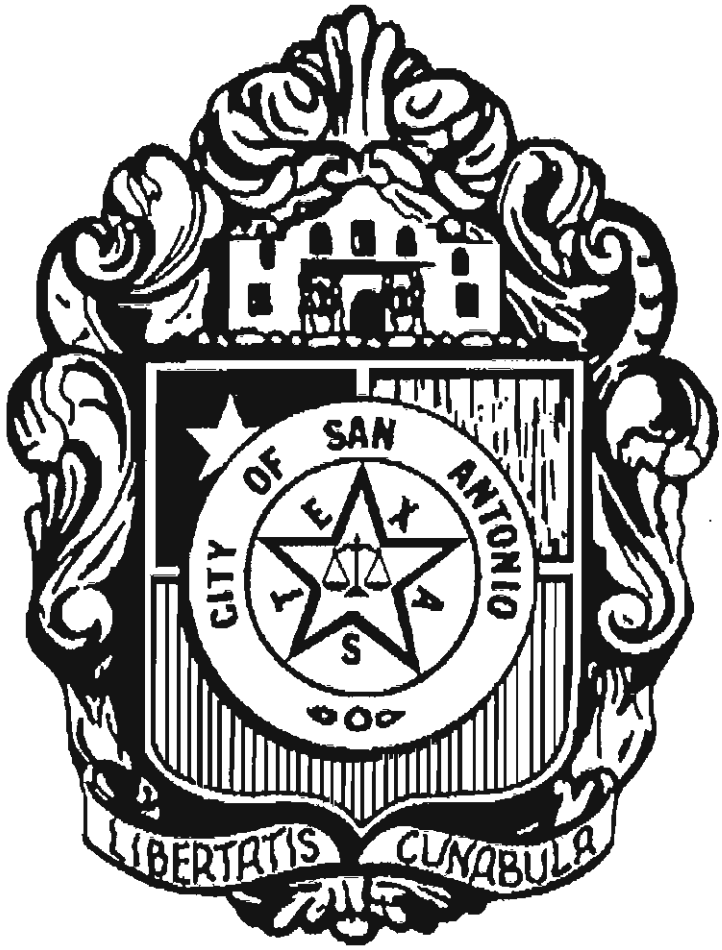
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 157,738	$ 216,212	$ 232,074	$ 268,802
Adjustment for Reserve	43,271	0	0	0
Net Balance	$ 201,009	$ 216,212	$ 232,074	$ 268,802
REVENUES				
Permit Application Fee	$ 201,025	$ 304,272	$ 230,225	$ 241,325
Inspection Fee	582,830	669,039	657,013	666,298
GIS Processing Fee	0	0	0	0
Pavement Degradation Fee	0	0	0	0
Administrative Fee - Pavement Repair	0	0	0	0
Registration Fee	1,820	3,712	420	300
Pavement Repair	0	0	0	0
Penalties	89,500	16,665	104,000	20,000
Transfer from Equipment & Renewal	0	0	0	21,238
Interest on Time Deposits	1,929	0	2,860	3,220
Total Revenues & Transfers	$ 877,104	$ 993,688	$ 994,518	$ 952,381
TOTAL AVAILABLE FUNDS	$ 1,078,113	$ 1,209,900	$ 1,226,592	$ 1,221,183
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 481,178	$ 800,292	$ 697,511	$ 832,935
Contractual Services	316,597	240,668	111,125	234,658
Commodities	18,392	63,839	29,537	57,772
Other Expenditures	0	2,631	2,631	2,631
Capital Outlay	29,872	8,732	8,600	0
Subtotal Operating	$ 846,039	$ 1,116,162	$ 849,404	$ 1,127,996
Transfers To				
Contractual Street Repair	$ 0	$ 16,665	$ 104,000	$ 20,000
Other Transfers	0	4,386	4,386	9,126
Subtotal Transfers	$ 0	$ 21,051	$ 108,386	$ 29,126
TOTAL APPROPRIATIONS	$ 846,039	$ 1,137,213	$ 957,790	$ 1,157,122
GROSS ENDING BALANCE	$ 232,074	$ 72,687	$ 268,802	$ 64,061

SPECIAL REVENUE FUND
TAX INCREMENT FINANCING
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 236,307
Adjustment for Reserve	N/A	0	0	0
Net Balance	$ N/A	$ 0	$ 0	$ 236,307
REVENUES				
Application Fee	$ N/A	$ 24,000	$ 45,000	$ 15,000
Processing Fee	N/A	248,000	310,000	124,000
Administrative Fee	N/A	40,000	80,250	99,562
Interest on Time Deposits	N/A	0	0	0
Transfer from General Fund	N/A	152,031	152,031	0
Total Revenues & Transfers	$ N/A	$ 464,031	$ 587,281	$ 238,562
TOTAL AVAILABLE FUNDS	$ N/A	$ 464,031	$ 587,281	$ 474,869
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ 353,221	$ 308,230	$ 452,993
Contractual Services	N/A	39,538	20,397	50,445
Commodities	N/A	11,731	9,850	9,452
Other Expenditures	N/A	0	0	0
Capital Outlay	N/A	27,860	12,497	0
Subtotal Operating	$ N/A	$ 432,350	$ 350,974	$ 512,890
TOTAL APPROPRIATIONS	$ N/A	$ 432,350	$ 350,974	$ 512,890
GROSS ENDING BALANCE	$ N/A	$ 31,681	$ 236,307	$ (38,021)


CITY OF SAN ANTONIO
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Enterprise Funds

ENTERPRISE FUND
AIRPORT OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 6,065,699	$ 5,745,588	$ 6,404,771	$ 6,138,699
Net Balance	$ 6,065,699	$ 5,745,588	$ 6,404,771	$ 6,138,699
REVENUES				
Operating Revenue	$ 40,119,137	$ 42,865,295	$ 41,539,494	$ 43,761,909
Interest on Time Deposits	222,213	251,870	150,120	180,500
Other Revenue	1,100,564	309,854	313,869	302,253
Total Revenues & Transfers	$ 41,441,914	$ 43,427,019	$ 42,003,483	$ 44,244,662
TOTAL AVAILABLE FUNDS	$ 47,507,613	$ 49,172,607	$ 48,408,254	$ 50,383,361
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 15,243,114	$ 16,460,278	$ 16,207,280	$ 17,552,501
Contractual Services	4,691,258	5,566,895	5,897,534	5,452,307
Commodities	969,185	1,192,231	1,069,541	1,201,733
Other Expenditures	449,181	1,380,621	1,380,441	1,380,221
Capital Outlay	302,551	605,467	588,357	555,090
Subtotal Operating	$ 21,655,289	$ 25,205,492	$ 25,143,153	$ 26,141,852
Transfers To				
General Fund-Indirect Cost	$ 479,241	$ 622,330	$ 612,765	$ 693,470
General Fund-Other	175,691	230,262	175,618	164,097
Information Technology Services - ERM	0	27,888	27,888	58,888
Improvements & Contingency Fund	7,142,850	6,777,228	6,025,628	4,263,055
Revenue Bond Debt Service	11,511,192	10,020,820	10,145,924	12,526,729
Retired Employees Health Insurance	138,579	138,579	138,579	138,579
Subtotal Transfers	$ 19,447,553	$ 17,817,107	$ 17,126,402	$ 17,844,818
TOTAL APPROPRIATIONS	$ 41,102,842	$ 43,022,599	$ 42,269,555	$ 43,986,670
GROSS ENDING BALANCE	$ 6,404,771	$ 6,150,008	$ 6,138,699	$ 6,396,691
RESTRICTED RESERVE	$ 6,404,771	$ 6,150,008	$ 6,138,699	$ 6,396,691
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

ENTERPRISE FUND
AIRPORT CONFISCATED PROPERTY FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 272,753	$ 168,113	$ 289,529	$ 283,079
Net Balance	$ 272,753	$ 168,113	$ 289,529	$ 283,079
REVENUES				
Confiscated Property	$ 15,563	$ 8,000	$ 2,000	$ 2,000
Interest on Time Deposits	4,708	5,640	3,050	3,600
Total Revenues & Transfers	$ 20,271	$ 13,640	$ 5,050	$ 5,600
TOTAL AVAILABLE FUNDS	$ 293,024	$ 181,753	$ 294,579	$ 288,679
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 1,520	$ 15,151	$ 5,500	$ 5,000
Commodities	1,105	18,500	6,000	12,000
Capital Outlay	870	4,800	0	3,415
Subtotal Operating	$ 3,495	$ 38,451	$ 11,500	$ 20,415
TOTAL APPROPRIATIONS	$ 3,495	$ 38,451	$ 11,500	$ 20,415
GROSS ENDING BALANCE	$ 289,529	$ 143,302	$ 283,079	$ 268,264
RESTRICTED RESERVE	$ 289,529	$ 143,302	$ 283,079	$ 268,264
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

ENTERPRISE FUND
AIRPORT IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET

Description:

This fund was established for the purpose of paying for capital improvements and other capital expenditures related to the Airport System. At the end of each fiscal year, the City will transfer the unrestricted balance remaining in the Airport Operation and Maintenance Fund to this Airport Improvement and Contingency Fund.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 10,174,403	$ 10,196,755	$ 14,979,290	$ 8,244,110
Net Balance	$ 10,174,403	$ 10,196,755	$ 14,979,290	$ 8,244,110
REVENUES				
Transfer from Airport Revenue Fund	$ 7,142,850	$ 6,777,228	$ 6,025,628	$ 4,263,055
Interest on Time Deposits	152,912	108,050	90,000	136,000
Other Revenue	30,299	0	0	0
Total Revenues & Transfers	$ 7,326,061	$ 6,885,278	$ 6,115,628	$ 4,399,055
TOTAL AVAILABLE FUNDS	$ 17,500,464	$ 17,082,033	$ 21,094,918	$ 12,643,165
APPROPRIATIONS				
Operating Expenses				
Capital Projects	$ 416,210	$ 7,284,000	$ 9,482,409	$ 4,356,000
Capital Projects-Stinson Improvement Fund	195,845	2,504,000	1,031,558	2,749,000
Capital Program Administration	45,725	234,490	0	0
Subtotal Operating	$ 657,780	$ 10,022,490	$ 10,513,967	$ 7,105,000
Transfers To				
Transfer to Grant Funds	1,113,394	680,300	1,836,841	675,000
Transfer to Debt Service	0	0	0	0
Transfer to Environmental Services	750,000	0	0	0
Transfer to Stinson Improvement Fund	0	500,000	500,000	500,000
Subtotal Transfers	$ 1,863,394	$ 1,180,300	$ 2,336,841	$ 1,175,000
TOTAL APPROPRIATIONS	$ 2,521,174	$ 11,202,790	$ 12,850,808	$ 8,280,000
GROSS ENDING BALANCE	$ 14,979,290	$ 5,879,243	$ 8,244,110	$ 4,363,165
RESTRICTED RESERVE-STINSON	$ 5,244,045	$ 5,004,045	$ 4,712,487	$ 2,463,487
URRESTRICTED RESERVE	$ 9,735,245	$ 875,198	$ 3,531,623	$ 1,899,678
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 7,071,876	$ 6,990	$ 6,021,900
Net Balance	$ 0	$ 7,071,876	$ 6,990	$ 6,021,900
REVENUES				
Passenger Facility Charges	$ 6,272,129	$ 9,960,170	$ 9,504,600	$ 10,047,720
Interest on Time Deposits	33,892	0	8,860	17,730
Total Revenues & Transfers	$ 6,306,021	$ 9,960,170	$ 9,513,460	$ 10,065,450
TOTAL AVAILABLE FUNDS	$ 6,306,021	$ 17,032,046	$ 9,520,450	$ 16,087,350
APPROPRIATIONS				
Transfers To				
Passenger Facility Charge Fund	$ 4,990,836	$ 0	$ 824,000	$ 8,275,629
Debt Service Fund	1,308,195	2,627,924	2,674,550	2,667,265
Subtotal Transfers	$ 6,299,031	$ 2,627,924	$ 3,498,550	$ 10,942,894
TOTAL APPROPRIATIONS	$ 6,299,031	$ 2,627,924	$ 3,498,550	$ 10,942,894
GROSS ENDING BALANCE	$ 6,990	$ 14,404,122	$ 6,021,900	$ 5,144,456
RESTRICTED RESERVE	$ 6,990	$ 14,404,122	$ 6,021,900	$ 5,144,456
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

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

Description:

In FY 2000-2001, the Solid Waste Fund was renamed the Environmental Services Operating & Maintenance Fund to better account for the recording of all revenues and expenditures associated with the operation and maintenance of the Solid Waste and Environmental Management Programs.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 1,537,637	$ 1,561,454	$ 1,395,875	$ 3,102,900
Net Balance	$ 1,537,637	$ 1,561,454	$ 1,395,875	$ 3,102,900
REVENUES				
Solid Waste Processing Fee	$ 37,838,143	$ 35,300,592	$ 36,100,345	$ 36,641,850
Environmental Service Fee	7,456,255	7,513,316	7,540,362	7,634,013
Brush Collection Fee	0	4,364,425	4,461,423	4,528,344
Commercial Collection Fee	77,200	80,425	61,350	61,950
Commercial Brush Fee	107,842	110,246	95,636	96,592
Special Request Pickup	118,919	113,019	112,971	113,841
Recycling Program	493,090	339,939	616,784	622,952
Franchise Fee	502,300	549,900	549,750	549,750
Northeast Transfer Station Lease	0	35,000	0	100,000
Annexation Revenue	0	47,554	0	0
Interest on Time Deposits	62,420	75,600	37,060	43,650
Miscellaneous Revenue	129,529	113,200	74,281	74,086
Recovery of Prior Year Expenditures	176,807	0	85	0
Recovery of Current Year Expenditures	11,469	0	5,928	0
Sale of Fixed Assets	177,000	0	3,500	0
Transfer from Equipment & Renewal	0	0	0	34,963
Total Revenues & Transfers	$ 47,150,974	$ 48,643,216	$ 49,659,475	$ 50,501,991
TOTAL AVAILABLE FUNDS	$ 48,688,611	$ 50,204,670	$ 51,055,350	$ 53,604,891
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 21,547,100	$ 21,043,511	$ 20,826,272	$ 22,057,802
Contractual Services	20,255,462	19,806,326	20,966,418	21,615,930
Commodities	2,840,274	2,856,031	2,924,717	2,896,057
Other Expenditures	201,578	708,917	708,917	795,340
Capital Outlay	33,156	20,297	31,006	395,762
Subtotal Operating	$ 44,877,570	$ 44,435,082	$ 45,457,330	$ 47,760,891
Transfers To				
General Fund-Indirect Cost	$ 1,586,982	$ 1,581,999	$ 1,565,668	$ 1,834,692
General Fund-Other	633,705	705,168	705,168	1,396,107
Capital Projects	775	0	0	0
Retired Employees Health Insurance	193,704	193,704	193,704	193,704
Other Transfers	0	30,580	30,580	63,580
Subtotal Transfers	$ 2,415,166	$ 2,511,451	$ 2,495,120	$ 3,488,083
TOTAL APPROPRIATIONS	$ 47,292,736	$ 46,946,533	$ 47,952,450	$ 51,248,974
GROSS ENDING BALANCE	$ 1,395,875	$ 3,258,137	$ 3,102,900	$ 2,355,917

ENTERPRISE FUND
ENVIRONMENTAL SERVICES IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET

Description:

This fund was established to provide a reserve for capital improvements, acquisitions, and other capital expenditures related to the City's Solid Waste functions. A yearly transfer of available funds will be moved from the operating fund to this Improvement and Contingency Fund. In FY 2000-2001, this fund was renamed the Environmental Services Improvement & Contingency Fund.

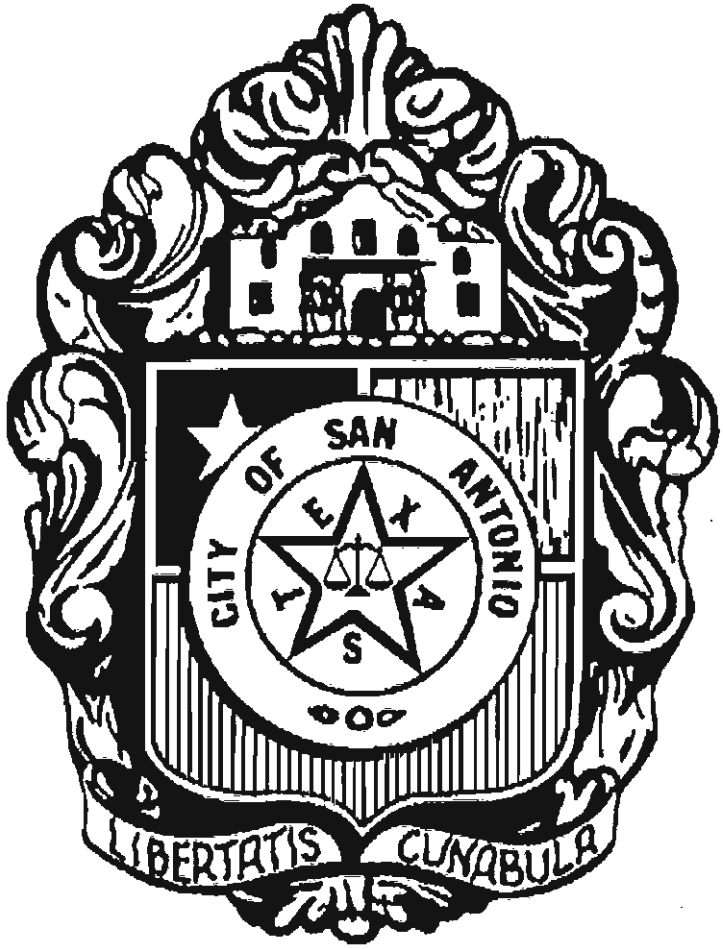
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 541,491	$ 549,291	$ 550,542	$ 556,342
Net Balance	$ 541,491	$ 549,291	$ 550,542	$ 556,342
REVENUES				
Transfer from Solid Waste Operating Fund	$ 0	$ 0	$ 0	$ 0
Interest On Time Deposits	9,051	7,940	5,800	6,890
Total Revenues & Transfers	$ 9,051	$ 7,940	$ 5,800	$ 6,890
TOTAL AVAILABLE FUNDS	$ 550,542	$ 557,231	$ 556,342	$ 563,232
APPROPRIATIONS				
Operating Expenses				
Capital Outlay	$ 0	$ 0	$ 0	$ 0
Subtotal Operating	$ 0	$ 0	$ 0	$ 0
Transfers To				
Environmental Services Operating Fund	$ 0	$ 0	$ 0	$ 0
Capital Projects	0	0	0	0
Subtotal Transfers	$ 0	$ 0	$ 0	$ 0
TOTAL APPROPRIATIONS	$ 0	$ 0	$ 0	$ 0
GROSS ENDING BALANCE	$ 550,542	$ 557,231	$ 556,342	$ 563,232

ENTERPRISE FUND
PARKING OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 2,066,953	$ 2,105,033	$ 2,105,033	$ 2,058,917
Net Balance	$ 2,066,953	$ 2,105,033	$ 2,105,033	$ 2,058,917
REVENUES				
Parking Lot Fees	$ 6,364,540	$ 7,501,904	$ 6,625,824	$ 7,386,223
Parking Meter Collections	1,168,733	1,289,125	1,195,140	1,258,264
Retail Space Leases	379,909	541,972	319,342	373,042
Employee Bus Fare/Carpool	61,669	60,600	60,600	120,600
Miscellaneous	3,326	600	600	0
Recovery of Expenditures	17,313	0	0	0
Interest on Time Deposits	41,208	48,000	20,620	24,520
Contribution from General Fund	349,852	349,852	388,279	450,081
Contribution from Repair & Replacement	0	0	319,112	0
Contribution from Parking Facilities Fund	957,028	147,807	411,467	0
Transfer from Equipment & Renewal	0	0	0	10,109
Total Revenues & Transfers	$ 9,343,578	$ 9,939,860	$ 9,340,984	$ 9,622,839
TOTAL AVAILABLE FUNDS	$ 11,410,531	$ 12,044,893	$ 11,446,017	$ 11,681,756
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,698,876	$ 3,526,553	$ 3,147,880	$ 3,250,166
Contractual Services	1,174,854	1,102,963	1,182,963	1,068,978
Commodities	182,652	218,751	193,323	225,650
Other Expenditures	176,061	86,273	118,642	93,199
Capital Outlay	31,934	5,148	5,148	3,000
Subtotal Operating	$ 5,264,377	$ 4,939,688	$ 4,647,956	$ 4,640,993
Transfers To				
General Fund-Indirect Cost	$ 334,273	$ 437,014	$ 390,088	$ 333,728
General Fund-Other	144,046	239,293	239,293	250,367
Public Improvement District	21,528	22,123	22,123	22,123
CIP Reserve Fund - Market Square	100,000	100,000	100,000	100,000
Parking Repair & Replacement	0	0	0	28,243
Parking Facility Debt Service	3,400,672	3,203,168	3,205,202	3,552,971
Parking Facilities Fund	0	0	0	36,831
Building Maintenance Fund	0	640,620	640,620	652,504
Capital Projects	5,000	100,000	100,000	0
Retired Employees Health Insurance	35,602	35,602	35,602	35,602
Other Transfers	0	6,216	6,216	13,216
Subtotal Transfers	$ 4,041,121	$ 4,784,036	$ 4,739,144	$ 5,025,585
TOTAL APPROPRIATIONS	$ 9,305,498	$ 9,723,724	$ 9,387,100	$ 9,666,578
GROSS ENDING BALANCE	$ 2,105,033	$ 2,321,169	$ 2,058,917	$ 2,015,178
RESTRICTED RESERVE	$ 2,105,033	$ 2,321,169	$ 2,058,917	$ 2,015,178
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

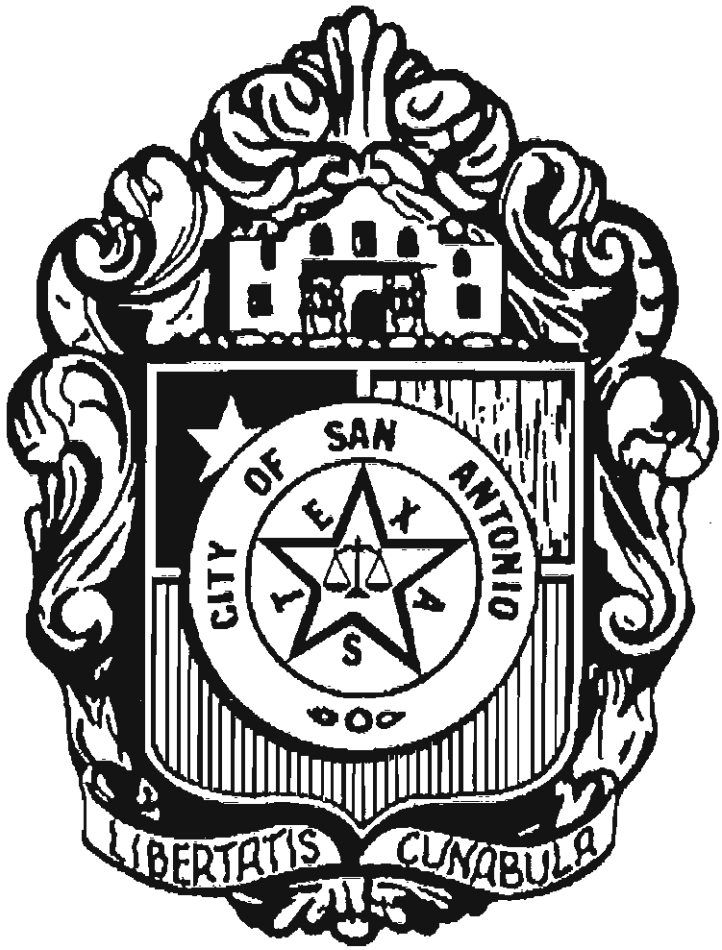
Expendable Trust Funds

EXPENDABLE TRUST FUND
SAN JOSE BURIAL FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 3,695,181	$ 3,382,342	$ 1,740,048	$ 1,376,592
Adjustment for Reserve	(1,380,500)	0	0	0
Net Balance	$ 2,314,681	$ 3,382,342	$ 1,740,048	$ 1,376,592
REVENUES				
Sale of Lots	$ 41,387	$ 31,000	$ 72,900	$ 50,000
Interest on Time Deposits	63,799	72,270	33,710	41,170
Recovery of Expenditures	196	0	0	0
Total Revenues & Transfers	$ 105,382	$ 103,270	$ 106,610	$ 91,170
TOTAL AVAILABLE FUNDS	$ 2,420,063	$ 3,485,612	$ 1,846,658	$ 1,467,762
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 337,153	$ 272,502	$ 307,609	$ 274,389
Contractual Services	54,737	93,058	90,740	86,800
Commodities	25,217	20,587	23,918	20,425
Other Expenditures	3,127	0	0	0
Capital Outlay	241,377	16,873	0	0
Subtotal Operating	$ 661,611	$ 403,020	$ 422,267	$ 381,614
Transfers To				
General Fund-Indirect Cost	$ 18,404	$ 42,344	$ 47,799	$ 30,199
Subtotal Transfers	$ 18,404	$ 42,344	$ 47,799	$ 30,199
TOTAL APPROPRIATIONS	$ 680,015	$ 445,364	$ 470,066	$ 411,813
GROSS ENDING BALANCE	$ 1,740,048	$ 3,040,248	$ 1,376,592	$ 1,055,949


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Internal Service Funds

INTERNAL SERVICE FUND
BUILDING MAINTENANCE & REPAIR OPERATING FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 127,820	$ 63,409	$ (309,483)	$ 5,053
Net Balance	$ 127,820	$ 63,409	$ (309,483)	$ 5,053
REVENUES				
Facility Maintenance Charges	$ 5,047,017	$ 5,920,438	$ 5,920,438	$ 6,371,151
Facility Trade Service Charges	2,449,139	1,986,327	2,132,649	2,076,147
Inventory Management	70,338	50,000	32,000	50,000
Vending Machine Contract Commission	50,000	50,000	50,000	50,000
Transfer from General Fund	0	0	0	0
Transfer from Capital Improvement Reserve	525,425	0	0	0
Transfer from Parking	0	640,620	640,620	652,504
Transfer from Equipment & Renewal	0	0	0	43,333
Recovery of Current Year Expenditures	0	0	610,000	0
Interest On Time Deposits	105	0	0	0
Total Revenues & Transfers	$ 8,142,024	$ 8,647,385	$ 9,385,707	$ 9,243,135
TOTAL AVAILABLE FUNDS	$ 8,269,844	$ 8,710,794	$ 9,076,224	$ 9,248,188
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 4,736,016	$ 4,622,576	$ 4,787,949	$ 4,653,482
Contractual Services	2,516,274	2,987,045	3,273,135	3,182,701
Commodities	404,627	387,608	367,710	382,678
Other Expenditures	2,587	63,646	63,646	63,646
Capital Outlay	2,428	136,303	134,500	0
Subtotal Operating	$ 7,661,932	$ 8,197,178	$ 8,626,940	$ 8,282,507
Transfers To				
General Fund-Indirect Cost	$ 346,798	$ 332,333	$ 344,222	$ 466,353
General Fund-Other	0	26,364	26,364	34,813
Building Maintenance I & C (FIMP)	525,425	0	0	0
Building Maintenance I & C (Long-Term Impr	0	0	0	160,000
Retired Employees Health Insurance	45,172	45,172	45,172	45,172
Other Transfers	0	28,473	28,473	63,282
Subtotal Transfers	$ 917,395	$ 432,342	$ 444,231	$ 769,620
TOTAL APPROPRIATIONS	$ 8,579,327	$ 8,629,520	$ 9,071,171	$ 9,052,127
GROSS ENDING BALANCE	$ (309,483)	$ 81,274	$ 5,053	$ 196,061

INTERNAL SERVICE FUND
BUILDING MAINTENANCE IMPROVEMENT & CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Building Maintenance Improvement & Contingency Fund was established in FY 2000-2001 to separately account for the capital improvements maintenance of various City facilities. This fund will be supported by departmental square foot charges to be transferred annually from the Building Maintenance & Repair Operating Fund.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 330,956	$ 472,728	$ 723,034	$ 271,237
Net Balance	$ 330,956	$ 472,728	$ 723,034	$ 271,237
REVENUES				
Trsf from Building Maintenance Operating	$ 525,425	$ 0	$ 0	$ 160,000
Interest on Time Deposits	4,999	0	6,160	7,430
Total Revenues & Transfers	$ 530,424	$ 0	$ 6,160	$ 167,430
TOTAL AVAILABLE FUNDS	$ 861,380	$ 472,728	$ 729,194	$ 438,667
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 85,877	$ 66,414	$ 216,722	$ 64,761
Commodities	52,469	75,358	59,007	75,358
Subtotal Operating	$ 138,346	$ 141,772	$ 275,729	$ 140,119
Transfers To				
General Fund-Other	$ 0	$ 100,000	$ 100,000	$ 0
Other Transfers	0	2,228	82,228	282,830
Subtotal Transfers	$ 0	$ 102,228	$ 182,228	$ 282,830
TOTAL APPROPRIATIONS	$ 138,346	$ 244,000	$ 457,957	$ 422,949
GROSS ENDING BALANCE	$ 723,034	$ 228,728	$ 271,237	$ 15,718

INTERNAL SERVICE FUND
INFORMATION TECHNOLOGY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 3,045,483	$ 1,503,661	$ 1,276,104	$ 2,837,949
Net Balance	$ 3,045,483	$ 1,503,661	$ 1,276,104	$ 2,837,949
REVENUES				
City of San Antonio Billings	$ 13,401,610	$ 15,071,392	$ 16,996,802	$ 17,875,049
Bexar County Billings	55,872	64,405	64,500	64,500
SAWS Billings	2,615	3,540	2,450	2,500
Other Agency Billings	27,962	33,875	21,266	21,798
Telecommunications Charges	1,308,653	920,070	1,167,400	1,171,300
Radio Shop Charges	1,225,385	2,036,976	2,489,391	2,363,187
PC Lease Program	0	610,813	556,131	1,401,779
Miscellaneous Revenue	5,707	1,910	1,910	1,880
Interest on Time Deposits	16,150	22,030	5,000	5,050
Transfer from Equipment & Renewal Fund	0	0	0	45,107
Transfer from Other Funds - ERM	0	608,203	608,203	0
Transfer from General Fund	478,398	0	0	0
Total Revenues & Transfers	$ 16,522,352	$ 19,373,214	$ 21,913,053	$ 22,952,150
TOTAL AVAILABLE FUNDS	$ 19,567,835	$ 20,876,875	$ 23,189,157	$ 25,790,099
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 10,070,180	$ 10,786,691	$ 10,497,963	$ 12,403,278
Contractual Services	2,907,070	3,070,547	3,078,466	3,282,335
PC Lease Program	0	610,813	610,813	1,159,142
ERM Maintenance	0	686,432	686,432	2,546,432
Commodities	3,395,023	3,409,952	3,397,248	3,545,300
Other Expenditures	61,902	117,265	117,265	117,265
Lease Purchase Contracts	354,013	272,120	272,120	68,030
Capital Outlay	458,007	474,682	474,682	843,182
Inventories	572,595	344,100	344,100	344,100
Subtotal Operating	$ 17,818,790	$ 19,772,602	$ 19,479,089	$ 24,309,064
Transfers To				
General Fund-Indirect Cost	$ 400,046	$ 494,391	$ 494,391	$ 609,484
General Fund-Other	13,133	17,939	320,306	18,603
Retired Employees Health Insurance	57,422	57,422	57,422	57,422
Other Transfers	2,340	0	0	0
Subtotal Transfers	$ 472,941	$ 569,752	$ 872,119	$ 685,509
TOTAL APPROPRIATIONS	$ 18,291,731	$ 20,342,354	$ 20,351,208	$ 24,994,573
GROSS ENDING BALANCE	$ 1,276,104	$ 534,521	$ 2,837,949	$ 795,526

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (1,510,184)	$ 155,282	$ 355,604	$ 1,794,655
Net Balance	$ (1,510,184)	$ 155,282	$ 355,604	$ 1,794,655
REVENUES				
Central Stores	$ 2,625,272	$ 2,812,986	$ 2,709,068	$ 2,643,704
Automotive	22,343,582	23,075,569	23,760,320	24,278,376
Procurement Fee	612,498	725,000	709,460	0
Interest on Time Deposits	9	0	4,500	5,000
Other Revenue	93,123	101,017	91,008	96,607
Transfer from Equipment & Renewal	810,642	0	0	26,977
Total Revenues & Transfers	$ 26,485,126	$ 26,714,572	$ 27,274,356	$ 27,050,664
TOTAL AVAILABLE FUNDS	$ 24,974,942	$ 26,869,854	$ 27,629,960	$ 28,845,319
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 7,931,307	$ 8,638,313	$ 7,720,369	$ 8,899,949
Contractual Services	1,254,466	1,456,098	1,462,060	1,474,970
Commodities	157,652	222,265	150,756	212,989
Other Expenditures	266,389	215,196	225,398	215,196
Capital Outlay	59,542	102,877	103,366	0
Commodities/Services-Resale	14,335,133	14,516,448	15,496,270	15,616,448
Subtotal Operating	$ 24,004,489	$ 25,151,197	$ 25,158,219	$ 26,419,552
Transfers To				
General Fund-Indirect Cost	$ 426,752	$ 426,847	$ 381,488	$ 792,596
General Fund-Other	110,003	171,127	171,127	108,254
Retired Employees Health Insurance	78,094	78,094	78,094	78,094
Other Transfers	0	46,377	46,377	91,536
Subtotal Transfers	$ 614,849	$ 722,445	$ 677,086	$ 1,070,480
TOTAL APPROPRIATIONS	$ 24,619,338	$ 25,873,642	$ 25,835,305	$ 27,490,032
GROSS ENDING BALANCE	$ 355,604	$ 996,212	$ 1,794,655	$ 1,355,287

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

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 29,547,334	$ 23,280,362	$ 26,358,251	$ 17,494,348
Net Balance	$ 29,547,334	$ 23,280,362	$ 26,358,251	$ 17,494,348
REVENUES				
Sale of Vehicles	$ 2,518,747	$ 2,943,690	$ 2,289,900	$ 4,103,540
Interest on Time Deposits	531,250	458,638	315,990	380,540
Lease of Rolling Equipment	15,187,412	9,135,000	9,100,380	9,630,429
Miscellaneous	122,957	83,812	91,554	90,582
Interest from International Center Fund	13,181	6,774	6,774	0
Interest from Golf Course Fund	4,230	0	0	0
Total Revenues & Transfers	$ 18,377,777	$ 12,627,914	$ 11,804,598	$ 14,205,091
TOTAL AVAILABLE FUNDS	$ 47,925,111	$ 35,908,276	$ 38,162,849	$ 31,699,439
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 403,731	$ 581,678	$ 640,813	$ 415,071
Commodities	104,730	139,122	133,827	137,748
Capital Outlay	16,108,414	20,900,761	19,743,408	22,033,000
Subtotal Operating	$ 16,616,875	$ 21,621,561	$ 20,518,048	$ 22,585,819
Transfers To				
General Fund-Other	$ 14,342	$ 150,453	$ 150,453	$ 873,956
Capital Projects	4,125,000	0	0	0
Environmental Services - Rebate	0	1,468,592	0	0
Purchasing	810,642	0	0	0
Other Transfers	0	0	0	474,534
Subtotal Transfers	$ 4,949,984	$ 1,619,045	$ 150,453	$ 1,348,490
TOTAL APPROPRIATIONS	$ 21,566,859	$ 23,240,606	$ 20,668,501	$ 23,934,309
GROSS ENDING BALANCE	$ 26,358,251	$ 12,667,670	$ 17,494,348	$ 7,765,130
RESERVE FOR FUTURE PURCHASES	$ 26,358,251	$ 12,667,670	$ 17,494,348	$ 7,765,130
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

INTERNAL SERVICE FUND
ALTERNATE SERVICES EMPLOYEE
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (24,443)	$ 0	$ (9,506)	$ 0
Net Balance	$ (24,443)	$ 0	$ (9,506)	$ 0
REVENUES				
Alternate Services Employee	$ 3,881,999	$ 2,040,279	$ 9,122,623	$ 2,067,286
Total Revenues & Transfers	$ 3,881,999	$ 2,040,279	$ 9,122,623	$ 2,067,286
TOTAL AVAILABLE FUNDS	$ 3,857,556	$ 2,040,279	$ 9,113,117	$ 2,067,286
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,850,638	$ 2,039,106	$ 9,112,347	$ 2,063,592
Contractual Services	16,424	1,173	770	3,518
Subtotal Operating	$ 3,867,062	$ 2,040,279	$ 9,113,117	$ 2,067,110
TOTAL APPROPRIATIONS	$ 3,867,062	$ 2,040,279	$ 9,113,117	$ 2,067,110
GROSS ENDING BALANCE	$ (9,506)	$ 0	$ 0	$ 176

SELF INSURANCE FUND
EMPLOYEE BENEFITS INSURANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (4,874,356)	$ (13,343,837)	$ (13,037,001)	$ (20,980,569)
Net Balance	$ (4,874,356)	$ (13,343,837)	$ (13,037,001)	$ (20,980,569)
REVENUES				
City Medical Plan Assessments	$ 33,787,083	$ 38,461,636	$ 35,548,538	$ 40,227,814
HMO Medical Plan Assessments	13,148,448	16,570,181	16,770,809	20,432,336
City Dental Plan Assessments	464,886	471,398	474,906	516,885
DMO Dental Plans	411,643	415,577	483,774	493,449
City Vision Plan Assessments	299,964	320,257	393,490	401,360
Life Insurance Plan Assessments	642,346	662,150	630,124	642,726
Other Insurance Plans Assessments	152,839	154,489	151,731	154,765
Interest on Time Deposits	2,886	0	0	0
Recovery of Expenditures	355,320	191,560	264,771	269,866
Transfers from General Fund	2,521,594	2,597,242	2,597,242	2,675,159
Transfers from Other Funds	783,435	1,091,622	1,091,620	1,124,369
Total Revenues & Transfers	$ 52,570,444	$ 60,936,112	$ 58,407,005	$ 66,938,729
TOTAL AVAILABLE FUNDS	$ 47,696,088	$ 47,592,275	$ 45,370,004	$ 45,958,160
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,084,983	$ 1,146,652	$ 1,120,741	$ 1,275,394
Administration - Contracts	1,545,472	1,348,815	1,316,957	1,351,228
CitiMed Claims	40,358,780	42,223,285	41,821,053	46,338,881
HMO Payments	487,274	635,265	636,901	839,065
DMO Payments	600,207	630,258	556,161	548,931
CitiDent Claims	487,511	449,955	553,579	608,937
Vision Claims	442,202	462,901	427,087	426,101
Other Insurance Payments	786,894	790,725	785,314	845,454
Subtotal Operating	$ 45,793,323	$ 47,687,856	$ 47,217,793	$ 52,233,991
Transfers To				
General Fund-Indirect Cost	$ 341,651	$ 0	$ 0	$ 0
General Fund-Other	32,261	102,464	102,464	109,810
Employee Wellness Program	280,500	288,915	288,915	288,915
Employee Benefit Trust	14,285,354	18,736,898	18,736,898	20,985,326
Other Transfers	0	4,503	4,503	9,372
Subtotal Transfers	$ 14,939,766	$ 19,132,780	$ 19,132,780	$ 21,393,423
TOTAL APPROPRIATIONS	$ 60,733,089	$ 66,820,636	$ 66,350,573	$ 73,627,414
GROSS ENDING BALANCE	$ (13,037,001)	$ (19,228,361)	$ (20,980,569)	$ (27,669,254)

SELF INSURANCE FUND
EXTENDED SICK LEAVE PROGRAM
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 9,737	$ 12,046	$ 10,313	$ 10,417
Net Balance	$ 9,737	$ 12,046	$ 10,313	$ 10,417
REVENUES				
Participant Assessments	$ 14,830	$ 30,000	$ 15,176	$ 30,000
Interest on Time Deposits	138	0	0	0
Recovery of Expenses	0	0	0	0
Total Revenues & Transfers	$ 14,968	$ 30,000	$ 15,176	$ 30,000
TOTAL AVAILABLE FUNDS	$ 24,705	$ 42,046	$ 25,489	$ 40,417
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 14,392	$ 30,000	$ 14,972	$ 30,000
Contractual Services	0	147	100	0
Subtotal Operating	$ 14,392	$ 30,147	$ 15,072	$ 30,000
TOTAL APPROPRIATIONS	$ 14,392	$ 30,147	$ 15,072	$ 30,000
GROSS ENDING BALANCE	$ 10,313	$ 11,899	$ 10,417	$ 10,417

SELF INSURANCE FUND
LIABILITY INSURANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 7,624,570	$ 3,000,493	$ 3,068,504	$ 1,505,752
Net Balance	$ 7,624,570	$ 3,000,493	$ 3,068,504	$ 1,505,752
REVENUES				
Department Assessments	$ 3,672,514	$ 8,564,431	$ 8,564,431	$ 8,566,246
Interest on Time Deposits	429,290	518,880	222,960	275,660
Stop Loss Payments	0	0	0	0
Recovery of Expenditures	2,387,002	5,000	5,000	10,000
Compensation for Damages	249,309	150,000	108,000	225,000
Other Revenue	0	826,293	826,293	26,293
Total Revenues & Transfers	$ 6,738,115	$ 10,064,604	$ 9,726,684	$ 9,103,199
TOTAL AVAILABLE FUNDS	$ 14,362,685	$ 13,065,097	$ 12,795,188	$ 10,608,951
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,208,221	$ 1,333,405	$ 1,184,034	$ 1,332,177
Administration - Contracts	495,317	514,583	483,583	514,583
Claims - Insurance	7,634,353	7,499,822	7,073,000	6,064,402
Premiums - Excess Liability	1,920,422	2,383,309	2,384,809	2,384,809
Subtotal Operating	$ 11,258,313	$ 11,731,119	$ 11,125,426	$ 10,295,971
Transfers To				
General Fund-Indirect Cost	$ 22,330	$ 27,651	$ 24,553	$ 144,340
Retired Employee Health Insurance	6,508	6,508	6,508	6,508
Worker's Compensation	0	85,069	110,000	95,069
Other Transfers	0	5,499	5,499	11,161
General Fund-Other	7,030	17,450	17,450	17,450
Subtotal Transfers	$ 35,868	$ 142,177	$ 164,010	$ 274,528
TOTAL APPROPRIATIONS	$ 11,294,181	$ 11,873,296	$ 11,289,436	$ 10,570,499
GROSS ENDING BALANCE	$ 3,068,504	$ 1,191,801	$ 1,505,752	$ 38,452

SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 44,120	61,373	$ 60,891	$ 78,994
Net Balance	$ 44,120	$ 61,373	$ 60,891	$ 78,994
REVENUES				
Transfer from Workers' Compensation Fun	$ 550,000	$ 550,000	$ 550,000	$ 550,000
Transfer from Employee Benefits Ins. Fund	280,500	280,500	280,500	280,500
Interest on Time Deposits	481	320	0	0
Total Revenues & Transfers	$ 830,981	$ 830,820	$ 830,500	$ 830,500
TOTAL AVAILABLE FUNDS	$ 875,101	$ 892,193	$ 891,391	$ 909,494
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	$ 303,148	$ 291,022	$ 293,009	$ 301,693
Contractual Services	286,832	265,656	215,507	261,806
Commodities	15,879	26,994	24,150	26,328
Other Expenditures	958	2,067	2,035	2,067
Capital Outlay	10,795	300	286	0
Subtotal	$ 617,612	$ 586,039	$ 534,987	$ 591,894
HUMAN RESOURCES				
Personal Services	$ 56,550	$ 54,247	$ 54,197	$ 56,309
Contractual Services	118,567	152,947	152,292	152,947
Commodities	0	500	490	338
Other Expenditures	0	0	0	0
Capital Outlay	0	1,174	1,161	0
Subtotal	$ 175,117	$ 208,868	$ 208,140	$ 209,594
TOTAL OPERATING EXPENSES				
Personal Services	$ *359,698*	$ *345,269*	$ *347,206*	$ *358,002*
Contractual Services	*405,399*	*418,603*	*367,799*	*414,753*
Commodities	*15,879*	*27,494*	*24,640*	*26,666*
Other Expenditures	*958*	*2,067*	*2,035*	*2,067*
Capital Outlay	*10,795*	*1,474*	*1,447*	*0*
Total Operating	$ *792,729*	$ *794,907*	$ *743,127*	$ *801,488*
Transfers To				
General Fund-Indirect Cost	$ 19,184	$ 63,757	$ 63,600	$ 71,763
Retired Employees Health Insurance	2,297	2,297	2,297	2,297
Other Transfers	0	3,373	3,373	6,749
Subtotal Transfers	$ 21,481	$ 69,427	$ 69,270	$ 80,809
TOTAL APPROPRIATIONS	$ 814,210	$ 864,334	$ 812,397	$ 882,297
GROSS ENDING BALANCE	$ 60,891	$ 27,859	$ 78,994	$ 27,197

SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ (53,304)	$ (197,754)	$ (228,738)	$ 46,652
Net Balance	$ (53,304)	$ (197,754)	$ (228,738)	$ 46,652
REVENUES				
Department Assessments	$ 245,140	$ 650,000	$ 717,095	$ 450,000
Interest on Time Deposits	97	0	0	0
Total Revenues & Transfers	$ 245,237	$ 650,000	$ 717,095	$ 450,000
TOTAL AVAILABLE FUNDS	$ 191,933	$ 452,246	$ 488,357	$ 496,652
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	$ 420,671	$ 450,000	$ 441,705	$ 450,000
Subtotal Operating	$ 420,671	$ 450,000	$ 441,705	$ 450,000
TOTAL APPROPRIATIONS	$ 420,671	$ 450,000	$ 441,705	$ 450,000
GROSS ENDING BALANCE	$ (228,738)	$ 2,246	$ 46,652	$ 46,652

SELF INSURANCE FUND
WORKERS' COMPENSATION FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 3,162,246	$ (2,294,830)	$ (2,665,857)	$ (4,340,924)
Net Balance	$ 3,162,246	$ (2,294,830)	$ (2,665,857)	$ (4,340,924)
REVENUES				
Department Assessments	$ 11,762,378	$ 11,500,000	$ 11,500,000	$ 11,507,972
Interest on Time Deposits	312,494	369,980	194,430	229,070
Recovery of Expenditures	324,873	75,000	257,000	225,000
Other Revenue	0	85,069	110,000	95,069
Total Revenues & Transfers	$ 12,399,745	$ 12,030,049	$ 12,061,430	$ 12,057,111
TOTAL AVAILABLE FUNDS	$ 15,561,991	$ 9,735,219	$ 9,395,573	$ 7,716,187
APPROPRIATIONS				
APPROPRIATIONS				
Administration - City	$ 1,930,026	$ 1,757,089	$ 1,718,949	$ 1,866,571
Administration - Contracts	885,863	981,280	981,280	1,018,116
Premiums - Excess Liability	215,000	268,750	242,950	245,750
Claims - Insurance	14,445,871	10,370,755	9,870,755	10,350,905
Subtotal Operating	$ 17,476,760	$ 13,377,874	$ 12,813,934	$ 13,481,342
Transfers To				
General Fund-Indirect Cost	$ 182,783	$ 264,017	$ 258,286	$ 10,648
General Fund-Other	9,117	70,354	70,354	71,523
Retired Employee Health Insurance	9,188	9,188	9,188	9,188
Liability Insurance	0	26,293	26,293	26,293
Employee Assistance Program	150,000	150,000	150,000	150,000
Employee Wellness Program	400,000	400,000	400,000	400,000
Other Transfers	0	8,442	8,442	15,903
Subtotal Transfers	$ 751,088	$ 928,294	$ 922,563	$ 683,555
TOTAL APPROPRIATIONS	$ 18,227,848	$ 14,306,168	$ 13,736,497	$ 14,164,897
GROSS ENDING BALANCE	$ (2,665,857)	$ (4,570,949)	$ (4,340,924)	$ (6,448,710)

Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2004

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Aviation					
Explosive Detection Canine Team	$ 120,500	$ -	$ -	$ -	$ 120,500
Aviation	***$ 120,500***	***$ -***	***$ -***	***$ -***	***$ 120,500***
City Attorney					
Early Intervention for Women Living in Domestic Violence	$ -	$ 167,441	$ 17,989	$ 57,821	$ 243,251
City Attorney Total	***$ -***	***$ 167,441***	***$ 17,989***	***$ 57,821***	***$ 243,251***
Community Initiatives					
Carver Community Cultural Center	$ -	$ -	$ 235,839	$ -	$ 235,839
Child Care Delivery System		1,200,000	31,819,089		33,019,089
Community Services Block Grant (CSBG)		1,520,135			1,520,135
Comprehensive Nutrition Program		1,822,740	2,642,580	235,500	4,700,820
English Literacy/Civics Education Program		101,500			101,500
Emergency Food & Shelter Program	119,303				119,303
Emergency Shelter Grant (ESG)	703,000			703,000	1,406,000
Fair Housing Program	230,444				230,444
Head Start Early Childhood Development	44,229,262			11,057,316	55,286,578
Housing Counseling Program	76,937				76,937
Housing Opportunities for Person with AIDS	1,006,000				1,006,000
Juvenile Accountability Incentive Block Grant		413,493	45,944		459,437
San Antonio Education Partnership				186,180	186,180
Supportive Services for the Elderly		275,250	140,987	5,000	421,237
Welfare-to-Work	747,796				747,796
Youth Opportunity Program	4,731,656				4,731,656
2000 Supportive Housing Program	1,374,365				1,374,365
2001 Supportive Housing Program	1,393,945				1,393,945
2001 Supportive Housing Program - Dwyer Center	243,721				243,721
2002 Supportive Housing Program	1,511,241				1,511,241
Community Initiatives Total	***$ 56,367,670***	***$ 5,333,118***	***$ 34,884,439***	***$ 12,186,996***	***$ 108,772,223***
Cultural Affairs					
Decentralization - Texas Commission on the Arts	$ -	$ 159,231	$ 17,925	$ 159,231	$ 336,387
Cultural Affairs Total	***$ -***	***$ 159,231***	***$ 17,925***	***$ 159,231***	***$ 336,387***
Economic Development					
Procurement Technical Assistance	$ 149,950	$ -	$ 19,930	$ 186,211	$ 356,091
Economic Development Total	***$ 149,950***	***$ -***	***$ 19,930***	***$ 186,211***	***$ 356,091***
Fire					
Emergency Management Performance	$ -	$ 146,076	$ -	$ -	$ 148,076
Facilities and Equipment (F&E)		7,786	7,786		15,572
Fire Act Grant Program	137,648		58,992		196,640
Assistance to Firefighters Grant	525,000		225,000		750,000
Office of Domestic Preparedness (ODP)		5,137,519			5,137,519
Fire Total	***$ 662,648***	***$ 5,291,381***	***$ 291,776***	***$ -***	***$ 6,245,807***
Health					
Arrestee Drug Abuse Monitoring	$ 186,496	$ -	$ -	$ -	$ 186,496
ATSDR-Environmental Health Screening	336,226				336,226
Aventis Pasteur-Daptacel				151,200	151,200
AVON				593,234	593,234
Bio-Terrorism Preparedness	556,104				556,104
Bio-Terrorism/Public Health Support	2,213,011				2,213,011
Breast Health Program		124,000		215,000	339,000
Federal Immunization Project	8,044,975				8,044,975
Community Environmental Health Education Program (NIEI	15,000				15,000
Pace Environmental Health Education Program (NIEHS)	50,000				50,000
Conference of Mayors				64,194	64,194
Federal TB Grant	356,702			20,000	376,702
GlaxoSmithKline-Harvix				800	800
GlaxoSmithKline-HPV				163,436	163,436
GlaxoSmithKline-Infanrix				15,390	15,390
GlaxoSmithKline-Pediarix				89,620	89,620
GlaxoSmithKline-Twinrix				64,350	64,350
Health Education Project		241,301			241,301
Healthy Start	750,000			25,000	775,000
Hepatitis C Testing		48,000			48,000
HIV Prevention	232,350				232,350
HIV Surveillance	174,798				174,798
Inner-City School Immunization Project		454,597			454,597
Lead Poisoning Program	45,000				45,000
Parent Child, Inc	134,500			67,500	202,000
PCEH	582,960				582,960

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2004

PROGRAM:	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Perinatal Depression				30,650	30,650
Project Save			4,000	65,872	69,872
Refugee Screening	116,872				116,872
San Antonio Regional Detox Program				224,969	224,969
State TB Grant		205,292			205,292
STD Staff Support	235,282	77,046			312,328
Title V Family Planning		729,458		1,000	730,458
Title V Maternal Child Health		278,735		351,500	630,235
Title V Population Based		100,000			100,000
Title XX Family Planning		350,000		115,000	465,000
WIC	5,589,000				5,589,000
Health Total	***$ 19,619,276***	***$ 2,608,429***	***$ 4,000***	***$ 2,258,715***	***$ 24,490,420***
Housing & Community Development					
CDBG Entitlement Grant Program	$ 12,436,214	$ -	$ -	$ -	$ 12,436,214
Home Entitlement Grant Program	7,370,756		644,085	921,345	8,936,186
Housing & Community Development Total	***$ 19,806,970***	***$ -***	***$ 644,085***	***$ 921,345***	***$ 21,372,400***
Library					
Interlibrary Loan Services	$ 250,000	$ -	$ -	$ -	$ 250,000
Library Systems Operations	523,292	193,546			716,838
Technical Assistance Negotiated Grant	80,000				80,000
Loan Ster Libraries Grant		100,250			100,250
San Antonio Public Library Foundation - restricted grant				1,161,000	1,161,000
Library Total	***$ 853,292***	***$ 293,796***	***$ -***	***$ 1,161,000***	***$ 2,308,088***
Parks & Recreation					
Summer Food Services Program	$ 610,446	$ -	$ -	$ -	$ 610,446
Parks & Recreation Total	***$ 610,446***	***$ -***	***$ -***	***$ -***	***$ 610,446***
Planning					
TEA 21 Planning Program	$ 80,000	$ -	$ -	$ -	$ 80,000
Planning Total	***$ 80,000***	***$ -***	***$ -***	***$ -***	***$ 80,000***
Police					
Bexar Metro 911	$ -	$ -	$ -	$ 401,748	$ 401,748
COPS 2001 Universal Hiring Program	98,155		762,475		860,630
Crisis Assistance Team Administration (CATA)		79,759	7,949	18,650	106,358
HIDTA - Intelligence Center	663,780				663,780
Regional Auto Crimes Team (ReACT)	-	826,274	1,571,265	407,518	2,805,057
San Antonio HIDTA	1,288,899				1,266,899
TxDOT "Click It or Ticket" STEP		185,000			185,000
TxDOT Commercial Vehicle STEP		350,000	38,890		388,890
TxDOT DWI Selective Traffic Enforcement Program STEP		500,000	55,557		555,557
Creating a Culture of Integrity	76,007				76,007
Local Law Enforcement Block Grant	621,302			69,034	690,336
Police Total	***$ 2,726,143***	***$ 1,941,033***	***$ 2,436,136***	***$ 896,950***	***$ 8,000,262***
Grants Subtotal	**$ 100,998,895**	**$ 15,794,429**	**$ 38,316,282**	**$ 17,828,269**	**$ 172,935,875**
Aviation					
Airport Improvement Program	$ 21,485,000	$ -	$ 6,815,000	$ -	$ 28,300,000
TxDOT Airport Improvement		450,000	45,000		495,000
Aviation Total	***$ 21,485,000***	***$ 450,000***	***$ 6,860,000***	***$ -***	***$ 28,795,000***
Housing & Community Development					
CDBG Entitlement Grant Program	$ 5,280,786	$ -	$ -	$ -	$ 5,280,786
Housing & Community Development Total	***$ 5,280,786***	***$ -***	***$ -***	***$ -***	***$ 5,280,786***
Capital Projects Subtotal	**$ 26,765,786**	**$ 450,000**	**$ 6,860,000**	**$ -**	**$ 34,075,788**
Grand Total	**$ 127,762,681**	**$ 16,244,429**	**$ 45,176,282**	**$ 17,828,269**	**$ 207,011,661**

Debt Management

DEBT MANAGEMENT PLAN

OVERVIEW

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

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

Utilization of comprehensive financial analysis and computer modeling in the debt management plan incorporates numerous variables such as sensitivity to interest rates, changes in assessed values, annexations, current ad valorem tax collection rates, self-supporting debt, and fund balances. The analytical modeling and effective debt management has enabled the City to maximize efficiencies through refundings and debt structuring. Strict adherence to conservative financial management has allowed the City to meet its financing needs while at the same time maintaining its "AA+", "Aa2", and "AA+" bond rating by Standard & Poor's, A Division of the McGraw Hill Companies, Inc. ("S&P"), Moody's Investors Service, Inc. ("Moody's"), and Fitch Ratings ("Fitch"), respectively. The positive trend in the City's credit strength is evidenced by S&P's rating upgrade from "AA" to its current "AA+" in 1998 and by Fitch's rating upgrade in 1999 from "AA" to its current "AA+".

DEBT AUTHORIZATION

- GENERAL OBLIGATION BONDS

The City is authorized to issue bonds payable from ad valorem taxes pursuant to the City Charter, the general laws of the State, and by ordinance adopted by the City Council. Such bonds must be authorized by the voters of the City at elections held within the City. The City currently has no ad valorem tax-supported debt previously approved by its voters that remains unissued (although the City does have authority, pursuant to an election held on January 26, 1980, to issue $16,660,000 in ad valorem tax-supported bonds, but it does not intend to issue these bonds and may not be legally able to do so). For the fiscal year to end September 30, 2003, the City will have $679,458,108 General Obligation Bonds outstanding.

In fiscal year 2003, the City sold a total of $55,850,000 "City of San Antonio, Texas General Improvement and Refunding Bonds, Series 2002", $31,220,000 of which represented the fourth and final installment of funds for projects approved in the aforementioned 1999 bond election, with the remaining $24,630,000 used to refund certain of the City's outstanding obligations. The refunding of these obligations generated total savings of $1,462,051.

In fiscal year 2003, the City also sold a total of $40,905,000 "City of San Antonio, Texas General Improvement Refunding Bonds, Series 2003", the proceeds of which were used to refund certain of the City's outstanding obligations. The refunding of these obligations generated total savings of $1,793,456.

Additionally, in fiscal year 2003, the City also sold a total of $56,515,000 "City of San Antonio, Texas General Improvement Refunding Bonds, Series 2003-A", the proceeds of which were used to refund certain of the City's outstanding obligations. The refunding of these obligations generated total savings of $5,596,241.

The City is planning to call a bond election, to be held on November 4, 2003, seeking authorization to issue ad valorem tax-supported bonds for the purpose of providing proceeds for law enforcement, drainage, streets, and other infrastructure capital improvements to be identified.

- CERTIFICATES OF OBLIGATION

The City is authorized to issue Certificates of Obligation pursuant to the City Charter, applicable State laws, and ordinances adopted by the City Council. Certificates are issued for various purposes to include financing revenue producing capital improvements and for infrastructure support and development. In fiscal year 2003, the City sold $69,930,000 "City of San Antonio, Texas Combination Tax and Revenue Certificates of Obligation, Series 2002", the proceeds of which were used to make permanent public improvements and for other public purposes. For the fiscal year to end September 30, 2003, the City will have $201,580,000 Certificates of Obligation outstanding, which comprises 22.88% of the total outstanding ad valorem tax-supported debt.

- REVENUE BONDS

The City is authorized to issue revenue bonds under the provisions of the City Charter, applicable State laws, and ordinances adopted by City Council. At fiscal year ending September 30, 2003, the City's outstanding revenue bonds will be Airport System Revenue Bonds in the aggregate principal amount of $188,620,000, Passenger Facility Charge and Subordinate Lien Airport System Revenue Bonds in the aggregate amount of $36,800,000, Parking System Revenue Bonds in the aggregate principal amount of $24,845,000, Municipal Drainage Utility System (Storm Water System) Bonds in the aggregate principal amount of $44,150,000, and Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to $177,347,481. The airport, parking, drainage, and convention center revenue bonds are not secured by ad valorem taxes and are limited obligations of the City, payable solely from the gross revenues of the airport system, parking system, municipal drainage utility system, and hotel occupancy tax collections, respectively. The 2002 Passenger Facility Bonds are not secured by ad valorem taxes and are payable solely from the revenues generated by the City's collection of a passenger facility charge, which was approved by the Federal Aviation Administration and the City Council, with collection beginning on November 21, 2001.

On May 1, 2003, the City issued $44,150,000 "City of San Antonio, Texas, Municipal Drainage Utility System Revenue Bonds, Series 2003". The bonds were sold to finance the costs of making drainage improvements, including acquisition, construction, and repair of structures, equipment, and facilities for the City's Municipal Drainage Utility System (Storm Water System).

- REVENUE REFUNDING BONDS

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

On March 20, 2003, the City issued the following two series of refunding bonds payable from its collection of gross revenues of the airport system: $8,175,000 "City of San Antonio, Texas Airport System Revenue Bonds, Series 2003-A" and $3,255,000 "City of San Antonio, Texas Airport System Revenue Refunding Bonds, Series 2003-B". The proceeds from the respective issuances of such bonds were used to refund certain of the City's outstanding debt obligations payable from the collection of gross revenues of the airport system.

On April 8, 2003, the City took delivery of $50,230,000 "City of San Antonio, Texas Airport System Forward Refunding Revenue Bonds, Series 2003" to refund a portion of the "City of San Antonio, Texas Airport System

Improvement Bonds, Series 1993" and to effectuate an interest savings equal to $3,460,075. Such bonds were sold on April 19, 2001.

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

On May 6, 2000, the City held an election to impose a 1/8 cent sales and use tax to provide for the planning, acquisition, establishment, development, construction, or renovation of various venue projects as authorized by Chapter 334, Texas Local Government Code, as amended. Proposition No. 3, entitled "Parks Development and Expansion Venue Project" was approved by the voters. Proposition No. 3 provides for the collection of 1/8 cent sales tax receipts aggregating up to $65,000,000, $45,000,000 of such sum to be utilized for park land acquisition and improvements over the Edwards Aquifer and the remaining $20,000,000 to be used for the construction of linear parks along the Salado and Leon Creeks. Of the $45,000,000 to be used for the Edwards Aquifer, $4,500,000 is set aside to provide funds for the operation and maintenance of the land area to be acquired. An accelerated land acquisition program was financed through the implementation and issuance of Sales Tax Revenue Commercial Paper Notes. The commercial paper program was authorized by the City Council on November 9, 2000, and on December 6, 2000, $32,700,000 in Sales Tax Revenue Commercial Paper Notes were sold. At September 30, 2003, the City will have $10,500,000 in Commercial Paper Notes outstanding.

- STARBRIGHT INDUSTRIAL DEVELOPMENT CORPORATION

On June 12, 2003, the City sold $24,685,000 "City of San Antonio, Texas, Starbright Industrial Development Corporation Contract Revenue Bonds, Series 2003 (Taxable)" (the "Starbright Bonds"). In February 2003, Toyota Motor Manufacturing North America, Inc. ("Toyota") announced that it had selected a southwestern Bexar County site near the City to construct a new industrial plant, which will manufacture motor vehicles and automotive parts and components and employ approximately 2,000 employees initially (the "Starbright Project"). Toyota, the City, the State, Bexar County, and various other public and private entities have entered into an agreement, known as the Starbright Project Agreement (the "Starbright Agreement"), which sets forth the obligations of each of the various parties with respect to bringing the Starbright Project to Bexar County. Pursuant to the Starbright Agreement, the City is obligated to acquire and convey to Toyota a tract of land approximately 2,643 acres in size for the project site and reimburse Toyota for both site preparation costs (not to exceed $10,000,000) and the construction of a training facility (the City's portion of such training facility not to exceed $3,000,000) (collectively, the "City Project"). The City of San Antonio, Texas, Starbright Industrial Development Corporation issued the Starbright Bonds to finance a portion of the City's obligations under the Starbright Agreement to fund the City Project. The primary security for the Starbright Bonds are transfers by the City of a portion of the annual funds that the City receives from City Public Service.

DEBT LIMITATIONS

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

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

LONG-TERM DEBT PLANNING

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth while at the same time measuring and assessing the cost and timing of each debt issuance. Assumptions utilized in the Debt Plan include: (i) assessed valuation growth at 0.5% per year for existing base values and 1.00% per year for new

improvements; (ii) projected annexations are added to the assessed valuations in the year they are scheduled to be on the tax rolls; (iii) tax collections are at 97.5%; (iv) the adopted debt service tax rate will decrease to 21.15 cents in fiscal year 2004, will remain constant in fiscal year 2005 and increase incrementally between 0.50 cents and 0.55 cents annually from fiscal year 2006 through fiscal year 2011 to an estimated maximum debt service tax rate of 24.20 cents in fiscal year 2011 (the current debt service tax rate is 21.65 cents); (v) $140,200,000 General Improvement Bonds authorized by the voters in the May 1, 1999 election, all of which have been sold; and (vi) the issuance of approximately $43,625,000 Certificates of Obligation, which are scheduled to be sold by fiscal year 2009 for fire station improvements, Metropolitan Planning Organization (MPO) streets and other street projects, drainage projects, municipal facility improvements, San Antonio River Improvements, and the Enterprise Resource Management System; and (vii) a 2003 bond authorization for approximately $115,000,000, which is scheduled to be voted on in an election to be held November 4, 2003.

NEW MONEY ISSUES

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

The FY 2003-2004 debt plan includes an anticipated $115,000,000 voter authorization from a general obligation bond election to be held on November 4, 2003. The first issuance of these bonds is planned for November, 2004. The FY 2003-2004 debt plan also includes the sale of $28,625,000 of Certificates of Obligation. The Certificates of Obligation will be sold to fund fire station improvements, Metropolitan Planning Organization (MPO) streets and other street projects, municipal facility improvements, and the Enterprise Resource Management System. These certificates are anticipated to be sold in February 2004.

The Airport Master Plan Study, completed in January, 1998 determined that certain capital improvements were needed to the Airport's airfield facilities in order to avoid congestion and reduce aircraft delays in the future; and the study found that the Airport's terminal gate capacity is insufficient to meet future demand. The Airport Capital Improvement Plan (CIP) includes a comprehensive upgrade and expansion of airport facilities to include several runway and taxiway projects and the construction of two new terminal concourses that will replace Terminal 2. The CIP incorporates approximately $452,592,600 construction program to be completed over a ten-year period. The anticipated sources of funding for the capital improvement plan include a combination of general airport revenue bonds, bonds to be paid from the receipt of a passenger facility charge, passenger facility charge revenues used on a current basis, grants and funds produced from operations. The City anticipates selling approximately $10,600,000 and $12,000,000 City of San Antonio, Texas Airport System Improvement Revenue Bonds in fiscal years 2004 and 2007, respectively. In addition, the City anticipates selling approximately $19,000,000 and $25,600,000 City of San Antonio, Texas Passenger Facility Charge Airport System Improvement Revenue Bonds in fiscal years 2004, and 2007, respectively.

DEBT SERVICE TAX RATE

The combination of successful refundings and low interest rates for bond and certificate of obligation sales has resulted in a decrease in the projected maximum debt service tax rate of $0.3049 per $100 valuation prior to 1992, 1993, 1996, 1998, 2001, 2002, and 2003 refundings to a projected maximum debt service tax rate of $0.2420 per $100 in fiscal year 2011.

Debt Service Funds

DEBT SERVICE FUND
SUMMARY OF ADOPTED BUDGET

Description:

This schedule reflects the consolidation of the General Obligation Debt Service Fund and the Certificates of Obligation Debt Service Fund. The General Obligation Debt Service Fund was established to account for the accumulation of ad valorem taxes collected for the purpose of paying principal and interest on long term debt. The Certificates of Obligation Debt Service Fund was established to account for the accumulation of ad valorem and pledged revenues collected for the purpose of paying principal and interest on long term certificates of obligation and short term contractual obligation certificates.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 69,342,211	$ 69,203,794	$ 69,857,347	$ 65,762,688
REVENUES				
Current Property Tax	$ 86,523,777	$ 85,989,456	$ 87,585,261	$ 90,540,298
Delinquent Property Tax	1,455,476	1,314,400	1,303,570	1,273,830
Judgments Collected	0	0	0	0
Interest on Time Deposits	2,317,115	3,134,371	1,593,764	1,833,684
Interest on Investments	13,112,632	0	0	0
Penalty & Interest on Delinquent Taxes	1,184,931	856,000	1,059,840	1,035,700
Proceeds of Bond Issuances	261,930,000	0	0	0
Recovery of Expenditures	0	0	0	0
Transfer from Hotel/Motel Tax Fund	390,490	394,615	394,615	372,200
Transfer from Alamodome Revenue Fund	403,075	0	0	0
Transfer from Houston Street TIRZ Fund	0	336,410	336,410	441,410
Transfer from Capital Projects Fund	0	0	0	0
Capitalized Interest	0	0	0	0
Total Revenues & Transfers	$ 367,317,496	$ 92,025,252	$ 92,273,460	$ 95,497,122
TOTAL AVAILABLE FUNDS	$ 436,659,707	$ 161,229,046	$ 162,130,807	$ 161,259,810
APPROPRIATIONS				
Bond Principal	$ 53,015,000	$ 53,705,000	$ 54,305,000	$ 58,005,000
Bond Interest	39,753,846	44,882,438	42,063,119	43,740,267
Payment to Escrow Agent	257,466,962	0	0	0
Commercial Paper Fees	12,523	0	0	0
Redemption of Commercial Paper	15,000,000	0	0	0
Issuance & Other Costs	1,554,029	0	0	0
TOTAL APPROPRIATIONS	$ 366,802,360	$ 98,587,438	$ 96,368,119	$ 101,745,267
GROSS ENDING BALANCE	$ 69,857,347	$ 62,641,608	$ 65,762,688	$ 59,514,543

DEBT SERVICE FUND
AIRPORT SYSTEM REVENUE BOND SERIES 1992, 1993, 1996, 2001, 2002, 2003, 2003-A AND 2003-B
SUMMARY OF ADOPTED BUDGET

Description:

The Airport Revenue Refunding Bond Series 1992, 1993, 1996, 2001, 2002, 2003A and 2003B Debt Service Funds were created to account for revenues transferred from the Airport System Revenue Fund. These revenues will pay for principal and interest on these bonds and provide for the bond reserve to pay other costs and expenses.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 13,049,684	$ 25,849,919	$ 24,755,589	$ 19,621,786
REVENUES				
Contr. from Airport Revenue Fund	$ 11,511,192	$ 10,020,820	$ 10,145,925	$ 12,526,729
Contr. from Airport Construction Fund	0	0	0	0
Interest on Time Deposits	516,499	689,186	358,804	345,695
Capitalized Interest	14,401,516	0	0	0
Bond Proceeds	0	0	21,280	0
Recovery of Expenditures	2,000	0	0	0
Total Revenues & Transfers	$ 26,431,207	$ 10,710,006	$ 10,526,009	$ 12,872,424
TOTAL AVAILABLE FUNDS	$ 39,480,891	$ 36,559,925	$ 35,281,598	$ 32,494,210
APPROPRIATIONS				
Bond Principal	$ 5,080,000	$ 5,410,000	$ 5,560,000	$ 6,205,000
Bond Interest	9,645,302	10,359,031	10,099,812	10,136,609
Defeasance of Bonds	0	0	0	0
Cost of Defeasance	0	0	0	0
TOTAL APPROPRIATIONS	$ 14,725,302	$ 15,769,031	$ 15,659,812	$ 16,341,609
GROSS ENDING BALANCE	$ 24,755,589	$ 20,790,694	$ 19,621,786	$ 16,152,601
Bond Reserve Fund	$ 11,344,787	$ 11,344,787	$ 11,344,787	$ 11,344,787
Reserve for Future Payments	13,410,802	9,446,107	8,276,999	4,807,814
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 0	$ 16,575,842	$ 16,341,609	$ 17,410,959

DEBT SERVICE FUND
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2002
SUMMARY OF ADOPTED BUDGET

Description:

The Passenger Facility Charge and Subordinate Lien Airport Revenue Bond, Series 2002 Debt Service Funds were created to account for revenues transferred from the Passenger Facility Charge Revenue Fund. These revenues will pay for principal and interest on these bonds and provide for the bond reserve to pay other costs and expenses.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 3,537,227	$ 3,066,226	$ 3,065,976
REVENUES				
Contr. from PFC Revenue Fund	$ 1,308,195	$ 2,627,924	$ 2,674,550	$ 2,667,266
Interest on Time Deposits	40,825	98,351	51,725	60,209
Bond Proceeds	2,855,596	0	0	0
Total Revenues & Transfers	$ 4,204,616	$ 2,726,275	$ 2,726,275	$ 2,727,475
TOTAL AVAILABLE FUNDS	$ 4,204,616	$ 6,263,502	$ 5,792,501	$ 5,793,451
APPROPRIATIONS				
Bond Principal	$ 0	$ 775,000	$ 775,000	$ 805,000
Bond Interest	1,138,390	1,951,525	1,951,525	1,920,525
TOTAL APPROPRIATIONS	$ 1,138,390	$ 2,726,525	$ 2,726,525	$ 2,725,525
GROSS ENDING BALANCE	$ 3,066,226	$ 3,536,977	$ 3,065,976	$ 3,067,926
Bond Reserve Fund	$ 2,747,178	$ 2,747,178	$ 2,747,178	$ 2,747,178
Reserve for Future Payments	319,048	789,799	318,798	320,748
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 0	$ 2,725,525	$ 2,725,525	$ 2,733,325

DEBT SERVICE FUND
CONVENTION CENTER EXPANSION REVENUE BOND SERIES 1996
SUMMARY OF ADOPTED BUDGET

Description:

The Convention Center Expansion Debt Service Fund was established to account for the issuance of bonds to fund the Convention Center Expansion Project. The principal and interest is paid from revenues generated through 2% of Hotel/Motel Tax Collections and transferred into this Debt Service Fund.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 18,748,686	$ 19,506,072	$ 19,145,726	$ 19,119,930
REVENUES				
Contr. from CCE Rev. Fund	$ 9,546,225	$ 10,309,844	$ 9,890,824	$ 10,524,613
Interest on Time Deposits	1,184,903	759,977	1,017,610	1,017,610
Total Revenues & Transfers	$ 10,731,129	$ 11,069,821	$ 10,908,434	$ 11,542,223
TOTAL AVAILABLE FUNDS	$ 29,479,815	$ 30,575,893	$ 30,054,160	$ 30,662,153
APPROPRIATIONS				
Bond Principal	$ 1,380,000	$ 2,045,000	$ 2,045,000	$ 2,785,000
Bond Interest	8,821,320	8,756,460	8,756,460	8,658,300
Arbitrage	132,769	132,770	132,770	132,770
Transfer to Construction Fund	0	7,000,000	0	0
TOTAL APPROPRIATIONS	$ 10,334,089	$ 17,934,230	$ 10,934,230	$ 11,576,070
GROSS ENDING BALANCE	$ 19,145,726	$ 12,641,663	$ 19,119,930	$ 19,086,083
Bond Reserve Fund	$ 16,999,830	$ 9,999,830	$ 16,999,830	$ 16,999,830
Reserve for Future Payments	2,145,896	2,641,833	2,120,100	2,086,253
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 0	$ 11,443,300	$ 11,443,300	$ 12,036,835

DEBT SERVICE FUND
PARKING CERTIFICATES OF OBLIGATION, SERIES 1992-1996, REFUNDING 1992, 1996A, 1998A, 2002, 2003-A, AND REVENUE BONDS, SERIES 2000
SUMMARY OF ADOPTED BUDGET

Description:

This Parking Facility Debt Service schedule includes Certificates of Obligation, Series 1992 through 1996, Refunding Bonds, Series 1992, 1996A, 1998A, 2002, and 2003A, and Revenue Bonds, Series 2000. The principal and interest is paid from revenues generated in the Parking Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 696,440	$ 708,928	$ 828,727	$ 896,903
REVENUES				
Contr. from Parking Revenue Fund	$ 3,400,672	$ 3,203,168	$ 3,205,202	$ 3,552,971
Capitalized Interest	0	0	0	0
Interest on Time Deposits	30,895	45,521	22,680	30,368
Interest on Investments	0	0	0	0
Misc. Revenue	617,085	0	0	0
Total Revenues & Transfers	$ 4,048,653	$ 3,248,689	$ 3,227,882	$ 3,583,339
TOTAL AVAILABLE FUNDS	$ 4,745,093	$ 3,957,617	$ 4,056,609	$ 4,480,242
APPROPRIATIONS				
Bond Principal	$ 1,788,667	$ 1,140,000	$ 1,140,000	$ 1,590,000
Bond Interest	2,127,699	2,041,467	2,019,706	1,994,367
Issue Costs	0	0	0	0
TOTAL APPROPRIATIONS	$ 3,916,366	$ 3,181,467	$ 3,159,706	$ 3,584,367
GROSS ENDING BALANCE	$ 828,727	$ 776,150	$ 896,903	$ 895,875
Bond Reserve Fund	$ 0	$ 776,150	$ 0	$ 0
Reserve for Future Payments	828,727	0	896,903	895,875
NET ENDING BALANCE	$ 828,727	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 0	$ 3,584,801	$ 3,584,367	$ 3,584,354

DEBT SERVICE FUND
PARKS DEVELOPMENT & EXPANSION COMMERCIAL PAPER
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2000-2001, the Parks Development & Expansion Debt Service Fund was established to account for the issuance of commercial paper to purchase new parkland under Proposition 3. The principal and interest is paid from revenue generated through a sales tax increase generated from the Parks Development & Expansion Fund and transferred into this Debt Service Fund.

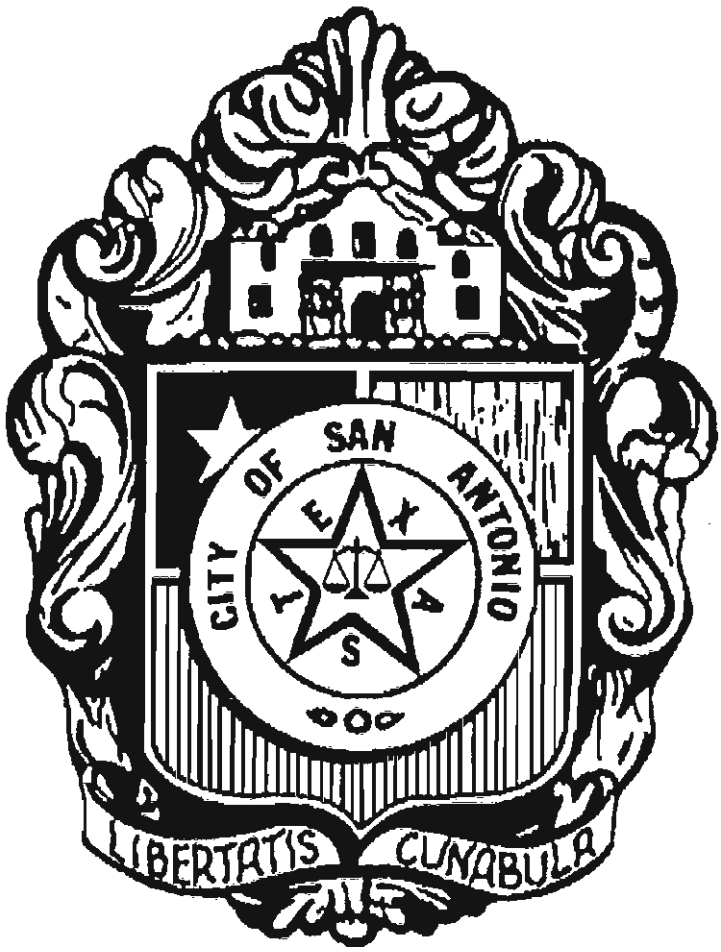
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ 79,517	$ 0	$ 84,794	$ 0
REVENUES				
Contr. from Parks Dev & Exp Fund	$ 12,494,412	$ 13,907,750	$ 13,753,853	$ 10,716,993
Interest on Time Deposits	17,660	0	0	0
Total Revenues & Transfers	$ 12,512,072	$ 13,907,750	$ 13,753,853	$ 10,716,993
TOTAL AVAILABLE FUNDS	$ 12,591,589	$ 13,907,750	$ 13,838,647	$ 10,716,993
APPROPRIATIONS				
Bond Principal	$ 11,900,000	$ 13,200,000	$ 13,500,000	$ 10,500,000
Bond Interest	516,724	628,000	247,340	115,625
Commercial Paper Fees	90,071	79,750	91,307	101,368
TOTAL APPROPRIATIONS	$ 12,506,795	$ 13,907,750	$ 13,838,647	$ 10,716,993
GROSS ENDING BALANCE	$ 84,794	$ 0	$ 0	$ 0
Bond Reserve Fund	$ 0	$ 0	$ 0	$ 0
Reserve for Future Payments	0	0	0	0
NET ENDING BALANCE	$ 84,794	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 0	$ 7,716,000	$ 10,615,625	$ 0

DEBT SERVICE FUND
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2003
SUMMARY OF ADOPTED BUDGET

Description:

The Municipal Drainage Utility (Storm Water) System Debt Service Fund was established to account for the issuance of Municipal Drainage Utility (Storm Water) System Revenue Bonds, Series 2003. The principal and interest is paid from revenues generated in the Municipal Drainage Utility System Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	RE-ESTIMATE FY 2002-2003	ADOPTED FY 2003-2004
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 1,133,946
REVENUES				
Contr. From Stormwater Fund	$ N/A	$ 0	$ 1,508,608	$ 3,099,127
Interest on Time Deposits	N/A	0	4,347	21,410
Bond Proceeds	N/A	0	108,288	0
Total Revenues & Transfers	$ N/A	$ 0	$ 1,621,243	$ 3,120,537
TOTAL AVAILABLE FUNDS	$ N/A	$ 0	$ 1,621,243	$ 4,254,483
APPROPRIATIONS				
Bond Principal	$ N/A	$ 0	$ 0	$ 1,035,000
Bond Interest	N/A	0	487,297	1,938,838
TOTAL APPROPRIATIONS	$ N/A	$ 0	$ 487,297	$ 2,973,838
GROSS ENDING BALANCE	$ N/A	$ 0	$ 1,133,946	$ 1,280,645
Bond Reserve Fund	$ N/A	$ 0	$ 0	$ 0
Reserve for Future Payments	N/A	0	1,133,946	1,280,645
NET ENDING BALANCE	$ N/A	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ N/A	$ 0	$ 2,973,838	$ 2,974,850


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Departmental Appropriations

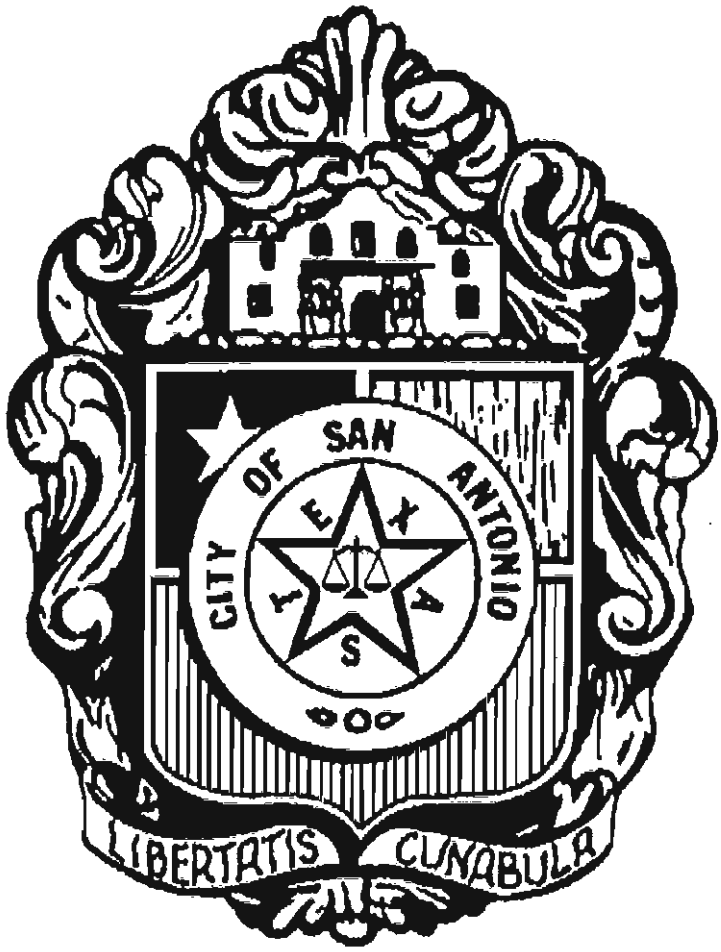
In the following section titled "Departmental Appropriations," individual City departments are alphabetically presented. In the beginning of each department section a functional organizational chart summarizes the major activities within the department. In addition, each department's cover page includes 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 document 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 Employee Learning and Growth. These perspectives and the selected indicators provide a balance between short and long-term objectives.

Following the departments program information, adopted program changes are categorized and arranged by redirection/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. After a program change is placed within the appropriate category, it is sorted by City Council Budget Priorities and pre-labeled with the appropriate priority title. Council Budget Priorities are emerging issues that are likely to have direct and indirect impacts on the economy, quality of life and delivery of services in San Antonio over the next five-year period. These issues were first identified in the City's Five-Year Financial Forecast and later expanded upon by City Council and City staff during the City's annual Goals and Objectives Worksession.

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's actual expenditures for FY 2002, the revised budget adopted by City Council in FY 2003, a re-estimate of department spending levels in relation to what was budgeted for FY 2003 and a Adopted 2004 Budget number which includes all adopted redirection/reductions, improvements, and mandates for FY 2004. 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 full-time equivalents (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.


CITY OF SAN ANTONIO
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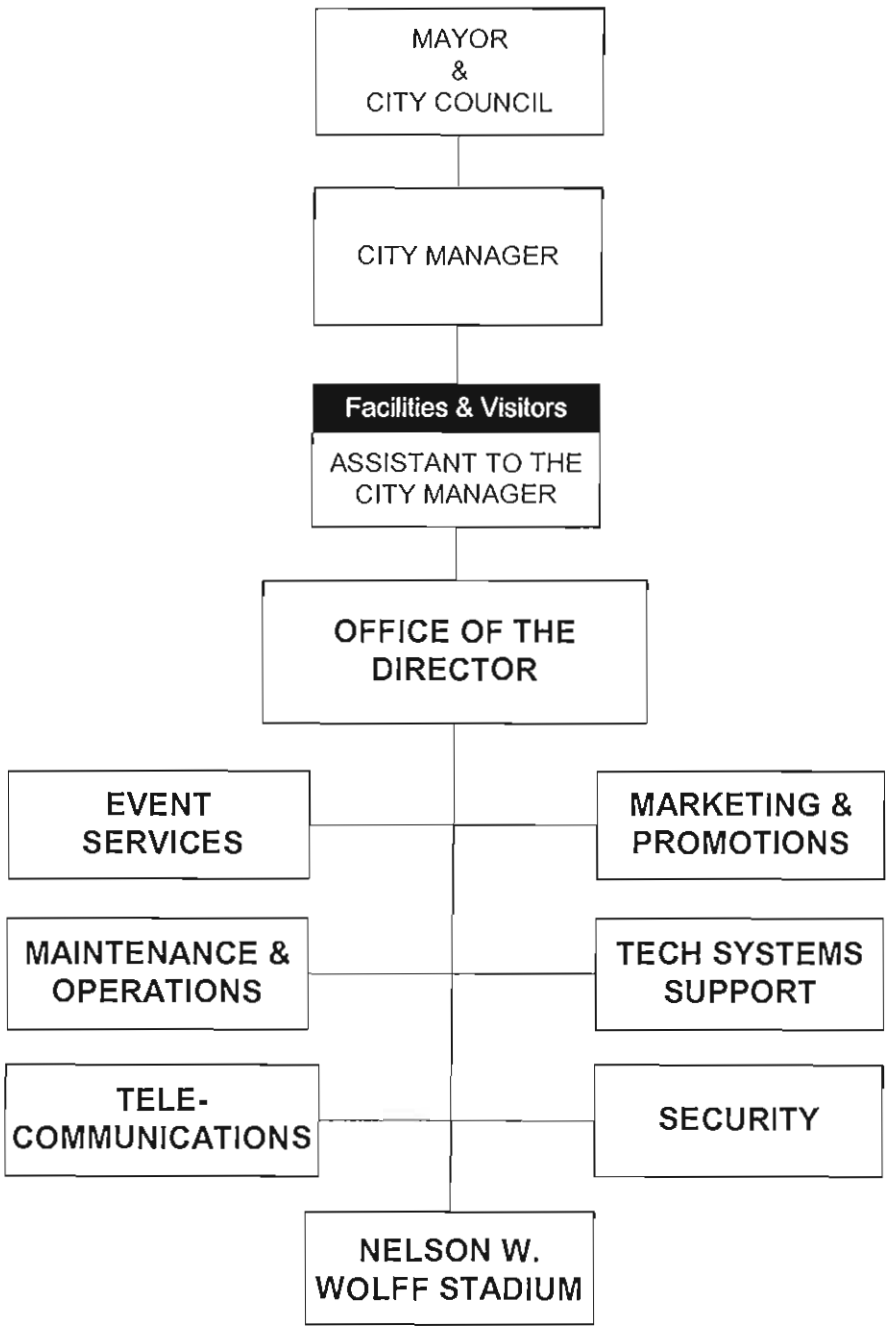
ALAMODOME



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Community & Visitor Facilities Fund (Alamodome)	69.50	$8,306,844
Community & Visitor Facilities Fund (Nelson W. Wolff Stadium)	8.00	$656,648
Total Funding	**77.50**	**$8,963,492**

MISSION STATEMENT

The mission of the Alamodome and Nelson W. Wolff Municipal Baseball Stadium is to supplement the marketability of San Antonio as a major visitor and convention destination by hosting events that produce direct and indirect economic benefit for the facilities and the City of San Antonio.

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

- Operate facilities in a safe and clean manner while maximizing operating efficiency and maintaining the viability of both facilities as an integral component of the City's convention, entertainment, sports and tourism business.
  - Enhance the marketability of the facilities.
  - Ensure financial responsibility and accountability.
  - Strengthen the facilities' image with the public, business community, users, and the media.
  - Expand the variety of events by taking advantage of improved scheduling flexibility.
  - Operate in an increasingly competitive environment while minimizing revenue challenges and maximizing staffing efficiency based on event programming.
  - Promote and provide additional professional staff development.
  - Promote the facilities within the community as a location for civic events.
  - Focus on event development strategies to stimulate visitation to San Antonio.
  - Coordinate with the Convention & Visitors Bureau to maximize event opportunities.
  - Evaluate outsourcing strategies to maintain efficiency and productivity.
  - Collaborate with the San Antonio Sports Foundation to increase events at the facilities.
  - Maximize revenues from advertising and sponsorship opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Become Premier Visitor & Convention Destination**					
	Enhance the marketability of the Alamodome and Wolff Stadium	Total Event Days (Alamodome)	148	94	139	133
		Total Event Days (Wolff Stadium)	111	105	105	112
	Optimize New Event Booking	No. of New Events	38	8	18	8
Financial	**Provide Accountability to the Public**					
	Operate in an increasingly competitive environment while minimizing revenue losses	Avg. Operating Revenue/Cost per Attendee (Alamodome)[1]	$5.28/ $5.32	$6.01/ $10.11	$5.72/ $8.42	$7.01/ $9.08
		Avg. Operating Revenue/Cost per Attendee (Wolff Stadium)[2]	$2.69/ $3.01	$2.77/ $3.21	$2.74/ $3.01	$3.36/ $3.07
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[3]	N/A	N/A	228	546
Employee Learning & Growth	**Improve Employee Compensation**					
	Promote, and provide additional, professional staff development	No. of Educational Opportunities Attended by Staff	29	35	42	42

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

1 Operating revenue does not include supplemental rental, revenue from reimbursable expenses, contributions from Hotel-Motel Fund, and contributions from Renewal & Improvement and Improvement & Contigency 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.

3 Measure amended from FY 2003 Revised Adopted to account for non-routine maintenance projects as opposed to regular routine maintenance projects performed. Estimated FY 2003 is only for five months (May – Sept.) since this is when the tracking of non-routine projects began.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$15,439**

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $15,439 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive, rent of rolling equipment, and cellular phones. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$264,516**

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employee salaries. The cost to the Community and Visitor Facilities Fund will total $67,516 in FY 2004.

CONVENTION & TOURISM INDUSTRY – ENHANCED MARKETING PROGRAM

This o***ne-time improvement*** will enhance the marketing program in the Alamodome to assist with increasing events. The program will provide for a new web page, additional advertising in trade journals, and provide one-to-one contact with event promoters. The total cost in FY 2004 will be $165,000.

TECHNOLOGY – EVENT BOOKING & MANAGEMENT SYSTEM (EBMS)

This ***one-time improvement*** will allow for the purchase of the EBMS software. The EBMS software is currently utilized by the Convention Facilities Department and Convention & Visitors Bureau and would allow for event booking information to be shared between the departments. The total cost in FY 2004 will be $32,000.

PROGRAM CHANGES CONTINUED

- MANDATES $295,600

ECONOMIC DEVELOPMENT – HOSTING OBLIGATIONS

This ***one-time mandate*** for $295,600 will fund costs associated with hosting the National Collegiate Athletic Association (NCAA) Men's Final Four Tournament. Expenses include costs associated with providing electrical services, security and decorations.

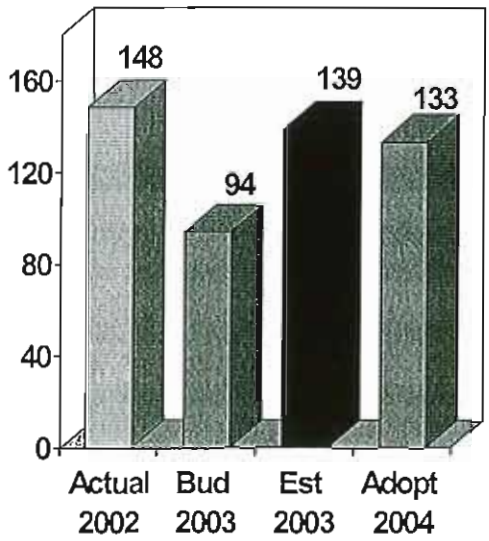
COMMUNITY & VISITOR FACILITIES FUND (ALAMODOME) EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$3,710,629	$2,562,139	$2,357,351	$2,723,055
CONTRACTUAL SERVICES	4,563,904	4,427,097	4,727,488	4,860,837
COMMODITIES	257,307	263,161	207,659	240,543
OTHER EXPENDITURES	179,678	482,409	482,409	482,409
CAPITAL OUTLAY	144,523	147,524	119,012	0
TRANSFERS	542,289	152,797	72,910	0
TOTAL EXPENDITURES	$9,398,330	$8,035,127	$7,966,829	$8,306,844
AUTHORIZED POSITIONS	53	71	71	71
FULL-TIME EQUIVALENTS	53.00	63.50	63.50	69.50

COMMUNITY & VISITOR FACILITIES FUND (WOLFF STADIUM) EXPENDITURES BY CHARACTER

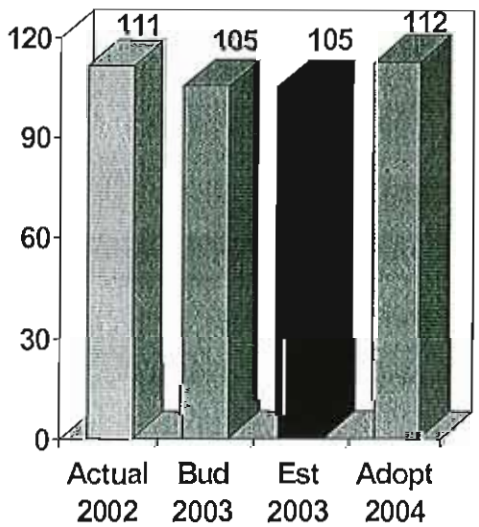
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$275,301	$266,315	$244,707	$276,989
CONTRACTUAL SERVICES	274,480	318,243	303,350	274,870
COMMODITIES	97,052	51,470	45,708	66,243
OTHER EXPENDITURES	13,627	38,546	38,546	38,546
CAPITAL OUTLAY	26,148	7,995	7,595	0
TRANSFERS	1,914	5,203	5,203	0
TOTAL EXPENDITURES	$688,522	$687,772	$645,109	$656,648
AUTHORIZED POSITIONS	8	8	8	8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

EVENT DAYS- ALAMODOME



✓ FY 2002 Actual included Spurs and Cowboys Training Camp
✓ FY 2003 Budget did not include Spurs or Cowboys Training Camp
✓ FY 2003 Estimate includes Cowboys Training Camp and high school football playoff games.
✓ FY 2004 Adopted does not include Cowboys Training Camp

NUMBER OF EVENTS WOLFF STADIUM



✓ Number of events remains relatively steady at the Wolff Stadium.
✓ Events include Missions' baseball, high school baseball and college baseball games.

ASSET MANAGEMENT

APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	22.00	$1,664,684
Capital Projects	0.00	5,134,000
International Center Fund	2.00	230,217
Total Funding	24.00	**$7,028,901**

MISSION STATEMENT

The Department of Asset Management provides real estate, contract, 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 development and management of processes related to contract planning, execution, performance, and monitoring; 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 contracts and 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 contract processes, property disposition, lease and license administration, telecommunication, and other specialized projects.

- Establish City-wide standards for contract management to provide effectiveness and efficiency of department contract initiatives, including the development and maintenance of a contract manual.
- Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes.
- Develop and provide a "best practices" approach to contract administration, quality assurance, and performance monitoring.
- Develop, implement, and maintain the Electronic Contract Management System (ECMS) and ensure the appropriate integration of the ECMS into the SAP Financial Management System.
- 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.
- Coordinate with the Public Works Department on the expansion of the Building Maintenance Fund to provide for the funding of building services and capital improvements.
- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Innovative & Proactive City Government**					
	Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes	No. of Leases Negotiated/Reviewed	73	74	82	80
	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	90%	92%	92%	92%
		Contract Services Division In-house Training Customer Survey Approval Rating	89%	85%	90%	91%
Financial	**Provide Accountability to the Public**					
	Maximize revenue from property disposition/special projects and lease/contract agreements	Revenue Collected from Property Disposition/Special Projects [1]	$1,038,060	$1,101,381	$917,500	$731,990
		Revenue Collected from Leases/Contracts Monitored [2]	$650,612	$345,103	$499,065	$523,353
	Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes	% of Leases Reviewed Within Three Days	95%	93%	94%	93%
Internal Processes	**Implement & Institutionalize Performance Reviews**					
	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	N/A	N/A	23	30
		No. of Contracts/Processes Reviewed by Contracting Staff (Excluding High-Risk Initiatives)	N/A	N/A	73	105
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	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	N/A	N/A	600	650

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

[1] Adopted 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.

[2] Actual FY 2002 is significantly higher than the Revised Budget due to the collectionof disputed back percentage rent owed by the Fairmont Hotel.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $10,075

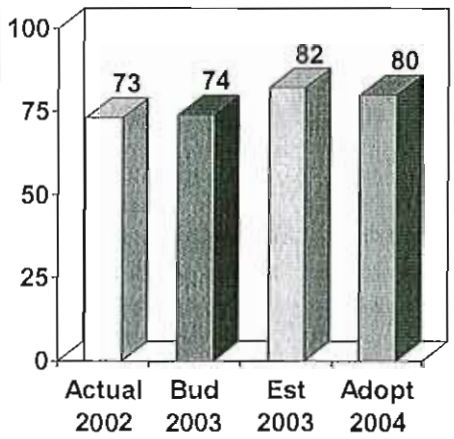
ORGANIZATIONAL SUPPORT – ELIMINATE ONE PART-TIME FILLED OFFICE ASSISTANT POSITION

This ***reduction*** will provide savings by eliminating one filled, part-time Office Assistant position in the Director's Office. This reduction will reduce personal services expenses without compromising the support of the department's service delivery. This reduction will result in a total savings of $10,075 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

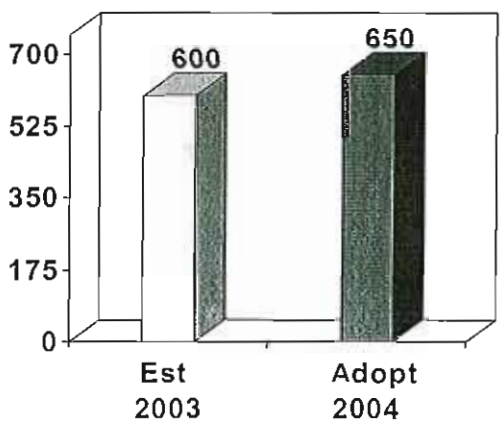
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,116,600	$1,352,584	$1,221,589	$1,353,298
CONTRACTUAL SERVICES	163,140	172,469	154,224	207,075
COMMODITIES	12,658	14,474	11,368	11,662
OTHER EXPENDITURES	7,479	92,649	92,648	92,649
CAPITAL OUTLAY	68,760	0	0	0
TOTAL EXPENDITURES	**$1,368,637**	**$1,632,176**	**$1,479,829**	**$1,664,684**
AUTHORIZED POSITIONS	**20**	**20**	**20**	**22**
FULL-TIME EQUIVALENTS	**20.00**	**19.50**	**19.50**	**22.00**

NO. OF LEASES/CONTRACTS NEGOTIATED/REVIEWED



✓ The Asset Management Department reviews real estate leases and other documents for City departments and, in some instances negotiates the business terms.

NO. OF STAFF ATTENDING CONTRACT-RELATED TRAINING



✓ The number of staff attending contract-related training is anticipated to increase 8% in FY 2004 over the FY 2003 Estimate due to high demand for contract training.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Premier Visitor & Convention Destination**					
	Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction	No. of Revenue Generating Functions	147	150	120	130
		Conference Center Customer Survey Approval Rating	N/A	90%	94%	92%
Financial	**Provide Accountability to the Public**					
	Maximize the revenue generated by the International Center including the conference center	% of Revenue Above Operating Costs	14%	15%	13%	33%
		Revenue Collected	$963,722	$941,891	$983,688	$1,030,438
		Average Amount of Revenue per Revenue Generating Event Held in the Conference Room	$730	N/A	$850	$875
Internal Processes	**Innovative & 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 15th Day of the Following Month	67%	75%	82%	80%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	1	2	2	2

PROGRAM CHANGES

- MANDATES $45,675

EXISTING INFRASTRUCTURE – INTERNATIONAL CENTER AMERICANS WITH DISABILITIES ACT (ADA) IMPROVEMENT

This ***one-time mandate*** will allow the Asset Management Department to comply with the Texas Department of Licensing and Regulation's (TDLR) requirement for modifications to the International Center. Modifications include, but are not limited to, handrails on both sides of ramps, curbs on all ramps, and reversal of the swing on doors to the translation booth and NADBank staff restroom. The FY 2004 cost of this one-time mandate will total $45,675.

- IMPROVEMENTS $5,201

EXISTING INFRASTRUCTURE– AUDIO VISUAL WALL PREVENTIVE MAINTENANCE

This ***improvement*** will provide funds annually for the continuation of the preventive maintenance agreement which covers electronic and mechanical pieces of the video wall located at the International Center. The existing contract expires on December 15, 2003. The FY 2004 cost of this improvement will total $2,500.

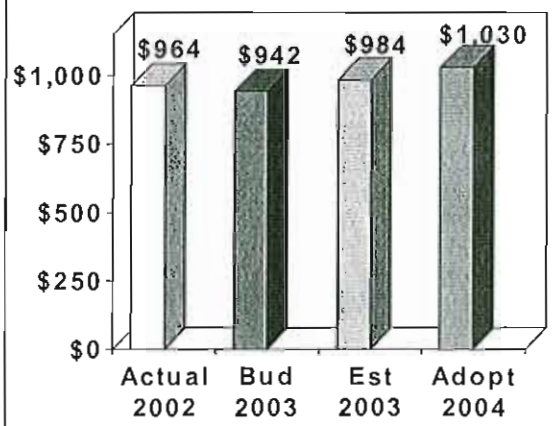
EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the International Center Fund will total $2,701 in FY 2004.

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

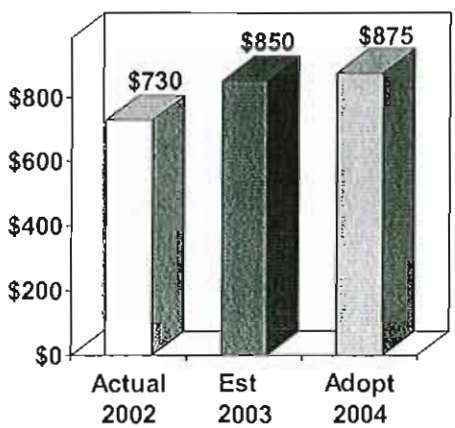
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$92,856	$102,978	$101,420	$104,221
CONTRACTUAL SERVICES	62,339	52,270	57,399	105,594
COMMODITIES	469	495	1,041	334
OTHER EXPENDITURES	120,000	139,700	139,700	20,068
CAPITAL OUTLAY	24,924	150	0	0
TOTAL EXPENDITURES	**$300,588**	**$295,593**	**$299,560**	**$230,217**
AUTHORIZED POSITIONS	2	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

REVENUE COLLECTED AT THE INTERNATIONAL CENTER (IN THOUSANDS)

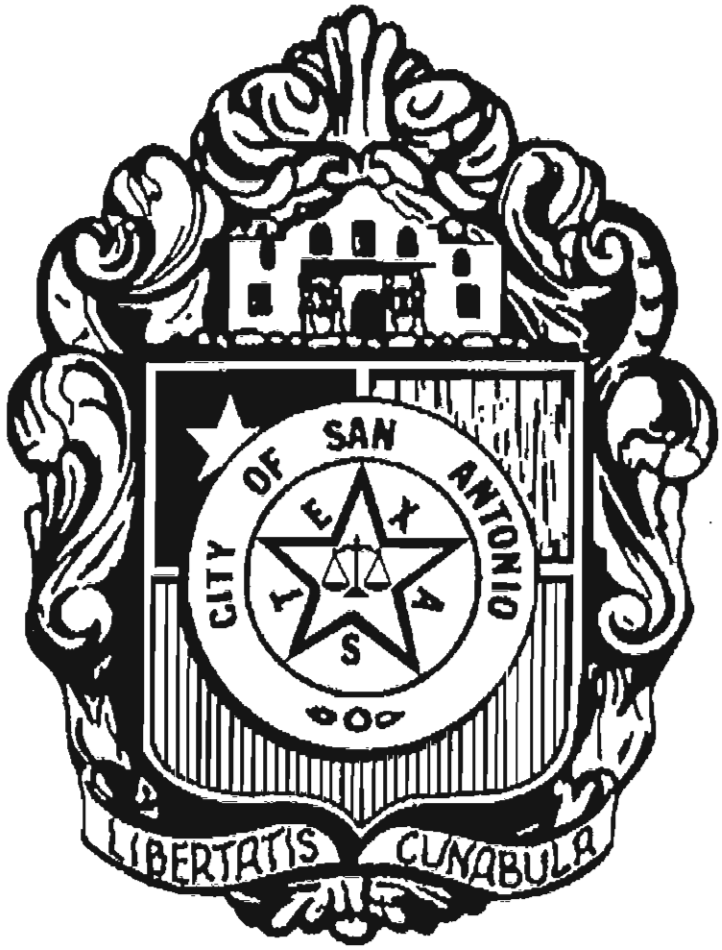


✓ The revenue is anticipated to increase 7% in the FY 2004 Adopted Budget over the FY 2002 Actual. The projected increase is based on additional contract rent.

AVERAGE AMOUNT OF REVENUE PER REVENUE GENERATING EVENT



✓ The revenue per revenue generating event is anticipated to increase 20% in the FY 2004 Adopted Budget over the FY 2002 Actual. The projected increase is due to the conference center attracting higher dollar events.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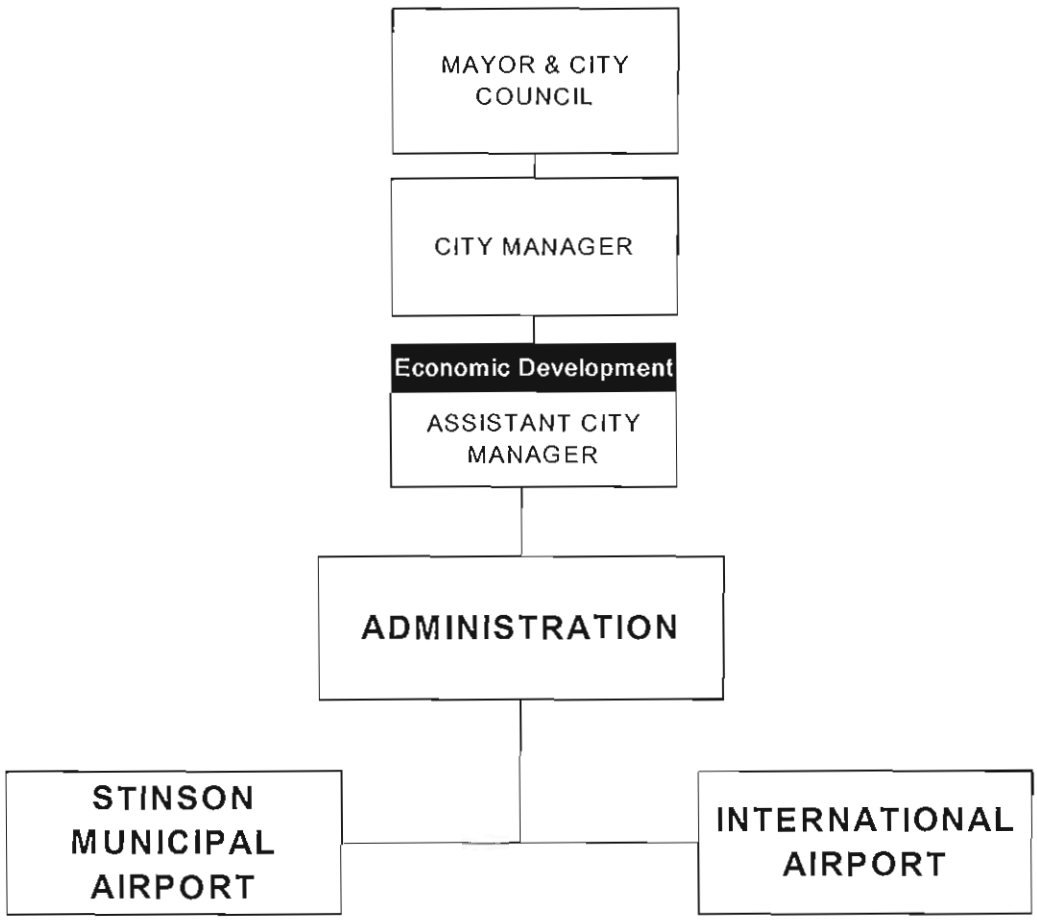
AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Airport Revenue Fund	421.11	$43,986,670
Passenger Facility Charge Fund	0.00	10,942,894
Debt Service Funds	0.00	12,526,729
Confiscated Property Fund	0.00	20,415
Categorical Grants	0.00	28,915,500
Improvement & Contingency Fund	0.00	8,280,000
Capital Projects	0.00	226,586,000
Total Funding	**421.11**	**$331,258,208**

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. Its divisions are Administration, International Airport, and Stinson Municipal Airport.

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 2004 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 2004.
- 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 by the end of FY 2004.
- To have Concourse Expansion program under construction during FY 2004.
- To initiate the process by the end of FY 2003 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 with the implementation in FY 2004 of the next element of the airport noise abatement and mitigation measures to include the installation of noise monitoring equipment and the contract award for the first group of homes to receive sound insulation improvements and implementation of approved Noise Compatibility Plan Update voluntary noise mitigation measures.
- To complete in FY 2004 a land use/land compatibility study for San Antonio International and Stinson Municipal airports to permit future growth of the airports within compatible property uses.
- To enhance public parking services by implementing "Frequent Parker Programs" by the beginning of FY 2004, which will allow advance payment for parking services, exits without fee attendant assistance and a web based access for the employee parking payment system.
- To develop a report on the final results of the three-year re-engineering program by the end of 2003.
- To devise and begin implementation during FY 2004 of a comprehensive redevelopment plan for the North Loop Service Center site to include land use studies, site clearing, land acquisition, utility and roadway access plans and any required environmental work.
- To coordinate the review with the FAA during FY 2004 of the Letter of Intent request submitted for grant funding of eligible capital improvements.
- To have the new belly freight facilities under construction by the second quarter of 2004.
- To have the new parking improvements under construction by the beginning of 2004.
- To continue the revitalization of Stinson Municipal Airport by implementing the first phase of the Master Plan and Target Industry beginning FY 2003, to include an expansion/renovation to its based aircraft facilities, new administrative space as well as tenant service and maintenance facilities.
- To receive FAA approval during FY 2004 on the Environmental Assessment (EA) for the proposed runway extension at Stinson Municipal Airport.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Premier Visitor & Convention Destination – Manage Aviation Facilities**					
	To improve aviation facilities and services through terminal renovations and other improvements	Passenger Approval rating	84%	93%	90%	93%
		Number of Visitor Assistance Contacts	324,746	357,000	350,000	370,000
	To increase the selection of the City as a business & visitor destination through improved air service	Percent of Passengers on a Direct Flight for Top 20 Markets	56%	59%	54%	56%
	To increase the number of airport passengers to facilitate the growth of the tourism sector of the economy	Number of Enplaned Passengers	3,315,745	3,667,800	3,500,000	3,700,000
	Citizens Wellbeing & Human Potential – Jobs Initiative					
	To support implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's Aviation Facilities	Number of Private Sector Airport Jobs	5,724	6,000	6,500	6,700
	Revitalization of Neighborhoods – Improve Community Outreach					
	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	4.7	4.5	3.9	3.7
Financial	**Innovative & Proactive City Government – Performance Reviews/Employee Compensation**					
	To achieve financial targets as projected in the Airport bond financing documents	Operating Cost per Enplaned Passenger	$6.80	$7.25	$7.20	$7.10
		Airline Cost per Enplaned Passenger	$4.30	$3.77	$4.02	$3.86
		Revenue per Enplaned Passenger	$12.78	$11.84	$12.10	$12.20
		Concession Revenue per Enplaned Passenger	$0.99	$1.27	$1.10	$1.31

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Implement and Institutionalize Performance Reviews**					
	To improve convenience and efficiency for the airport passenger by automating parking facilities	Percent of Customers Usage of Automation Devices	N/A	25%	15%	20%
Employee Learning & Growth	**Improve Employee Compensation (Training)**					
	To utilize an employee incentive program to reward improvements in customer service & cost efficiency	Percent of Team Customer Service Targets (Increased Rating) Achieved	64%	75%	70%	75%
	To provide specialized training to improve job related skills in customer service	Percent of Team Financial Targets (Cost Savings) Achieved	36%	50%	40%	50%
		Percent of Employees Completing Annual Training	97%	100%	98%	98%

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$354,332**

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $37,285 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee and cellular phones. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS FOR FISCAL AND PERSONNEL MANAGEMENT

This ***reduction*** will increase turnover savings. These savings will be accomplished through the management of vacant positions. A total of $21,460 in savings will result from this reduction for FY 2004.

PUBLIC SAFETY – REORGANIZATION OF AIRPORT POLICE STAFFING

This ***reduction*** is part of a complete restructuring of Airport Police patrol staffing. It takes into account the new Transportation Security Administration agreement that requires permanent posting of an Airport Police Officer at each checkpoint. Additionally, Federal Regulations do not require all patrol posts to be filled by an armed Police Officer. A net increase of twelve positions and savings of $295,587 will result from this reduction.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS $396,615

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Aviation Fund will total $329,849 in FY 2004.

ACCOUNTABILITY – ADD ONE PARKING SUPERVISOR

The Adopted Budget includes the addition of one Parking Supervisor position to provide greater controls over cash handling procedures. The cost of this ***improvement*** for FY 2004 is $26,872.

ORGANIZATIONAL SUPPORT – IN-HOUSE CONTRACT COMPLIANCE

This ***improvement*** is needed due to the number of revenue contracts and the magnitude of the revenue that require continual oversight. A Sr. Management Analyst position will be added. This analyst will provide the Aviation Department with an individual who will ensure that contracts and organizational processes are in legal compliance and that all safeguards are in place. A cost of $39,894 will be associated with this improvement.

♦ MANDATES $96,916

PUBLIC SAFETY – COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2004 incremental cost of the contract will be $79,759. According to this ***mandate***, in FY 2004 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.

PUBLIC SAFETY – 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 2004 for all uniformed employees in the Aviation Fund will total $2,601.

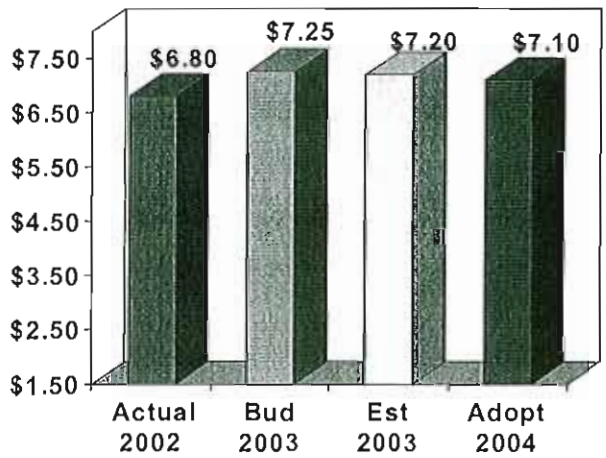
ECONOMIC DEVELOPMENT – NOISE COMPATIBILITY PROGRAM ADMINISTRATION

The Federal Aviation Regulation Part 150 Noise Compatibility Program (NCP) recommended that the Residential Acoustical Treatment Program be expanded. The NCP program is a capital improvement project that is 80% Airport Improvement Program grant funded. This ***mandate*** will fund the remaining 20% of the program, which addresses the operation and maintenance component. An Airport Operations Agent will be added and will assist with the administrative management of the program, on-site inspections, and data collection and report writing for the Noise Monitoring System. The total cost of this mandate for FY 2004 will be $14,556. The second year cost will be $25,556 in FY 2005.

AIRPORT REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$15,243,114	$16,460,278	$16,207,280	$17,552,501
CONTRACTUAL SERVICES	4,691,258	5,566,895	5,897,534	5,452,307
COMMODITIES	969,185	1,192,231	1,069,541	1,201,733
OTHER EXPENDITURES	449,181	1,380,621	1,380,441	1,380,221
CAPITAL OUTLAY	302,551	605,467	588,357	555,090
TRANSFERS	19,447,553	17,817,107	17,126,402	17,844,818
TOTAL EXPENDITURES	$41,102,842	$43,022,599	$42,269,555	$43,986,670
AUTHORIZED POSITIONS	405	407	407	422
FULL-TIME EQUIVALENTS	404.41	406.41	406.41	421.11

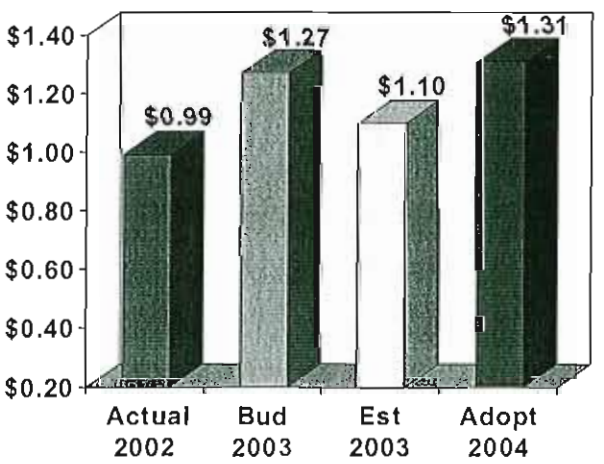
OPERATING COST PER ENPLANED PASSENGER



✓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.

✓ Costs associated with capital outlays, depreciation, and debt service are not included as operating expenses.

CONCESSION REVENUE PER ENPLANED PASSENGER



✓Concession Revenue Per Enplaned Passenger is revenue received from any of the airport retail outlets (Food and sundries, etc.) and advertising divided by the number of enplaned passengers. Parking and car rental revenues are excluded.

The Aviation Department will receive grant funds totaling $28,915,500 for FY 2004. The Airport Improvement Grant is an FAA sponsored grant.

Below are listed the grants the Aviation Department expects to receive in FY 2004. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Airport Improvement Program	$21,485,000	0	$6,815,000		$28,300,000
Explosive Detection Canine Team	120,500	0	0	0	120,500
TxDOT Airport Improvements	0	450,000	45,000	0	495,000
TOTAL	**$21,605,500**	**$450,000**	**$6,860,000**	**$0**	**$28,915,500**

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, 2003 through September 30, 2004.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Terminal Baggage Security	$0	$500,000	$17,500,000
Terminal Security	$0	$1,042,120	$0
Airfield Security	$2,475,000	$0	$0
Noise Mitigation	$0	$3,700,000	$5,200,000
Replace RON Apron	$1,213,402	$0	$0
EIS	$750,000	$1,500,000	$0
Reconstruct Perimeter Road	$0	$1,660,000	$0
Sky Place Box Culvert	$9	$2,041,000	$3,700,000
Airfield Lighting Upgrade	$0	$0	$1,500,000
Relocate 30L Localizer	$0	$0	$400,000

EXPLANATORY INFORMATION

Projected Airport Improvement Program grants for FY 2004 include four capital improvement projects totaling $28,300,000.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$1,109,600	$2,425,780	$6,815,000
FEDERAL	3,328,802	8,017,340	21,485,000
TOTAL FUNDING	**$4,438,402**	**$10,443,120**	**$28,300,000**
EXPENDITURES			
CONTRACTUAL SERVICES	$1,672,100	$2,214,460	$4,650,000
CAPITAL OUTLAY	4,438,402	8,228,660	23,650,000
TOTAL EXPENDITURES	**$4,438,402**	**$10,443,120**	**$28,300,000**
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 Explosive Detection Canine Team Program. Three 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 $120,500. 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 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Canine Team	3	3	3
Output:			
Canine Team In-service Hours per Year	1,733	5,808	5,808
Efficiency:			
Patrol Hours per Team per Year	577	968	1936
Effectiveness:			
% Change Canine Patrol Hours	N/A	68%	100%

EXPLANATORY INFORMATION

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.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL	$120,500	$120,500	120,500
TOTAL FUNDING	**$120,500**	**$120,500**	**$120,500**
EXPENDITURES			
PERSONAL SERVICES	$116,400	$119,200	$119,200
CONTRACTUAL SERVICES	2,900	0	0
COMMODITIES	1,200	1,300	1,300
TOTAL EXPENDITURES	**$120,500**	**$120,500**	**$120,500**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PROGRAM INFORMATION:

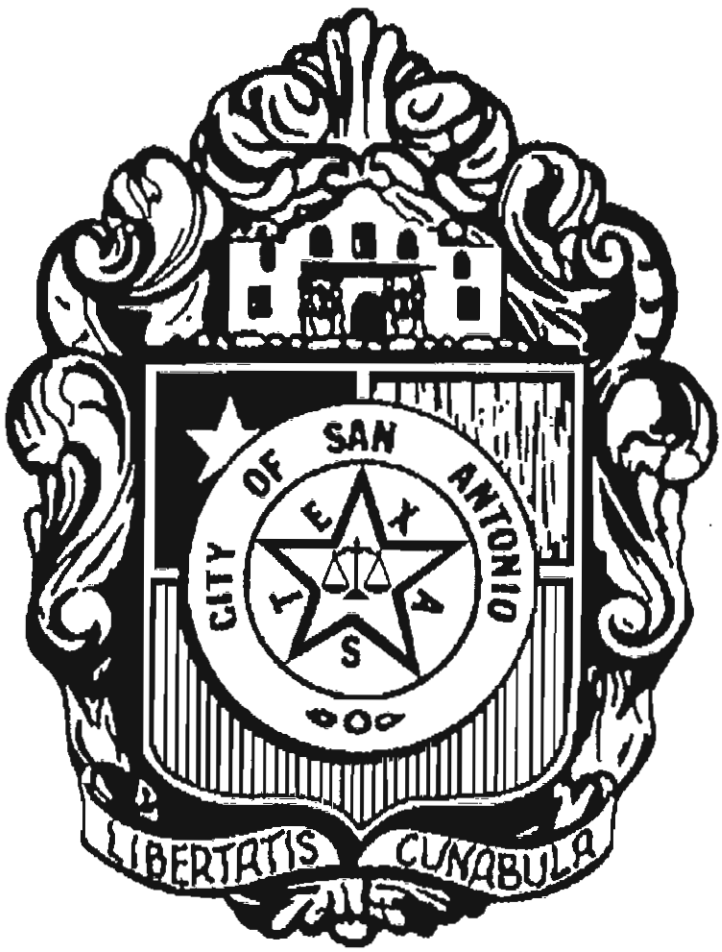
The FAA provides a block grant to the State of Texas for its general aviation airports. The funds are utilized for airport infrastructure improvements. The State awards grants based on demonstrated need. This grant program covers the period of October 1, 2003 through September 30, 2004. A local match is required for all capital projects.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Hangar Renovations	$60,000	$60,000	$0
Project Design	0	0	495,000

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$30,000	$30,000	$ 45,000
STATE	30,000	30,000	450,000
TOTAL FUNDING	**$60,000**	**$60,000**	**$495,000**
EXPENDITURES			
CAPITAL OUTLAY	$60,000	$80,000	$495,000
TOTAL EXPENDITURES	**$60,000**	**$60,000**	**$495,000**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00


CITY OF SAN ANTONIO
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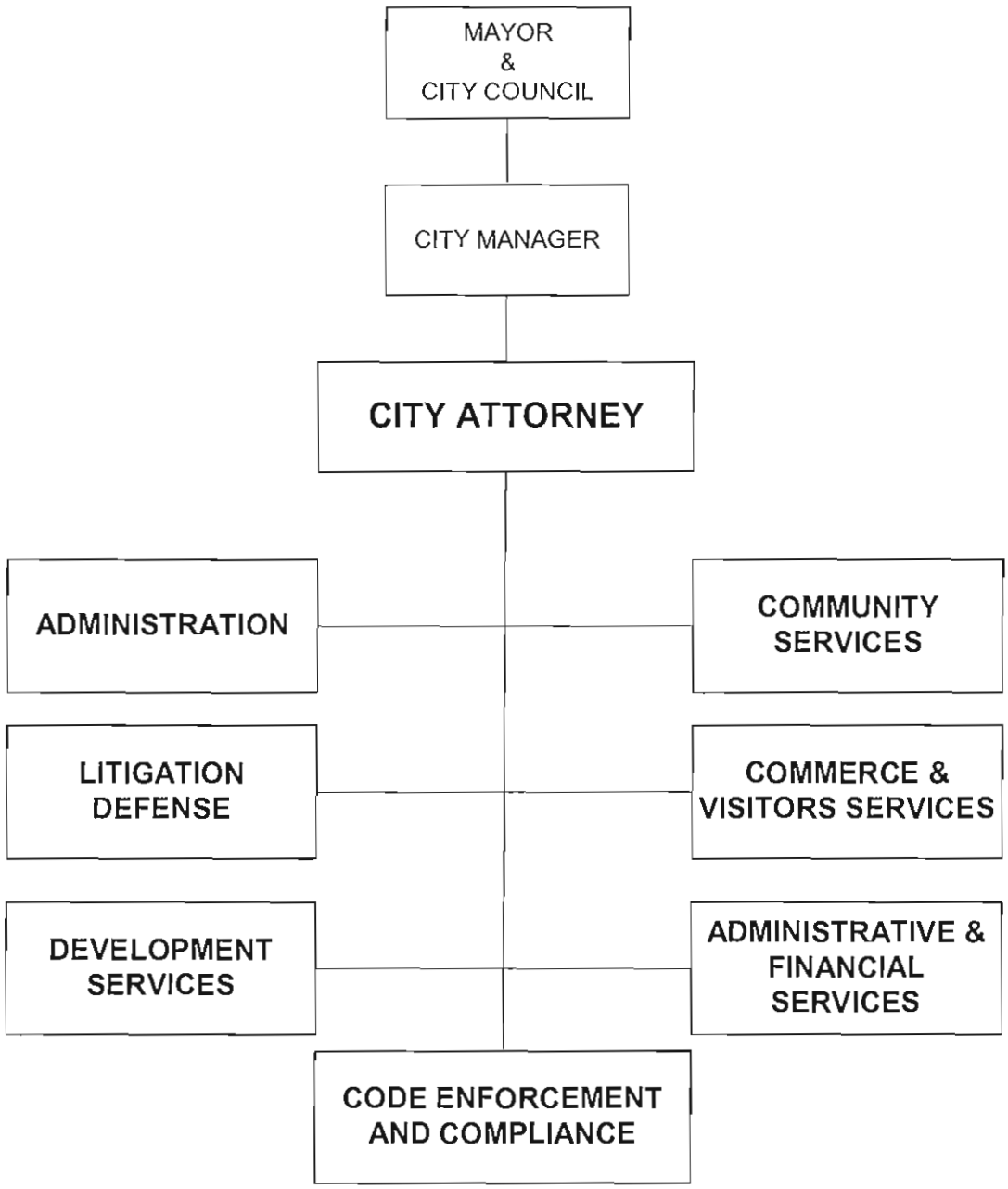
LIBERTATIS CUNABULA



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2003-2004
General Fund	71.00	$5,110,903
Self-Insurance Liability Fund	12.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	293,668
Categorical Grant	4.00	243,251
Total Funding	**99.00**	**$5,647,822**

* 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 programs and functions of the City of San Antonio.

The City Attorney's Office is organized into seven divisions to manage and provide focused expertise to all City departments and offices: Administration, Administrative & Financial Services, Commerce & Visitors Services, Community Services, Code Enforcement and Compliance, Litigation Defense, and Development Services. 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 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
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	487	525	726	762
		No. of Red Flag Cases Filed	82	100	175	250
		No. of Responses to Open Records Requests Prepared	506	300	625	655
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	N/A	92%	82%	82%
		% of Lawsuits Tried with Favorable Disposition [1]	86%	92%	82%	84%
		% of Red Flag Cases with Favorable Disposition [1]	89%	90%	90%	93%
Internal Processes	**Implement & Institutionalize Performance Reviews**					
	Implement recommendations associated with the Performance Review of the Business Contract Management Process and the City Attorney's Office	% of Performance Review Recommendations Implemented	43%	80%	87%	100%
	Innovative & Proactive City Government					
	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	19/140	18/165	12/118	16/160
		% of New Cases using Outside Counsel	16%	11%	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	270	260	280	294

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.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $210,958

ACCOUNTABILITY – ELIMINATE TWO PARALEGALS, ONE ASSISTANT CITY ATTORNEY II, AND ONE ASSISTANT CITY ATTORNEY III POSITIONS

This continuation of a FY 2003 mid-year ***reduction*** will eliminate two vacant paralegal positions, one vacant Assistant City Attorney II position, and one vacant Assistant City Attorney III position. This reduction will increase response time for less-pressing matters, as tasks will be re-prioritized. This reduction will provide savings of $210,958 in FY 2004.

♦ IMPROVEMENTS

PUBLIC SAFETY – CREATE CODE ENFORCEMENT AND COMPLIANCE DIVISION

A suggestion from the BLS process arose to establish a unit within the City Attorney's Office comprised of attorneys and support staff that would aggressively seek to recover amounts owed to the City due to breach of contracts or for chronic violations of the City Code. This improvement will establish a Code Enforcement and Compliance Division within the City Attorney's Office through the reallocation of 12 existing positions and the addition of two positions that will have the following objectives:

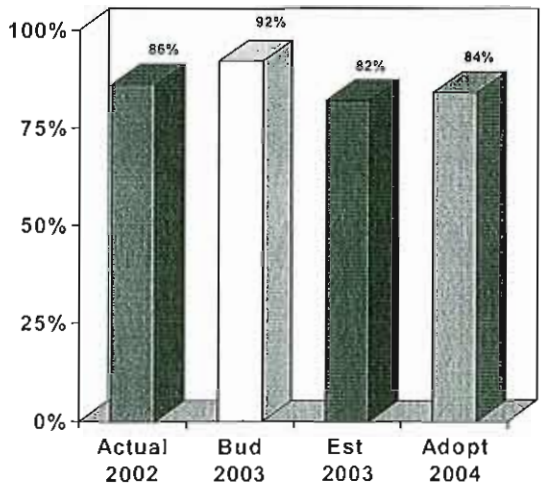
- Bring enforcement actions against owners of buildings and property who fail to maintain the property in compliance with the City Code
- Seek to recover damages from persons or entities that breach contracts with the City of San Antonio
- Establish a new in-house ability to bring eminent domain actions in those instances where the City must condemn easements for capital easements for capital improvement projects. Currently, the City uses outside counsel for eminent domain actions

The new division will include a Deputy City Attorney position, six Assistant City Attorney positions, four Paralegal positions and a Legal Secretary position all from current positions in the City Attorney's Office. An Assistant City Attorney IV position and a Paralegal position will be created and added to the division. The costs of the two new positions will be offset by charges against the budgets of the capital projects that are being supported with eminent domain actions by the division. The General Fund will incur no additional costs from implementation of this proposal.

GENERAL FUND EXPENDITURES BY CHARACTER

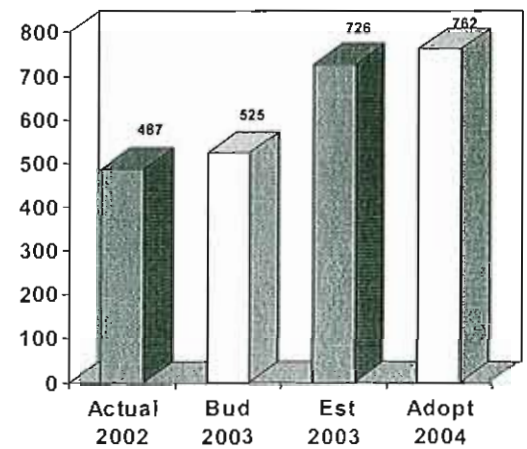
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$3,829,470	$4,509,888	$3,997,888	$4,492,670
CONTRACTUAL SERVICES	450,642	576,846	562,681	527,956
COMMODITIES	128,613	67,420	70,342	60,874
OTHER EXPENDITURES	18,881	29,403	29,403	29,403
CAPITAL OUTLAY	36,072	4,190	6,040	0
TOTAL EXPENDITURES	**$4,463,678**	**$5,187,747**	**$4,666,354**	**$5,110,903**
AUTHORIZED POSITIONS	75	72	72	71
FULL-TIME EQUIVALENTS	75.00	72.00	72.00	71.00

% 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.

NO. OF FORMAL LEGAL OPINIONS ISSUED



- ✓ Number of formal legal opinions issued by the City Attorney's Office
- ✓ Estimated increase in FY 2004 over FY 2002 of 56% for formal opinions

PROGRAM INFORMATION:

The City Attorney's Office, Prosecution Section, will be entering into its third and final year of a block grant for the Early Intervention for Women Living in Domestic Violence Program. The program provided swift intervention to domestic violence while it is at the Class "C" misdemeanor level and thereby prevents its escalation into more dangerous crime. The program is a collaborative effort between the City Attorney's Office and Municipal Courts. Below is a comprehensive listing of the grant expected by the City Attorney's Office in FY 2004.Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Early Intervention for Women Living in Domestic Violence	$0	$167,441	$17,989	$57,821	$243,251
TOTAL	**$0**	**$167,441**	**$17,989**	**$57,821**	**$243,251**

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

PROGRAM INFORMATION:

The Early Intervention for Women Living in Domestic Violence Program provides swift intervention to 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 to 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. There is a collaboration between the City Attorney's Office (3 positions) and the Municipal Court (1 position) in pursuing this program's goals. The department will be entering its third and final year of a block grant if funded. This grant funding cycle, which runs from September 1, 2003 through August 31, 2004, will be applicable to an eleven-month period from 10/1/03 through 8/31/04 for FY2004.

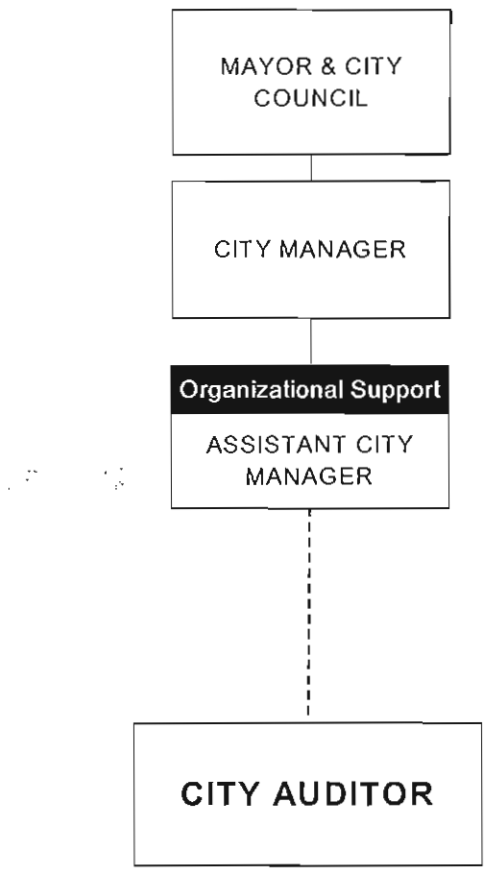
PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Output:			
Number of Cases Received and Reviewed	1,716	1,800	1,900
Number of Cases Accepted for Filing	915	1,200	1,300
Number of Cases Referred for Intervention	931	1,250	1,320
Efficiency:			
%of Cases Filed Directly by the State	58%	59%	62%
%of Cases Provided by I&R, and Safety Planning	99%	98%	99%
Effectiveness:			
60% of Class "C" Cases Prosecuted	549	720	780

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$0	$24,830	$17,989
STATE	182,662	167,441	167,441
OTHER	60,998	53,649	57,821
TOTAL FUNDING	**$243,660**	**$245,920**	**$243,251**
EXPENDITURES			
PERSONAL SERVICES	$170,910	$164,154	$164,158
CONTRACTUAL SERVICES	2,912	2	0
COMMODITIES	5,258	2	0
OTHER EXPENDITURES	3,582	3,283	3,283
CAPITAL OUTLAY	0	24,830	17,989
SUBGRANTING	60,998	53,649	57,821
TOTAL EXPENDITURES	**$243,660**	**$245,920**	**$243,251**
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	4.00	4.00	4.00

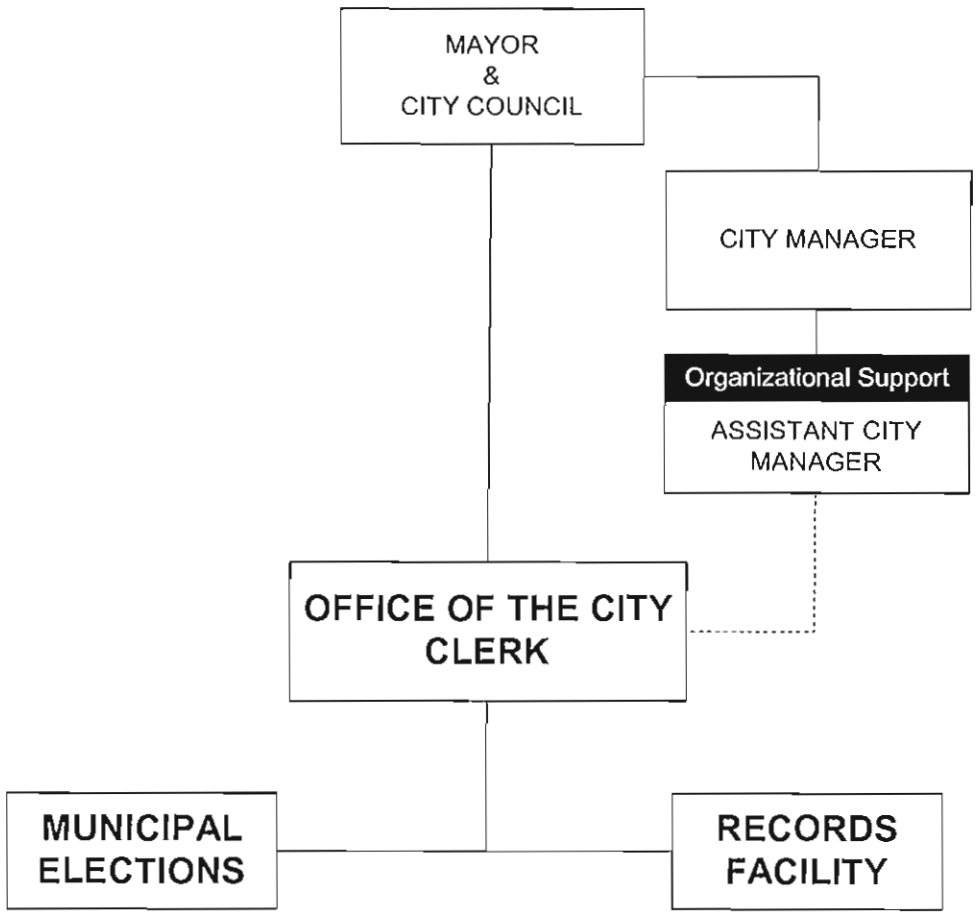
CITY AUDITOR



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	27.00	$1,933,909
Community Development Block Grant	3.00	161,151
Total Funding	**30.00**	**$2,095,060**

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,054,655	$1,721,699	1,587,814	$1,771,674
CONTRACTUAL SERVICES	124,170	107,850	185,693	151,449
COMMODITIES	41,848	7,330	7,330	6,864
OTHER EXPENDITURES	1,720	3,922	3,922	3,922
CAPITAL OUTLAY	21,777	0	9,461	0
TOTAL EXPENDITURES	**$1,244,170**	**$1,840,801**	**$1,794,220**	**$1,933,909**
AUTHORIZED POSITIONS	**21**	**21**	**21**	**27**
FULL-TIME EQUIVALENTS	**21.00**	**21.00**	**21.00**	**27.00**

CITY CLERK



APPROPRIATIONS BY FUND	FTE	APPROVED 2003-2004
General Fund	19.00	$1,195,807
Total Funding	**19.00**	**$1,195,807**

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 Department 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, implements the automated records management program, and is the principal office through which the various municipal publications are made available for sale to the public. Additionally, the Department conducts all municipal elections, bid procedures, legal notice advertisements, official honorariums, and board and commission actions. The Records Facility Division receives/stores, microfilms, scans, protects, and retrieves the official documents of the municipality, in accordance with the Texas Local Government Records Act, the Records Management Policies and Procedures manual, and supervises the disposition of official records as mandated by state statutes and federal laws through an automated records management program.

GOALS & OBJECTIVES

- To provide easy access to all municipal government records information as well as providing 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 process, legal notice advertisements, the Open Records process, ceremonial certificates/public relations component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, and 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 and intensity training of records liaison officers to better maintain municipal records through enhanced automation of records management procedures.
  - Continuing the implementation and update of the provisions of the Records Management Policies and Procedures Manual, including automated records management through the Electronic Document Management System (EDMS) program, and the Electronic Contract Management System (ECMS) to provide comprehensive networking for a shared ordinance and contract database linking all the City Departments by personal computer network, and 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 City-wide business contract management program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust and Awareness**					
	Enhancing the Customer First program by providing better means to facilitate the bid process, legal notice advertisement, ceremonial/public relation component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, and claims process	No. of Walk-in Customer Service Contacts Assisted for City Clerk – Daily	66	89	85	85
		No. of Customer Service Telephone Call Contacts Assisted for City Clerk – Daily	140	180	175	170
		No. of Customer Service E-mails Assisted for City Clerk – Daily	227	225	230	225
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]	N/A	$35,604	$35,000	$42,000
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	19,626	36,000	25,000	28,000
		% of City Council Minutes Completed within 30 Days [2]	78%	90%	50%	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	N/A	2,000	2,000	3,000

EXPLANATORY INFORMATION

[1] Based on comparison with private sector records storage service.

[2] Since October 2002 we have vacated three positions. Currently the Assistant City Clerk is serving as the Acting City Clerk and the responsibilities of vacant positions have been delegated to other staff members thereby affecting production timelines.

PROGRAM CHANGES

- REDIRECTIONS/ REDUCTIONS $5,500

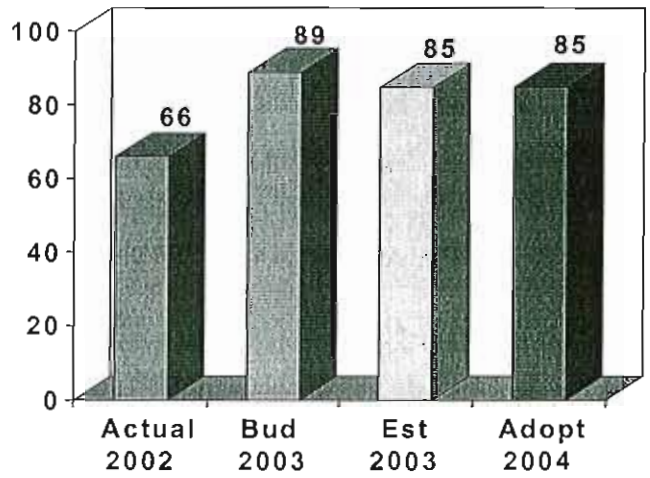
ORGANIZATIONAL SUPPORT – OPERATIONAL SAVINGS

This ***reduction*** will provide savings reducing contractual services and commodities line items that include, but are not limited to mail, advertising and publications, and repair of equipment. This reduction will not have a significant impact on Department operations. The FY 2004 savings from this reduction will total $5,500.

GENERAL FUND EXPENDITURES BY CHARACTER

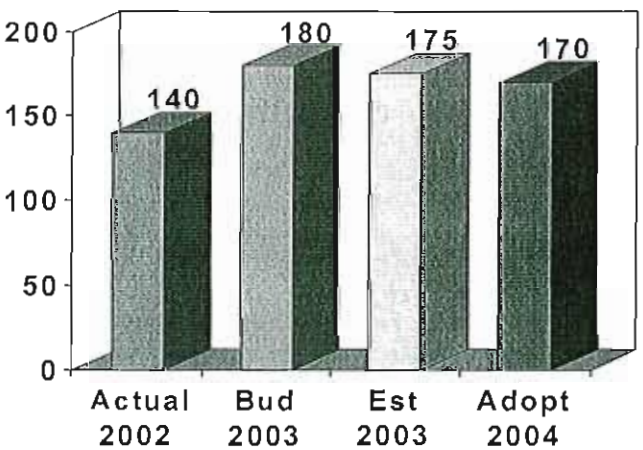
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$904,571	$898,682	$855,677	$839,507
CONTRACTUAL SERVICES	301,993	319,933	302,125	325,414
COMMODITIES	10,677	13,398	11,910	12,582
OTHER EXPENDITURES	5,580	14,824	14,824	14,824
CAPITAL OUTLAY	1,976	5,837	6,713	3,480
TOTAL EXPENDITURES	**$1,224,797**	**$1,252,674**	**$1,191,249**	**$1,195,807**
AUTHORIZED POSITIONS	19	19	19	19
FULL-TIME EQUIVALENTS	19.00	19.00	19.00	19.00

NUMBER OF WALK-IN CUSTOMER SERVICE CONTACTS ASSISTED PER DAY

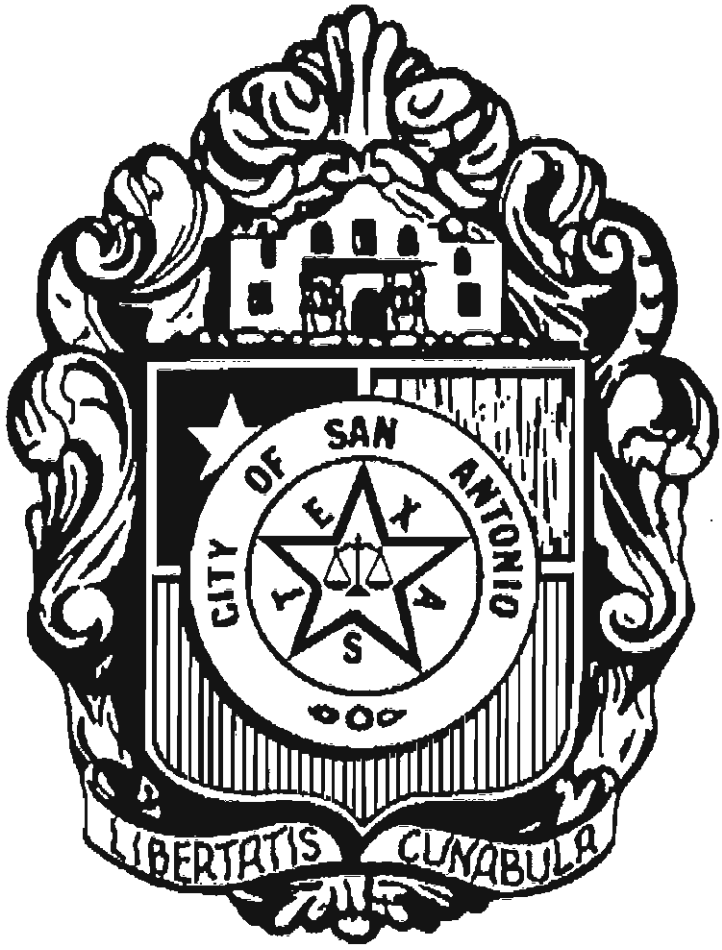


✓ Number of walk-in contacts is anticipated to stay constant in FY 2004.

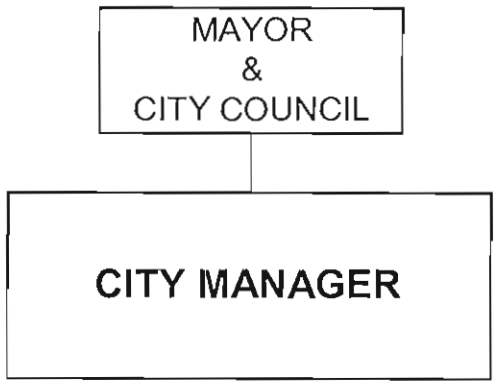
NO. OF CUSTOMER SERVICE TELEPHONE CALL CONTACTS ASSISTED PER DAY



✓ Number of Telephone calls is projected to remain close to the FY 2003 levels.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CITY MANAGER



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	14.00	$1,767,087
Total Funding	**14.00**	**$1,767,087**

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, Housing and Neighborhood Action Team (HNAT) and the Economic Development Action Team (EDAT).
- 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.

PROGRAM CHANGES

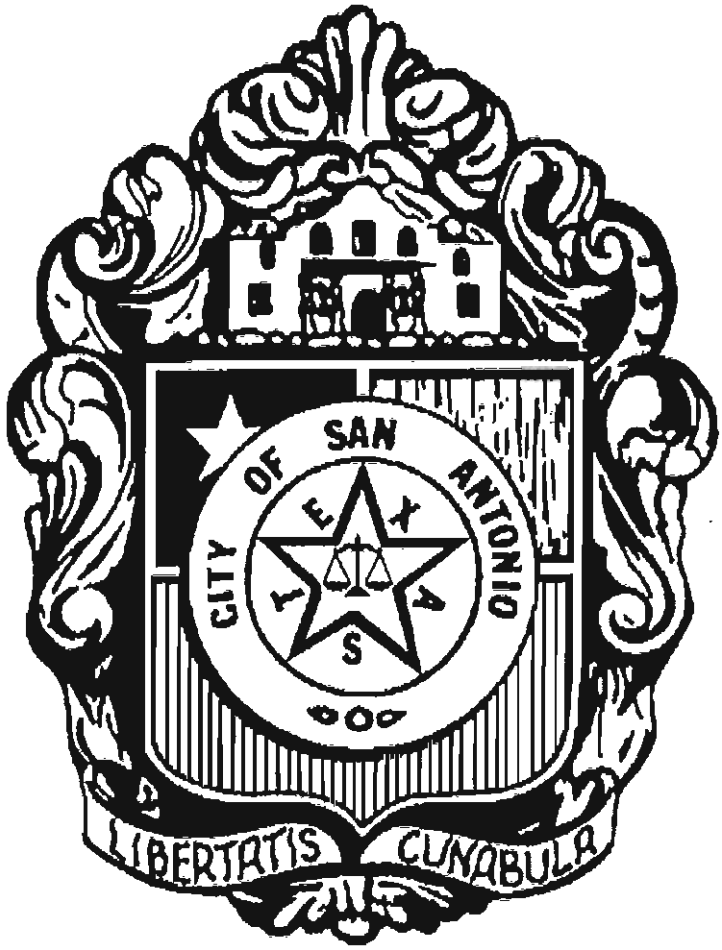
- **REDIRECTIONS/ REDUCTIONS** **$9,615**

ORGANIZATIONAL SUPPORT – OPERATIONAL SAVINGS

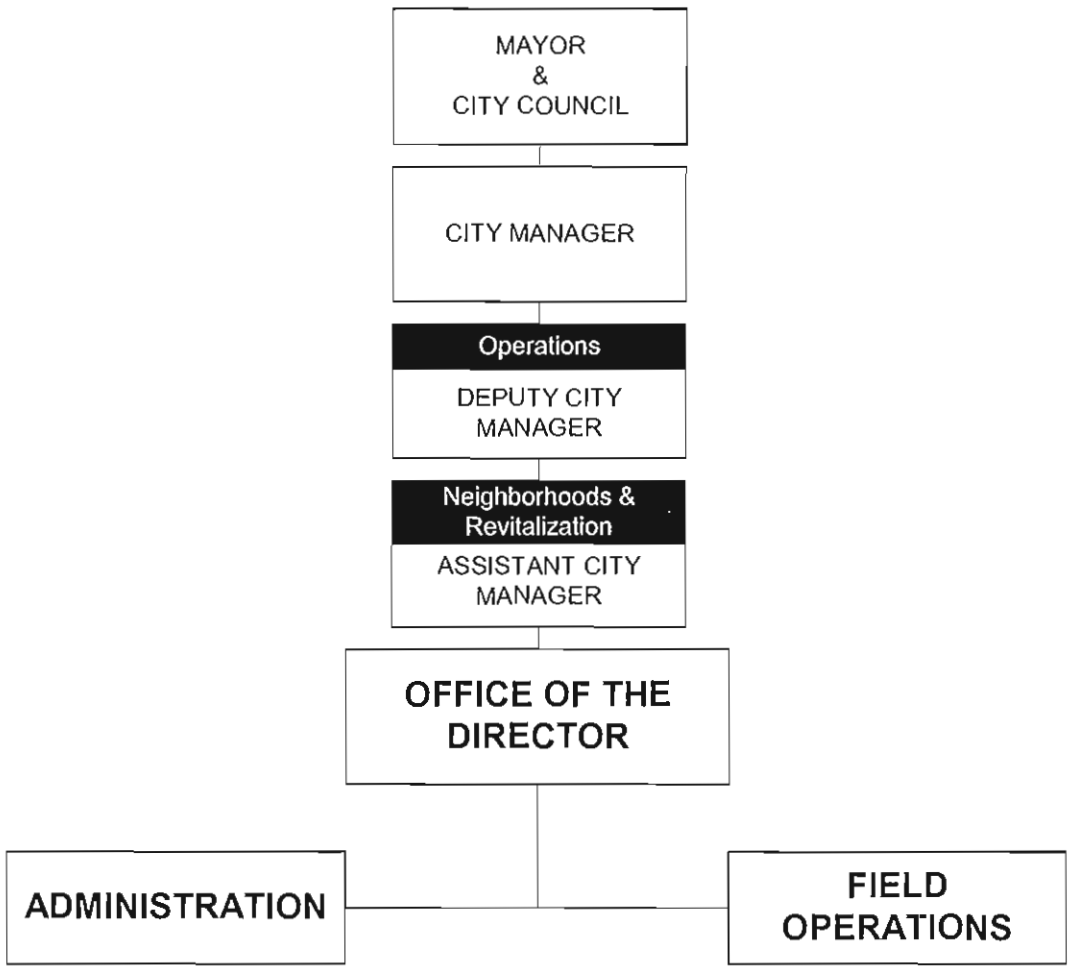
This ***reduction*** will provide savings in contractual line items and will have no impact to the department operations. The FY 2004 savings from this reduction will total $9,615.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$1,545,925	$1,610,000	$1,609,935	$1,556,137
CONTRACTUAL SERVICES	201,911	194,707	183,168	192,055
COMMODITIES	6,335	6,380	4,211	4,737
OTHER EXPENDITURES	4,962	14,158	14,158	14,158
TOTAL EXPENDITURES	**$1,759,133**	**$1,825,245**	**$1,811,472**	**$1,767,087**
AUTHORIZED POSITIONS	16	15	15	14
FULL-TIME EQUIVALENTS	16.00	15.00	15.00	14.00


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	106.00	$6,348,156
Total Funding	**106.00**	**$6,348,156**

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 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, 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 the number of case closures.
  - Increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments.
  - Increase number of occupied structures repaired.
  - Provide continual information feedback mechanism to neighborhood associations and citizen groups through the work sector field operation office.
- To strengthen the proactive, neighborhood-based code enforcement programs.
  - Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations.
  - To increase collaborations with neighborhood associations to ensure that the demands and needs for code enforcement are met on a community-by-community basis.
  - Shift emphasis to more proactive, priority-driven code enforcement programs.
  - Continue the Target Team enforcement programs in cooperation with the Neighborhood Action Department and engage in the full implementation of the multi-department efforts to influence long range improvements in targeted areas with high crime history.
- To increase collection of administration fees and abatement charges.
  - Maximize revenues collected from vacant lot clean-up charges through utilization of the City's collection agent.
  - Continue to seek outside resource opportunities to promote code enforcement.
- 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.
  - 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
	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	50,026	55,211	56,103	55,921
		No. of Cases Closed of Proactive Project Violations Cited[1]	29,773	25,108	37,196	38,311
	To provide a clean, safe and healthy environment throughout City neighborhoods	Total No. of Vacant Lots Cleaned	7,828	10,682	7,690	8,075
		No. of Structures Repaired, Secured or Demolished	3,546	4,216	3,808	4,552
		No. of Junked Vehicles Repaired or Removed	6,398	7,748	9,299	9,745
	Improve Community Outreach					
	To continue to participate in neighborhood meetings, special events and scheduled school presentations	No. of Attendees at Neighborhood Meetings and Other Outreach Activities	23,972	16,110	16,860	17,008
	To decrease response time for first inspections	Percentage of Complaints Responded to Within 1-7 Days	74%	92%	86%	88%
		Overall Average Response	N/A	N/A	5 days	4 days
		Percentage of Cases Closed	88%	86%	87%	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	19	24	24	26
	To maximize revenues collected from vacant lot clean-up charges through utilization of the City's collection agent	Percent of Revenues Collected from Vacant Lot Clean-Up Charges Compared to Amount Expended on Cleaning Lots	45%	45%	51%	53%
Internal Process	**Revitalize Neighborhoods for San Antonio**					
	To increase the number of occupied structures repaired voluntarily or enforced	No. of Occupied Structures Repaired	1,556	2,040	2,132	2,458

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning & Growth	Innovative and Proactive City Government					
	To ensure a trained and competent workforce	No. of Continuing Education and Training Hours Provided to Code Enforcement and Abatement Officers for Certification Renewal	1,875	2,964	2,566	2,800
		No. of Hours Provided to Other Employees Receiving Professional Development or Training	72	440	438	400

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.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$2,000**

ORGANIZATIONAL SUPPORT – LINE ITEM REDUCTION

This ***reduction*** will result in $2,000 in savings in the temporary services line item. The Department will manage its staffing resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS **$76,494**

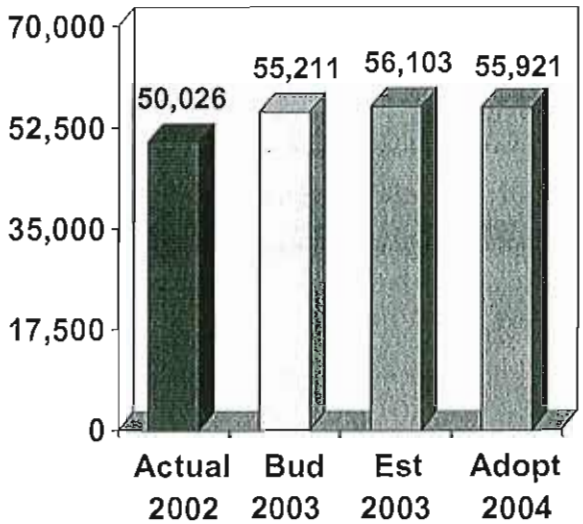
PUBLIC SAFETY – ADD ONE CODE COMPLIANCE INVESTIGATOR FOR GARAGE SALE ENFORCEMENT

This ***improvement*** was based on a BLS group proposal that the City increase the Garage Sale Permit fee from $4 to an amount needed to support increased enforcement against unpermitted garage sales. In response, the Adopted Budget recommends that the Garage Sale Permit fee be increased from $4 to $15. The increase will generate $481,245 on an annual basis in added revenue. Increased enforcement will come from the addition of a Code Compliance Investigator in the Code Compliance Department at a cost of $61,079. Additionally, $15,415 will be budgeted for printing postage-paid forms for use by current non-City entities that sell Garage Sales Permits on behalf of the City (e.g. HEB grocery stores) to report individual permit sales back to the City so that the City's Garage Sales Permits data base can be updated on a regular basis. This improvement will help ensure that the City Code's requirement that a resident can have no more than two garage sales per year is met. Also an existing Citizen Action Officer position in the Code Compliance Department will be reassigned to assist in the Garage Sale enforcement program. The net additional revenue to the City's General Fund from implementation of this recommendation is $420,166. The cost of this improvement in FY 2004 totals $76,494.

GENERAL FUND EXPENDITURES BY CHARACTER

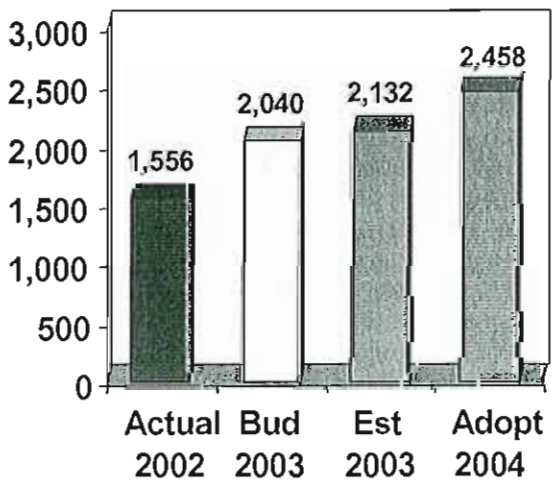
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$3,831,435	$4,175,313	$4,088,937	$4,273,695
CONTRACTUAL SERVICES	1,714,108	1,521,914	1,662,062	1,735,484
COMMODITIES	196,107	246,333	193,794	244,910
OTHER EXPENDITURES	35,128	85,117	85,117	85,117
CAPITAL OUTLAY	322,389	23,193	20,159	8,950
TOTAL EXPENDITURES	**$6,099,167**	**$6,051,870**	**$6,050,069**	**$6,348,156**
AUTHORIZED POSITIONS	**106**	**105**	**105**	**106**
FULL-TIME EQUIVALENTS	**106.00**	**105.00**	**105.00**	**106.00**

NO. OF REPORTED CODE VIOLATION CASES CLOSED



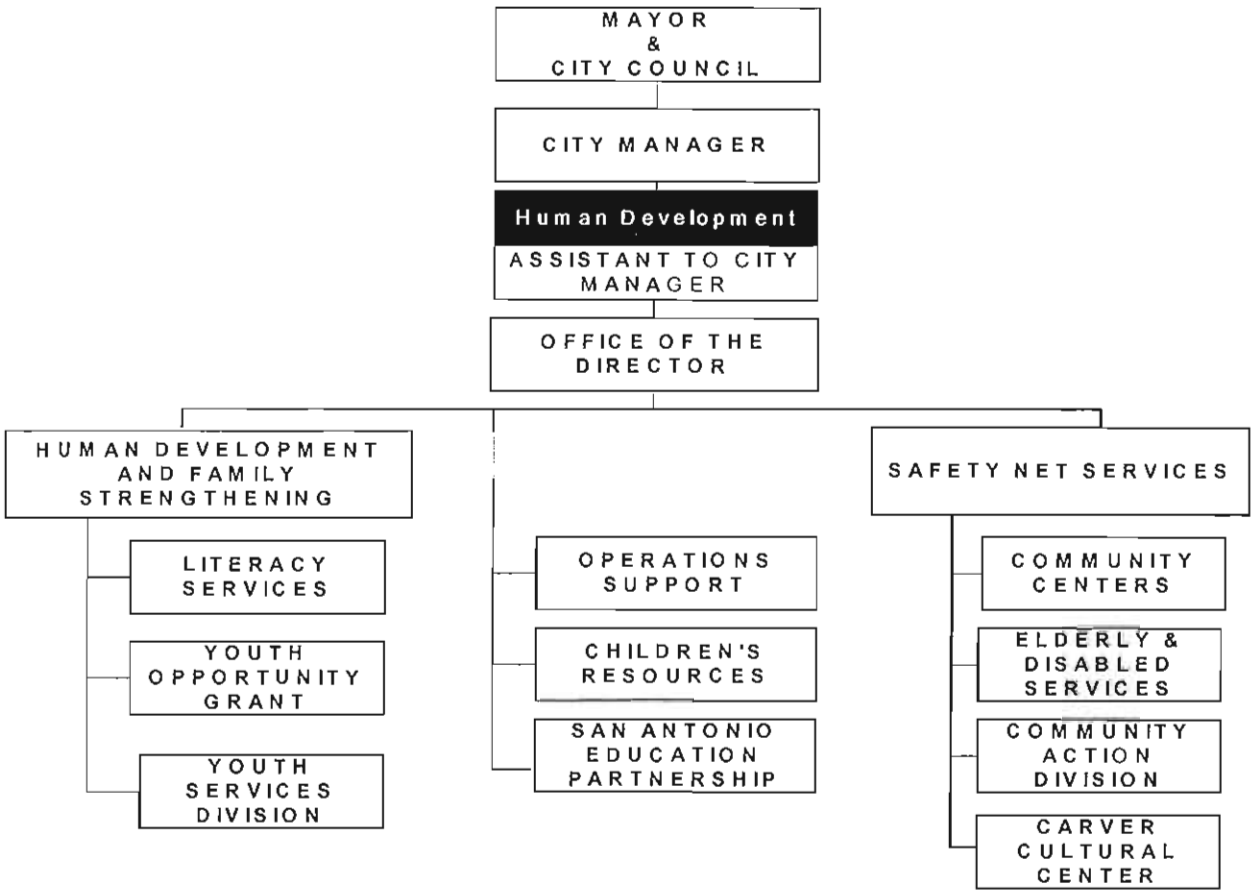
✓The projected 12% increase in cases closed from FY 2002 to FY 2004 is due to case management efficiencies and from higher rates of voluntary compliance with code regulations and enforcement of compliance through citations and filing cases with Municipal Courts

NO. OF OCCUPIED STRUCTURES REPAIRED



✓The projected 30% increase from FY 2002 to FY 2004 is due to the increase in code enforcement through citations and filing cases with Municipal Courts

COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	198.40	$10,606,567
Categorical Grants	452.50	108,772,223
Community Development Block Grant	6.00	230,444
Capital Projects	0.00	1,691,000
Delegate Agencies	0.00	4,891,587
Total Funding	**656.90**	**$126,191,821**

MISSION STATEMENT

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

PROGRAM INFORMATION

The Department of Community Initiatives (DCI) develops, coordinates and invests in comprehensive family strengthening and human development strategies. These strategies serve to raise the education and skill level of San Antonio's workforce, promote family economic success and contribute to the quality of community life. In this role, DCI serves as a steward of public and private funds, a service provider, a funder, and a facilitator of service providers of comprehensive and coordinated social services. These efforts promote the health, safety and well being of all San Antonians. Additionally, DCI collaborates with both internal and external organizations and establishes strategic partnerships that further the City's human development goals. These formal partnerships allow for the leveraging of resources and provide for a high level of program accountability, resource leveraging, 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, demand occupation job training and comprehensive supports including childcare and intensive case management. 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.

GOALS & OBJECTIVES

The DCI has six overarching goals that have been established to accomplish the Department's stated mission:

- Improve Community Outreach
- Leverage Other Funding Sources
- Provide Accountability to the Public
- Improve Employee Compensation
- Improve Information Technology Service Delivery

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

- To provide comprehensive and community based family strengthening services that impact the well being of the entire family
- To partner with residents and community entities to promote strong families, economic self-sufficiency, healthy lifestyles and community revitalization by investing, coordinating, leveraging resources and monitoring outcomes
- 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, Better Jobs and Human Development 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 ensure children and youth receive the requisite supports and opportunities during transition periods
- To promote youth development through early intervention, education, higher education scholarships and job training opportunities
- To enable the elderly and disabled to retain 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	Improve Community Outreach					
	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]	478	535	659	773
		DCI Participants Obtaining Transitional Employment Below $8.75 per Hour	632	828	958	1,182
		DCI Participants in Higher Education, Skill or Long-Term Job Training [1]	2,704	3,115	3,557	3,637
	Ensure families are economically secure	Number of Individual Development Account (IDA) Participants	74	300	303	537
		Number of Taxpayers Assisted Through Volunteer Income Tax Assistance (VITA)	2,004	4,000	9,537	4,000
		Dollars Into Community Through VITA (In Millions)	$2.7	$4.0	$13.0	$19.5
		% of Annual Income Returned to Low-Income Taxpayers via VITA	7.6%	N/A	8.7%	9.0%
	Promote access to high quality early childhood education and school readiness initiatives	Average Monthly Children in Care	14,543	14,711	15,151	14,285
	Promote access to high quality early childhood education and school readiness initiatives	Total Number and Percentage of CCDS Vendors That Are Texas Rising Star Certified	133/ (52%)	188/ (52%)	145/ (52%)	155/ (53%)
		Percentage of Children in Kindergarten Readiness Program Displaying Mastery Skills	88%	85%	85%	85%
	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Total Number and Percentage of Youth Services Participants Completing Character Development/Life Skills Training [2]	2,063/ (27%)	1,823/ (25%)	3,980/ (49%)	3,942/ (49%)

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer Continued	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Percentage of SAEP Seniors Graduating High School	91%	98%	93%	95%
		Dollar Value and Hours of Youth Community Service Hours [3]	$231,752/ (35,654)	$251,979/ (38,766)	$282,861/ (43,517)	$283,731/ (43,651)
	Provide comprehensive, community based family strengthening services	Number of Participants Served by DCI's Direct Program and Contract Investments (Duplicated)	208,967	141,315	213,161	193,493
		Total Number of Community Locations with DCI Investments [4]	860	856	875	896
	Invest in existing community organizations for the provision of human development services	Percentage of Operations Funding Managed Through Contracts with Other Agencies/Organizations (in Millions)	81%	82%	76%	76%
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	Number of Meals Served to Seniors [5]	867,271	1,044,000	911,763	986,580
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	Percentage of Senior Population Participating in DCI Programs [6]	15.3%	16.6%	15.7%	16.7%
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	Number of Families Receiving Emergency Services [7]	7,348	7,424	10,505	6,942

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer Continued	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	Percentage of Children in Poverty 0 – 5 Receiving Child Care Assistance Through the City [8]	36.0%	36.2%	39.0%	36.0%
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	Percentage of Budget From Outside Funding Sources	91.0%	86.0%	88.0%	86.0%
Internal Processes	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Number of Contracts and Vendor Agreements Managed and Monitored	1,960	1,980	1,852	1,860
		% of Contracts/ Agreements Meeting Contract/ Performance Requirements	N/A	N/A	N/A	98.0%
Employee Learning & Growth	**Improve Employee Compensation**					
	Assist staff to reach financial success through financial literacy training	Total Number of Staff Completing Financial Literacy Training	N/A	N/A	50	360
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	Percentage of Staff Demonstrating Computer Literacy	N/A	70.0%	79.0%	85.0%

EXPLANATORY INFORMATION

[1] Includes SAEP College graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program and Project Quest job placements.

[2] Includes participants in the Youth Opportunity Program and Youth Services Division.

[3] Based on wage of $6.50 per hour.

[4] Includes Children's Resources, Literacy, Community Action, San Antonio Education Partnership, Elderly and Disabled, Youth Opportunities, Carver Center, and DCI contracted agencies.

[5] Unable to meet projected number of meals served in FY 2003 due to capacity of contractor.

[6] Reduced percent due to loss of Consumer Management Personal Assistance Service Program (CMPAS) in FY 2003.

[7] Emergency Services include Community Action and Youth Opportunity assistance with utility bills, rent or mortgage payments, food, temporary housing and similar financial assistance.

[8] National average for eligible children receiving subsidized childcare is 8-10 percent.

PROGRAM CHANGES

- REDIRECTION/REDUCTION $169,761

ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS

This ***redirection*** will transfer expenditures for salaries to various grants for leadership and administrative support of the Department. Salaries to be transferred are the Director, Assistant Director, Fiscal Planning Manager, and the Administrative Services Manager. This reduction will result in total savings of $40,407 in FY 2004.

ORGANIZATIONAL SUPPORT – ELIMINATE ONE SECRETARY I

This ***reduction*** will result in $30,983 in savings by eliminating one filled Secretary I position in the fiscal and personnel management section of the Department. This reduction will require the accounting staff to perform their own administrative tasks such as typing, filing, and copying.

YOUTH SERVICES – REDIRECT VACANCY SAVINGS TO OFFICE OF ELDERLY AFFAIRS

This ***redirection*** will increase turnover savings in the Youth Services Division. The savings will result from management of vacant positions. These funds will be redirected for the funding of expenditures associated with the Office of Elderly Affairs. It is recommended that an Office of Elderly Affairs be established in the Community Initiatives Department through the redirection of resources within the department. Specifically, the Office will coordinate elderly service delivery and will be the central point for dissemination and communication of information on available senior services within San Antonio and Bexar County. The Office will collaborate with agencies such as the Bexar Area Agency on Aging (Alamo Area Council of Governments), the United Way and the City/County Joint Commission on Elderly Affairs. Seven existing positions within the Community Services Department will be reallocated to provide staffing for the new office.

YOUTH SERVICES – ELIMINATE SOUTHSIDE OFFICE SPACE RENTAL EXPENSE & CELL PHONE

This ***reduction*** will result in $9,436 in savings by closing and relocating the staff from the Youth Services Division Office to the Columbia Heights Learning and Leadership Development Center. This reduction will eliminate expenditures for rental of the facility for a cost savings of $6,286, also the alarm service and cell phone will be de-activated for a total savings of $3,150. This reduction will not have an adverse impact in service delivery.

YOUTH SERVICES – CLOSE NORTHEAST CENTER OFFICE

This ***reduction*** results in a cost savings of $17,844 that, will be realized in the Youth Services Division (YSD) by consolidating the Juvenile Diversion Program offices from six to five, closing the Northeast Center Office located at the Vicar Center Building, 8500 Vicar Drive. The lease terminated on April 30, 2003. The Department opted not to renew the least at that time. The YSD staff were distributed among the remaining five offices.

PROGRAM CHANGES CONTINUED

YOUTH SERVICES – ELIMINATE GENERAL FUND CONTRIBUTION TO URBAN SmARTS PROGRAM

This ***reduction*** will result in $77,820 in savings by eliminating the General Fund contribution for a contractual position for the Urban SmARTS Program. All of the schools being reduced have alternative programs available. Since the San Antonio Independent School District (SAISD) 21st Century contracts are maintained by the Department, approximately eight programs will be provided.

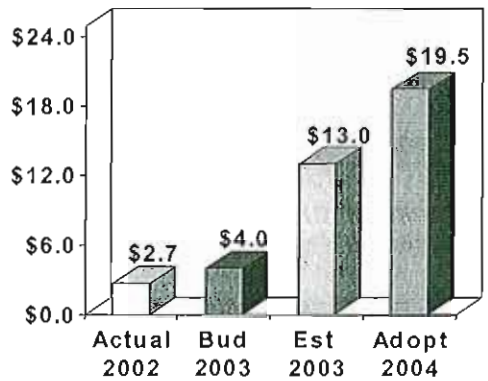
HUMAN DEVELOPMENT – GAS & ELECTRICITY EXPENSE REDUCTION

This ***redirection*** will transfer gas and electricity General Fund expenditures to the Dwyer Avenue Center rental income trust fund account. There will be no negative impact to the trust fund account balance. This reduction will result in total savings of $17,401 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

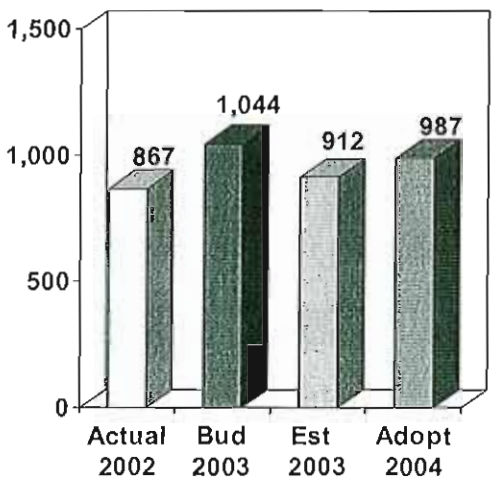
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$7,454,839	$7,276,018	$6,950,925	$7,343,936
CONTRACTUAL SERVICES	2,827,900	2,730,447	2,918,449	2,719,473
COMMODITIES	178,535	94,349	111,206	78,985
OTHER EXPENDITURES	339,377	446,397	356,127	444,517
CAPITAL OUTLAY	46,246	20,439	20,439	19,656
TOTAL EXPENDITURES	**$10,846,897**	**$10,567,650**	**$10,357,146**	**$10,606,567**
AUTHORIZED POSITIONS	209	200	200	199
FULL-TIME EQUIVILANTS	208.40	199.40	199.40	198.40

DOLLARS RETURNED TO WORKERS THROUGH VOLUNTEER INCOME TAX ASSISTANCE (IN MILLIONS)



✓ The 50 % increase in dollars leveraged through VITA from FY 2003 Estimate to the FY 2004 Adopted was achieved through $120 K committed by the City Council from the Human Development Services Fund (HDSF).

NO. OF MEALS SERVED TO SENIORS (IN THOUSANDS)



✓The 8.2% increase in meals served from FY 2003 Estimated to FY 2004 Adopted is due to increased vendor capacity and opening of new centers.

✓56 Senior Nutrition Centers.

✓109% increase in number of centers since FY 1999

✓Persons 60 years + receive:

- » Nutritionally balanced meals Monday-Friday
- » Socialization and recreation
- » Health, educational and other supportive services

The Department of Community Initiatives coordinates and funds a continuum of strategies that assist children, individuals, families, and seniors to achieve economic and social self-sufficiency through the acquisition of education, job training, or life long learning opportunities. The overall objective of DCI in seeking and securing grants is to collaborate with agencies to leverage resources that allows the department to address community needs and issues in a coordinated and comprehensive manner.

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

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Carver Community Cultural Center	$0	$0	$235,839	$0	$235,839
Child Care Delivery System	0	1,200,000	31,819,089	0	33,019,089
Community Services Block Grant	0	1,520,135	0	0	1,520,135
Comprehensive Nutrition Project	0	1,822,740	2,642,580	235,500	4,700,820
Emergency Food & Shelter Program	119,303	0	0	0	119,303
Emergency Shelter Grant	703,000	0	0	703,000	1,406,000
English Literacy / Civics Education Program	0	101,500	0	0	101,500
Fair Housing Program	230,444	0	0	0	230,444
Head Start Early Childhood Development	44,229,262	0	0	11,057,316	55,286,578
Housing Counseling	76,937	0	0	0	76,937
Housing Opportunities for Persons with AIDS	1,006,000	0	0	0	1,006,000
Juvenile Accountability Incentive Block Grant	0	413,493	45,944	0	459,437
San Antonio Education Partnership	0	0	0	186,180	186,180
Supportive Services for the Elderly Project	0	275,250	140,987	5,000	421,237
Welfare-to-Work Grant	747,796	0	0	0	747,796
Youth Opportunity Program	4,731,656	0	0	0	4,731,656
2000 Supportive Housing Program - Choice	1,374,365	0	0	0	1,374,365
2001 Supportive Housing Program	1,393,945	0	0	0	1,393,945
2001 Supportive Housing Program – Dwyer Ave. Ctr.	243,721	0	0	0	243,721
2002 Supportive Housing Program – Echoes	1,511,241	0	0	0	1,511,241
TOTAL	**$56,367,670**	**$5,333,118**	**$34,884,439**	**$12,186,996**	**$108,772,223**

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 10/01/03 through 9/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Carver Season Events	7	14	10
No. of Little Carver Intimate Season Events	0	4	4
No. of Youth Matinee Series Events	11	12	6
No. of Community Bookings	0	100	120
Output:			
Carver Season Event Attendance	6,377	5,817	8,330
Carver Youth Matinee Series Events Attendance	8,227	4,723	4,000
Community Bookings Attendance	0	5,653	6,792
Efficiency:			
Average Carver Season Attendance Per Event	911	416	595
Average Carver Youth Matinee Series Events Attendance	748	394	667
Average Community Bookings Attendance	0	57	57
Effectiveness:			
% of Carver Annual Attendance Achieved	72%	52%	74%
% of Carver Youth Matinee Series Events Attendance	111%	48%	84%

EXPLANATORY INFORMATION:

The Project Management Office of the Public Works Department is responsible for the management of the Carver Center's building repair and stabilization project. The projected completion date of the project is March 2004. It is anticipated that the venue would become available for rental use by Summer 2004. The Little Carver formally opened to the general public in November 2002 and is currently used by the community for events and functions.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$213,959	$237,398	$235,839
OTHER – City In-Kind	64,957	0	0
TOTAL FUNDING	**$278,916**	**$237,398**	**$235,839**
EXPENDITURES			
PERSONAL SERVICES	$217,916	$227,608	$229,875
CONTRACTUAL SERVICES	58,800	7,040	3,464
COMMODITIES	2,200	2,750	2,500
TOTAL EXPENDITURES	**$278,916**	**$237,398**	**$235,839**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Children's Resources Division (CRD), is contracted by Alamo Workforce Development, Inc. (AWD) to operate the Alamo Child Care Delivery System (CCDS) program. The 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. CRD provides overall coordination, client services, fiscal management, and vendor management. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality child care, and referrals to all participating child care facilities from which parents can select their appropriate care needs. Program services are targeted at an 80/20 split between urban and rural areas with the City responsible for all services within Bexar County.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Children Under Five (5) Years of Age in Poverty [1]	32,808	33,166	33,528
Children Observed in Kinder Readiness (KRG) Project [2]	1,414	1,014	1,150
No. of Community Locations	597	607	617
Output:			
No. of Children in Care (daily average)	9,440	9,380	8,783
No. of children mastering KRG	1,244	862	978
No. of TRS Providers	133	155	177
Efficiency:			
Capacity of Children in Care [3]	102%	114%	100%
Effectiveness:			
% of Children Under Five (5) Years of Age in Care to Poverty	20%	21%	19%
% of Children Mastering KRG	88%	85%	85%

EXPLANATORY INFORMATION

1. According to the Census 2000 Supplemental Survey (CSS), approximately109,948 children under the age of 5 live in Bexar County and 29.2% meet poverty guidelines. Actual FY 2002 is based on the CSS profile with 1.09% projected growth for this age group in subsequent years. Estimated 2003 and Adopted FY 2004 are based on CSS with projected growth rate.
2. Actual FY 2002 included school age children and only child care center children thereafter.
3. The number of available funded units decreased in Estimated FY 2003 from the prior year. Adopted FY 2004 is anticipated to remain level.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$1,200,000	$1,200,000	$1,200,000
STATE – Alamo Workforce Development, Inc. (AWD)	48,773,503	42,643,182	31,819,089
TOTAL FUNDING	**$49,973,503**	**$43,843,182**	**$33,019,089**
EXPENDITURES			
PERSONAL SERVICES	$3,641,740	$3,370,979	$ 3,255,493
CONTRACTUAL SERVICES	45,163,865	39,962,783	29,329,599
COMMODITIES	72,935	103,384	51,400
OTHER EXPENDITURES	606,485	32,861	32,861
CAPITAL OUTLAY	93,700	43,299	30,000
INDIRECT COSTS	394,778	329,876	319,736
TOTAL EXPENDITURES	**$49,973,503**	**$43,843,182**	**$33,019,089**
AUTHORIZED POSITIONS	**182**	**200**	**203**
FULL-TIME EQUIVALENT	**182.00**	**196.00**	**198.00**

PROGRAM INFORMATION

As the City of San Antonio's designated anti-poverty agency, the Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG also funded five diverse delegate agencies that provided a host of social services in Bexar County during the grant program period of 10/01/03 through 9/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Caseworkers [1]	19	19	19
No. of Unduplicated Clients Served [5]	26,008	32,490	26,130
Output:			
Emergency Service Units [2,5]	25,489	30,990	24,990
Other Service Units [3,5]	85,018	87,500	66,500
Case Management Service Units [4,5]	14,068	14,000	10,640
Efficiency:			
Cost per Client	$70.90	$61.56	$58.18
Effectiveness:			
% of Bexar County poverty population impacted [6]	12%	11%	9%
% Case Management clients transitioning above Poverty guidelines [5,7]	15%	20%	15%

EXPLANATORY INFORMATION

1. Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II.
2. Emergency Service Units include food, transportation, medical/prescription assistance, and related services. These are provided through WARM, REAP, AGUA, and ESG.
3. Other Services are non-emergency services including budget/financial counseling, income tax assistance, information and referral, family/individual counseling, outreach, presentations, and related services.
4. These are support services provided specifically to participants enrolled in long term case management and may include childcare assistance, education and employment assistance, transportation and related services.
5. These figures reflect impact of 24% cut in CSBG funding in Adopted FY 2004.
6. Number of unduplicated clients served divided by estimated number of persons living in poverty in San Antonio and Bexar County based on the 2000 Census is computed using individuals living below 100% of Poverty Guidelines provided by the U.S. Department of Health and Human Services – 221,476. Guidelines in 2003 changed to include individuals living below 125% of Poverty Guidelines – 289,672. Computed using 125% of the Poverty Guidelines.
7. Based on 300 individuals in the program annually - this is a measure of the number of families whose incomes reaches and stays above the poverty guidelines for a period of three months. This measure is defined by the funding source, however, the program actually assists many enrollees with "smaller" measures of success such as completing a class, getting a job, keeping a job for a specified period, or getting a job promotion.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2002- 2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	$1,843,950	$2,000,177	$1,520,135
TOTAL FUNDING	**$1,843,950**	**$2,000,177**	**$1,520,135**
EXPENDITURES			
PERSONAL SERVICES	$1,109,961	$1,210,114	$1,210,114
CONTRACTUAL SERVICES	159,712	189,503	122,018
COMMODITIES	50,694	50,794	38,603
OTHER EXPENDITURES	151,419	196,579	149,400
CAPITAL OUTLAY	8,300	141,187	0
SUBGRANTING	363,864	212,000	0
TOTAL EXPENDITURES	**$1,843,950**	**$2,000,177**	**$1,520,135**
AUTHORIZED POSITIONS	74	74	72
FULL-TIME EQUIVALENT	74.00	74.00	72.00

COMPREHENSIVE NUTRITION PROGRAM

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 56 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 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Volunteers	1,434	1,347	1,360
Elderly Served through Nutrition Program	6,885	7,277	7,875
Output:			
Meals Served to Seniors	867,271	911,763	986,580
Meals Home-Delivered to Seniors	162,299	182,353	198,303
No. of Volunteer Hrs.	189,912	195,315	201,280
Efficiency:			
Average Cost of Each Meal	$5.11	$5.17	$4.77
Average Seniors Served Daily	3,323	3,493	3,780
Average Hours Worked Per Volunteer	132	145	148
Effectiveness:			
% of Meals Home-Delivered to Seniors	19%	20%	21%
% of Elderly Satisfied with Nutrition Program[1]	98%	95%	95%

EXPLANATORY INFORMATION

[1] Survey Results Reported in July 2003.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – General Fund	$2,642,580	$2,642,580	$2,642,580
STATE – AACOG Title III	1,549,888	1,804,410	1,822,740
OTHER – SBC Foundation	0	6,500	0
OTHER – Program Income	235,425	263,445	235,500
TOTAL FUNDING	**$4,427,893**	**$4,716,935**	**$4,700,820**
EXPENDITURES			
PERSONAL SERVICES	$1,198,027	$1,104,850	$1,104,850
CONTRACTUAL SERVICES	1,597,134	3,378,890	3,396,770
COMMODITIES	1,615,821	185,857	185,850
OTHER EXPENDITURES	16,132	13,350	13,350
CAPITAL OUTLAY	779	33,988	0
TOTAL EXPENDITURES	**$4,427,893**	**$4,716,935**	**$4,700,820**
AUTHORIZED POSITIONS	63	43	43
FULL-TIME EQUIVALENT	43.00	32.00	32.00

COMMUNITY INITIATIVES

EMERGENCY FOOD & SHELTER PROGRAM

PROGRAM INFORMATION

The Federal Emergency Management Assistance (FEMA) division 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 with seven local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period of 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Access Sites (Community Action Offices)	10	10	10
No. of Unduplicated Clients	1,701	592	592
Output:			
No. of Service Units [1]	595	296	296
Efficiency:			
Cost per Service Unit	$283	$403	$403
Avg Cost per Client [2]	$99	$202	$202
Effectiveness:			
% of Eviction & Foreclosures Prevented	100%	100%	100%

EXPLANATORY INFORMATION

[1] Service Unit for Actual FY 2002 is defined as either one month's rent, the first month's rent, or one month's CPS payment. Actual FY 2002 & Estimated FY 2003 would not provide utility assistance; therefore fewer households will be served. Per FEMA regulations, there are no eligibility guidelines to receive assistance and recipients must demonstrate the ability to pay the following month's rent or CPS bill.

[2] High cost per client in Actual FY 2002 & Estimated FY 2003, payment is for rent and mortgage only. Utility payments would not be made for these two years.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Federal Emergency Mgt. Assistance (FEMA)	$168,367	$119,303	$119,303
TOTAL FUNDING	**$168,367**	**$119,303**	**$119,303**
EXPENDITURES			
PERSONAL SERVICES	$2,855	$5,303	$5,303
OTHER EXPENDITURES	$165,512	$114,000	$114,000
TOTAL EXPENDITURES	**$168,367**	**$119,303**	**$119,303**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**0.25**	**0.25**	**0.25**

PROGRAM INFORMATION

The Emergency Shelter Grant (ESG) is a one-year formula allocated grant funded through Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, meet the cost of operating a shelter, and provide supportive services including homeless prevention activities. The City of San Antonio has executed delegate agency contracts with five community-based human service providers. This grant program covers the period of 10/01/01 to 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Delegate Agencies	5	5	2
No. of Undupl. served at SAMM's & Battered Women Shelter	4,861	4,888	4,999
Output:			
No. of Prevention Service Units	1,150	1,160	1,125
No. of Beds at SAMM on Commerce & Battered Women's shelter	83,796	93,014	93,050
Efficiency:			
Avg. Cost Per Bed Night	$8.47	$7.69	$7.59
Avg. No. of Days to Locate Housing	90	90	90
Effectiveness:			
% of Target Population Served	21%	21%	21%

EXPLANATORY INFORMATION

1 Adopted FY 2004, there are two pending RFP. This number would increase.
2 Prevention service units are those provided by internal programs.
3 Target population is homeless reported in the U.S. Conference of Mayor's Report. Numbers reported are from SAMM on Commerce & the Battered Women's Shelter.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$710,000	$715,000	$703,000
OTHER – In-Kind	710,000	715,000	703,000
TOTAL FUNDING	**$1,420,000**	**$1,430,000**	**$1,406,000**
EXPENDITURES			
PERSONAL SERVICES	$173,872	$193,231	$193,231
CONTRACTUAL SERVICES	84,755	84,755	84,755
COMMODITIES	8,642	8,642	8,642
OTHER EXPENDITURES	128,738	109,630	151,392
CAPITAL OUTLAY	3,000	3,000	3,000
SUBGRANTING	310,993	315,742	261,980
IN KIND	710,000	715,000	703,000
TOTAL EXPENDITURES	**$1,420,000**	**$1,430,000**	**$1,406,000**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**6.00**

PROGRAM INFORMATION

Continuation Grant for the provision of EL/Civics Ed Classes held at Willie Velasquez and Margarita Huantes Learning and Leadership Development Center. Program period is from July 1, 2002 to June 30, 2003.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of EL/Civics Students Enrolled	228	156	180
Output:			
Total Instructional Hours	750	500	750
No. of Field Trips	4	20	12
No. of Guest Presentations	27	7	20
Efficiency:			
Avg. Daily Attendance	80	60	80
Effectiveness:			
% of Students Registering Oral Gains	40	74	65
% of Students Registering Literacy Gains	35	74	50

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Texas Education Agency (TEA)	$107,000	$101,500	$101,500
TOTAL FUNDING	**$107,000**	**$101,500**	**$101,500**
EXPENDITURES			
PERSONAL SERVICES	$ 61,238	$ 55,130	$ 55,130
CONTRACTUAL SERVICES	13,111	26,184	26,184
COMMODITIES	15,400	13,161	13,961
OTHER EXPENDITURES	8,175	5,175	4,375
CAPITAL OUTLAY	9,076	1,850	1,850
TOTAL EXPENDITURES	**$107,000**	**$101,500**	**$101,500**
AUTHORIZED POSITIONS	7	6	6
FULL-TIME EQUIVALENT	1.50	1.50	1.50

PROGRAM INFORMATION

The Fair Housing Administration funding allows staff to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff is also charged with implementing Fair Housing/tenant-landlord education and outreach activities. The Fair Housing Program will continue to partnered with the City of San Antonio's Development Services Department and Disability Access Office, checking plans and inspecting new construction on multi-family housing for compliance with the Fair Housing Amendments Act of 1988 and Section 504 of the Rehabilitation Act of 1973 accessibility standards. This grant program covers the period of 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Unduplicated Clients	6,071	5,525	5,525
No. of Compliance Requests	771	780	780
No. of Tenant/Landlord Resolutions	2,062	2,169	2,169
Output:			
No. of Responses/Inquires Resolved	2,446	2,382	2,576
No. of Current Year Discrimination Inquiries	26	50	30
Efficiency:			
Cost per Client	$115	$45	$106
Cost per Service Unit [1]	$5.57	$5.62	$5.21
Effectiveness:			
% Cases Resolved	92%	92%	92%
% of Apartments in Compliance [2]	91%	86%	86%

EXPLANATORY INFORMATION

[1] This figure represents total budget divided by total number of service units.
[2] This is the number of agreements divided by the number of requests.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$236,765	$248,603	$230,444
TOTAL FUNDING	**$236,765**	**$248,603**	**$230,444**
EXPENDITURES			
PERSONAL SERVICES	$209,427	$224,653	$224,094
CONTRACTUAL SERVICES	25,588	22,950	5,350
COMMODITIES	1,750	1,000	1,000
TOTAL EXPENDITURES	**$236,765**	**$248,603**	**$230,444**
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENT	6.00	6.00	6.00

PROGRAM INFORMATION

The City of San Antonio is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages three to mandatory school age), and their families. Ten percent of the children served have some type disability. The program provides comprehensive services to children and their families including: childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January. The program is funded to provide services for 6,789 slots in the 2002 Head Start program year of February 2002 to January 2003.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Children Under Five (5) Years of Age in Poverty	32,455	33,166	33,528
No. of Children with Special Needs	656	676	679
Output:			
Avg. Monthly Head Start Children in Care	5,387	5,431	5,771
No. of Parent/Staff Training Sessions	13,051	14,541	14,818
No. of Health Services/Screenings	31,446	26,807	33,945
No. of 3rd Progress Reports/Transition (Public Schools)	2,823	2,666	2,700
Efficiency:			
Average Annual Cost per Child	$10,408	$10,113	$9,517
Effectiveness:			
% of Children in Poverty in Care	17%	18%	17%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Department of Health and Human Services	$45,145,188	$44,229,262	$44,229,262
OTHER – In-Kind	11,286,297	11,057,316	11,057,316
TOTAL FUNDING	**$56,431,485**	**$55,286,578**	**$55,286,578**
EXPENDITURES			
PERSONAL SERVICES	$296,815	$296,814	$296,814
CONTRACTUAL SERVICES	27,475	27,475	27,475
COMMODITIES	11,043	11,043	11,043
CAPITAL OUTLAY	27,499	27,500	27,500
SUBGRANTING	56,068,653	54,923,746	54,923,746
TOTAL EXPENDITURES	**$56,431,485**	**$55,286,578**	**$55,286,578**
AUTHORIZED POSITIONS	**12**	**13**	**13**
FULL-TIME EQUIVALENT	**12.00**	**13.00**	**13.00**

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support comprehensive housing counseling services to the citizens of San Antonio, at no cost to the consumer. These services include pre-and post-occupancy/purchase counseling, HECM (reverse mortgage) counseling, predatory lending education, tenant/landlord mediation, default mortgage counseling and placement. Additionally, the program partners homeless prevention funds with default mortgage counseling to provide assistance for low to moderate-income homeowners experiencing difficulty with their mortgage payments. This grant program covers the period of 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Households Served [1]	2,626	2,540	5,080
Output:			
Mortgagors [2]	394	566	1132
Mortgagors Avoiding Foreclosure	290	490	973
Mortgage Assistance [3]	109	102	204
Efficiency:			
Cost per Household	$11.59	$10.97	$15.14
Households per Counselor	656	634	2,540
Effectiveness:			
% of Households Avoiding Foreclosure [4]	98%	86%	86%

EXPLANATORY INFORMATION

1. Housing Counseling includes renters, potential homeowners, mortgagors, and homeowners.
2. Mortgagors are defined as individuals and families paying on a home mortgage.
3. Mortgage assistance is financial assistance for mortgagors funded by emergency shelter grant homeless prevention money.
4. Mortgagors avoiding foreclosure / total delinquent mortgagors served.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$30,433	$27,854	$76,937
TOTAL FUNDING	**$30,433**	**$27,854**	**$76,937**
EXPENDITURES			
PERSONAL SERVICES	$30,433	$27,854	$76,937
TOTAL EXPENDITURES	**$30,433**	**$27,854**	**$76,937**
AUTHORIZED POSITIONS	1	1	2
FULL-TIME EQUIVALENT	1.00	1.00	2.00

PROGRAM INFORMATION

Housing Opportunities for Persons with AIDS (HOPWA) is an entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds provide housing and supportive services to persons with AIDS and persons who are HIV positive and their families. The Community Action Division works closely with five delegate agencies to enhance the continuum of care and service delivery system for this population and their families. The entitlement area, also known as the Eligible Metropolitan Service Area (ESMA), for this grant includes Bexar, Comal, Guadalupe and Wilson counties. This grant program covers the period of 10/01/01 to 09/30/05.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. Delegate Agency Contracts	4	6	5
No. of Bedrooms Maintained [1]	263	526	500
No. of reported AIDS Cases in the EMSA [2]	4,255	4,392	4,529
Output:			
No. Family Member Receiving Housing Help	60	135	115
No. HIV / AIDS Clients Receiving Housing Help [3]	209	275	242
No. HIV / AIDS Clients Receiving Supp Svcs [4]	189	199	200
Efficiency:			
Avg. Length of Stay (in months)	12	12	12
Avg. Cost per Unduplicated Client	$1,983	$1,585	$1,806
Effectiveness:			
% Clients Served who Received Housing Assistance to Prevent Homelessness	59%	62%	60%

EXPLANATORY INFORMATION

1. This measure includes facility-based projects and scattered site units.
2. This data is from the Texas Department of Health and includes Bexar, Comal, Guadalupe, and Wilson Counties. The data reflects the number of AIDS cases, not HIV positive patients. The numbers represent the total number of AIDS patients since the collection of these data was begun in 1981.
3. Services include rent assistance.
4. Only one agency, AARC, provided a supportive service for all three years reflected.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$908,000	$965,000	$1,006,000
TOTAL FUNDING	**$908,000**	**$965,000**	**$1,006,000**
EXPENDITURES			
PERSONAL SERVICES	$12,258	$62,764	$12,258
CONTRACTUAL SERVICES	13,620	16,345	13,380
COMMODITIES	1,362	2,502	1,362
CAPITAL OUTLAY	0	6,500	0
SUBGRANTING	880,760	876,889	979,000
TOTAL EXPENDITURES	**$908,000**	**$965,000**	**$1,006,000**
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	0.75	0.75	0.75

PROGRAM INFORMATION

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 four 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 08/01/03 through 07/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
START – No. unduplicated clients enrolled	66	82	100
NCC: – No. of initial conferences	214	240	240
NCC: – No. of volunteers recruited & trained	37	50	50
Output:			
START – No. of home contacts	932	740	1,110
START – No. of activities	62	51	75
NCC – No. of unduplicated clients	361	365	365
NCC – No. of family/youth contacts	3,710	3,585	3,600
Efficiency:			
START – Avg. no. of home contacts/caseworker	20	15	15
NCC – Avg. no. of conference per program counselor per month	7	8	8
NCC – Avg. no. of contacts/program counselor per month	63	68	68
Effectiveness:			
START – % of clients who improve grade point average	37%	50%	50%
NCC – % of successful completions	88%	90%	85%
NCC – % of Parent satisfaction	93%	94%	95%
NCC – % of Committee satisfaction	99%	99%	99%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$44,902	$59,293	$45,944
STATE – Texas Criminal Justice Division	404,116	450,134	413,493
TOTAL FUNDING	**$449,018**	**$509,427**	**$459,437**
EXPENDITURES			
PERSONAL SERVICES	$385,123	$470,258	$411,626
CONTRACTUAL SERVICES	54,645	35,989	41,814
COMMODITIES	1,342	2,000	2,365
CAPITAL OUTLAY	7,908	1,180	3,632
TOTAL EXPENDITURES	**$449,018**	**$509,427**	**$459,437**
AUTHORIZED POSITIONS	10	12	10
FULL-TIME EQUIVALENT	10.00	12.00	10.00

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 the 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 covers the period of October 1, 2003 through October 1, 2004

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Total Students Participating in Grades 9-12	21,458	21,306	21,624
Participating Seniors (Grade 12 only)	4,659	4,736	4,745
Output:			
Graduates Eligible for SAEP Scholarships	2,390	2,524	2566
Graduates Enrolled in College[1]	1,562	1,758	1,775
Efficiency:			
Average Grant Cost Total Students Participating in Grades 9-12	$8.68	$8.73	$8.61
Average Grant Cost per Graduate Eligible for SAEP Scholarship	$77.89	$73.76	$72.55
Effectiveness:			
Percent Graduates Eligible for SAEP Scholarship	55%	53%	54%
Percent Graduates Eligible for SAEP Scholarship in College [2]	65%	70%	70%

EXPLANATORY INFORMATION

[1] Graduates of Class 2003 only.
[2] Scholarship recipients who enrolled full or part-time in college within one year of graduation.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
OTHER – In kind	$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
CAPITAL OUTLAY	7,500	12,970	12,970
TOTAL EXPENDITURES	0	0	0
	$186,180	**$186,180**	**$186,180**
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	0	3	3
	0.00	3.00	3.00

COMMUNITY INITIATIVES
SUPPORTIVE SERVICES FOR THE ELDERLY PROJECT

PROGRAM INFORMATION

The Supportive Services for the Elderly Project (SSEP) provides specialized door to door transportation services to persons, 60 years and older within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to support the program. This grant program covers the period of 10/01/02 through 09/30/03.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Individuals Served Through Transportation Program	2,095	2,171	2,101
Output:			
One-Way Transportation Trips	18,152	18,145	17,511
One-Way Medical Transportation Trips	15,330	15,060	14,359
Efficiency:			
Average Cost o One-Way Transportation Trips [1]	$25.53	24.91	24.06
Average Cost of One-Way Fare of Private Companies	$42.17	$43.99	$45.31
Effectiveness:			
% of Trips Related to Medical Treatment	84%	83%	82%
% of Clients Satisfied With Transportation Program	100%	95%	96%

EXPLANATORY INFORMATION

[1] The estimated cost per trip in FY 2003 excludes capital outlay expenditures.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – General Fund	$140,987	$140,987	$140,987
STATE – AACOG	315,000	310,950	275,250
FEDERAL – TXDOT	0	19,036	0
OTHER – Program Income	7,434	5,000	5,000
TOTAL FUNDING	**$ 463,421**	**$ 475,973**	**$ 421,237**
EXPENDITURES			
PERSONAL SERVICES	$263,493	$246,812	$287,224
CONTRACTUAL SERVICES	117,892	113,003	80,382
COMMODITIES	74,800	84,222	46,431
OTHER EXPENDITURES	7,236	7,900	7,200
CAPITAL OUTLAY	0	24,036	0
TOTAL EXPENDITURES	**$ 463,421**	**$ 475,973**	**$ 421,237**
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENT	10.00	9.00	9.00

WELFARE-TO-WORK GRANT

PROGRAM INFORMATION

The goal of this program is to help people with barriers to employment to obtain the necessary skills to find and retain meaningful employment according to their abilities. The program targets those with a history of dependency on Temporary Assistance for Needy Families (TANF) who wants to gain financial self-dependency and fully participate in the community. This grant was extended for an extra 30 months from April 1, 2002, through September 30, 2004, with Goodwill Industries of San Antonio as the sub-recipient contractor.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Participants Served [1]	295	408	500
Output:			
No. of Participants Placed [2]	204	333	375
Avg. Rate of Pay/Participants Placed	$6.50/Hr	$6.50/Hr	$6.50/Hr
Average Cost of Placement	$9,909	$5,520	$17,805
Efficiency:			
Avg. Client Asset Formation (IDA Program) [3]	$12.50	$3,750	$3,750
% of Participants in Pre-Employment	113.04%	40.00%	40.00%
Employment Rate at 6 Months Retention	19.00%	50.00%	75.00%
Effectiveness:			
Avg. Wage Gain at 6 Months Retention	$1.16/Hr	$0.75/Hr	$0.75/Hr

EXPLANATORY INFORMATION

[1] Cumulative. All years include 218 carry-forwards from program years prior to Actual FY 2002.
[2] Cumulative. All years include 125 carry-forwards from program years prior to Actual FY 2002.
[3] Asset Formation value includes a maximum match of $3,000 for funds saved by each participant.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Department of Labor (DOL)	$782,845	$712,082	$747,796
TOTAL FUNDING	**$782,845**	**$712,082**	**$747,796**
EXPENDITURES			
PERSONAL SERVICES	$453,618	$93,970	$82,045
CONTRACTUAL SERVICES	95,079	0	500
COMMODITIES	2,339	600	2,000
OTHER EXPENDITURES	116,524	154,930	1,974
CAPITAL OUTLAY	2,125	0	0
SUBGRANTING	113,160	462,582	661,277
TOTAL EXPENDITURES	**$782,845**	**$712,082**	**$747,796**
AUTHORIZED POSITIONS	**27**	**0**	**0**
FULL-TIME EQUIVALENT	**14.50**	**0.00**	**0.00**

YOUTH OPPORTUNITY PROGRAM

PROGRAM INFORMATION

The Youth Opportunity Program is a Department of Labor program designed to provide the youth of San Antonio between the ages of 14-21 years old and living in the Empowerment Zone (EZ) with an intervention and prevention model that will increase their education and employability. Outreach workers identify dropouts and young people in the EZ who are not connected to work, education or training. Identified 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.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Total Youth (14-21) residing in the Empowerment Zone [1]	12,212	12,382	11,617
Output:			
No. Out-Of-School Youth Served	1,441	1,701	2,177
No. In-School Youth Served	47	210	150
No. Obtaining employment at or above $8.75 per hr	30	53	101
No. Obtaining employment below $8.75 per hr	141	282	601
No. Participating in Higher Ed. or Long-Term job training	291	484	584
No. Participating in Youth Development Activities [2]	150	1,248	1,742
Efficiency:			
Average cost per COSA YO youth served	$3,784	$3,670	$2,033
Effectiveness:			
% of Youth placed in employment, LT Education or LT Occupational Skills Training who are retained [3]	80%	80%	80%

EXPLANATORY INFORMATION

1 Census 2000 data.
2 Includes youth participating in character traits/life skill development.
3 Based on DOL Service Goals.

YOUTH OPPORTUNITY PROGRAM

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Department of Labor (DOL)	$5,452,306	$6,241,965	$4,731,656
TOTAL FUNDING	**$5,452,306**	**$6,241,965**	**$4,731,656**
EXPENDITURES			
PERSONAL SERVICES	$2,264,751	$2,833,543	$2,742,227
CONTRACTUAL SERVICES	1,128,068	1,204,319	733,748
COMMODITIES	236,574	396,437	72,584
OTHER EXPENDITURES	911,899	1,631,059	1,140,382
CAPITAL OUTLAY	422,175	68,794	0
SUBGRANTING	488,839	104,813	42,715
TOTAL EXPENDITURES	**$5,452,306**	**$6,241,965**	**$4,731,656**
AUTHORIZED POSITIONS	135	101	72
FULL-TIME EQUIVALENT	135.00	101.00	72.00

2000 SUPPORTIVE HOUSING PROGRAM - OPT

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded the 2000 Supportive Housing Program-Opportunities for People in Transition (OPT) to the Department of Community Initiatives' Community Action Division in the amount of $6,184,644 over a three year period. Nine programs, operated by six local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 06/01/01 through 05/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Open Contracts	9	9	4
No. of Unduplicated Clients	2,308	1,579	249
Output:	35,678	36,524	24,515
Service Units Provided	50,570	53,329	48,403
Shelter Nights			
Efficiency:	$893	$1,306	$5,520
Cost per Client	$58	$56	$56
Cost per Service Unit	$41	$39	$28
Cost per Shelter Night			
Effectiveness:	21%	40%	40%
% of Clients Increasing Residential Stability	42%	57%	41%
% of Clients Increasing Skills or Training	79%	73%	58%
% of Clients Achieving Greater Self Sufficiency			

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$2,061,548	$2,061,548	$1,374,365
TOTAL FUNDING	**$2,061,548**	**$2,061,548**	**$1,374,365**
EXPENDITURES			
PERSONAL SERVICES	$54,055	$54,055	$36,102
CONTRACTUAL SERVICES	1,053	1,053	702
COMMODITIES	795	795	464
CAPITAL OUTLAY	417	417	278
SUBGRANTING	2,005,228	2,005,228	1,336,819
TOTAL EXPENDITURES	**$2,061,548**	**$2,061,548**	**$1,374,365**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

COMMUNITY INITIATIVES
2001 SUPPORTIVE HOUSING PROGRAM - CHOICE

PROGRAM INFORMATION

The U. S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program-Community Housing Opportunities for Independence, Choice, and Empowerment (CHOICE) to the Department of Community Initiatives' Community Action Division in the amount of $4,915,498 over a three-year period. Thirteen programs, operated by eleven local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 06/01/02 through 05/31/05.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Open Contracts	10	11	11
No. of Unduplicated Clients	420	792	674
Output:			
Service Units Provided	4,634	22,709	22,770
Shelter Nights	19,017	40,319	49,019
Efficiency:			
Cost Per Client	$1,300	$1,760	$2,068
Cost Per Service Unit	$ 118	$61	$61
Cost Per Shelter Night	$ 29	$35	$28
Effectiveness:			
% Clients Increasing Residential Stability	73%	69%	61%
% Clients Increasing Skills or Income	92%	78%	66%
% Clients Achieving Greater Self Determination	87%	86%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$546,167	$1,393,945	$1,393,945
TOTAL FUNDING	**$546,167**	**$1,393,945**	**$1,393,945**
EXPENDITURES			
PERSONAL SERVICES	$ 72,046	$43,772	$43,772
CONTRACTUAL SERVICES	13,851	367	367
COMMODITIES	1,878	133	133
OTHER EXPENDITURES	1,778	0	0
CAPITAL OUTLAY	7,056	0	0
SUBGRANTING	449,558	1,349,673	1,349,673
TOTAL EXPENDITURES	**$546,167**	**$1,393,945**	**$1,393,945**
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENT	**9.00**	**9.00**	**9.00**

COMMUNITY INITIATIVES
2001 SUPPORTIVE HOUSING PROGRAM DWYER AVENUE CENTER

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program for 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. Grant provides funding for the operations of the family portion of the center and services to include case management, direct client assistance, and employment training. This grant program covers the period of 06/01/02 through 05/31/05.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Output:			
No. of Unduplicated Clients	21	162	162
Service Units Provided	1,517	1,672	1,672
Shelter Nights	6,360	17,008	17,008
Efficiency:			
Cost Per Client	$3,869	$1,504	$1,504
Cost Per Service Unit	$53.55	$146	$146
Cost Per Shelter Night	$12.77	$14.33	$14.33
Effectiveness:			
% of Clients Increasing Residential Stability	100%	90%	90%
% of Clients Increasing Income/Education	56%	70%	70%
% of Clients Achieving Greater Self Sufficiency	44%	50%	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	$81,240	$243,721	$243,721
TOTAL FUNDING	**$81,240**	**$243,721**	**$243,721**
EXPENDITURES			
PERSONAL SERVICES	$57,177	$171,532	$171,532
CONTRACTUAL SERVICES	13,396	40,187	40,187
COMMODITIES	1,833	5,500	5,500
OTHER EXPENDITURES	1,778	5,333	5,333
CAPITAL OUTLAY	7,056	21,167	21,167
TOTAL EXPENDITURES	**$81,240**	**$243,721**	**$243,721**
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	7.00	7.00	7.00

COMMUNITY INITIATIVES
2002 SUPPORTIVE HOUSING PROGRAM - ECHOES

PROGRAM INFORMATION

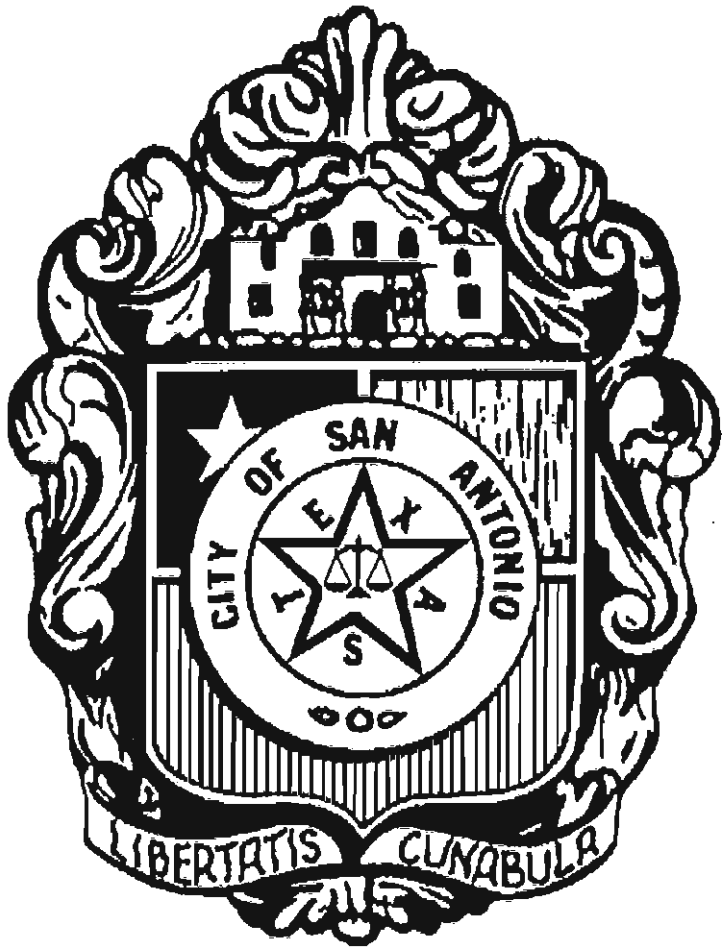
The U. S. Department of Housing and Urban Development awarded the 2002 Supportive Housing Program-Ending Chronic Homelessness and Offering Enduring Stability (ECHOES) to the Department of community Initiatives' Community Action Division in the amount of $4,533,729 over a three year period. Twelve programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self-support. This grant program covers the period of 06/01/03 through 05/31/06.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Open Contracts	N/A	6	11
No. of Unduplicated Clients	N/A	258	2,136
Output:			
Service Units Provided	N/A	3,226	14,281
Shelter Nights	N/A	2,874	10,856
Efficiency:			
Cost Per Client	N/A	$1,953	$708
Cost Per Service Unit	N/A	$156	$106
Cost Per Shelter Night	N/A	$175	$139
Effectiveness:			
% Clients Increasing Residential Stability	N/A	46%	58%
% Clients Increasing Skills or Income	N/A	71%	68%
% Clients Achieving Greater Self Determination	N/A	69%	74%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Housing & Urban Development (HUD)	N/A	$503,747	$1,511,241
TOTAL FUNDING	**N/A**	**$503,747**	**$1,511,241**
EXPENDITURES			
PERSONAL SERVICES	N/A	$ 59,908	$179,724
CONTRACTUAL SERVICES	N/A	117	468
COMMODITIES	N/A	7,649	22,947
CAPITAL OUTLAY	N/A	18,744	56,115
SUBGRANTING	N/A	417,329	1,251,987
TOTAL EXPENDITURES	**N/A**	**$503,747**	**$1,511,241**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**


CITY OF SAN ANTONIO
TEXAS
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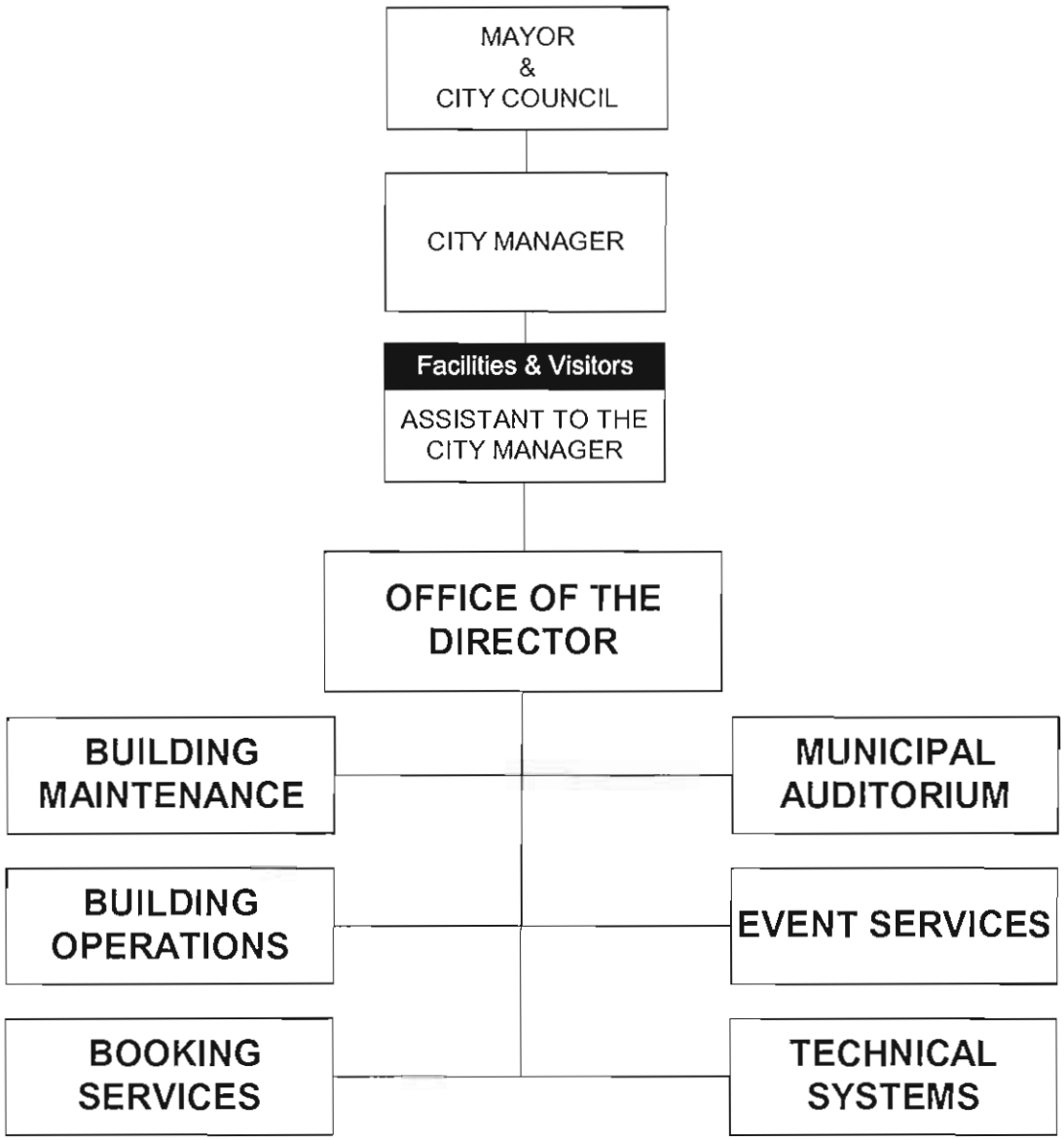
CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Community & Visitor Facilities Fund	477.72	$18,479,954
Total Funding	**477.72**	**$18,479,954**

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 divisions 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**To Become A Premier Visitor and Convention Destination**					
	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	93%	95%	95%	95%
		Percentage of Repeat Customers[1]	17%	N/A	27%	29%
Financial	**Provide Account Ability To The Public**					
	Continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue	Revenue Per Square Foot-Convention Center	$9.77	$8.17	$9.16	$9.99
		Revenue Per Square Foot-Municipal Auditorium	$3.29	$3.50	$3.06	$3.08
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	Occupancy Rate- Exhibit Halls	74%	65%	60%	70%
Employee Learning & Growth	**To Become a Premier Visitor and Convention Destination**					
	Staff and retain employees through specialized training to improve personal and professional growth	Hours of Training Provided to Staff[2]	2,278	N/A	2,250	2,300

EXPLANATORY INFORMATION

1 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.

2 Training hours provided to employees by the Department, City, outside agencies, and the Certified Meeting Professionals program.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $2,807,632

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $21,953 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ORGANIZATIONAL SUPPORT – LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $259,690 in savings in several line item expense budgets. The outside security contract will be reduced by $185,000 due to the installation of fencing and gates that will control vehicular access thus eliminating the overnight shift and reducing the swing shifts as the event schedule permits. A revised cleaning and maintenance schedule will lead to reductions in the janitor supplies line item of $20,000 and the maintenance and repair line item of $23,000. The acquisition of new cleaning equipment will lead to a reduction of $15,000 in cleaning services. The remaining $16,690 will entail reductions to several line items including advertising and publications, fees to professional contractors, line and laundry services, subscriptions, printing, and travel. The Department will manage its resources to minimize the impact of these reductions to its current level of service.

CONVENTION & TOURIST INDUSTRY – VACANCY SAVINGS

This ***reduction*** will freeze 75 vacant positions. Of these positions 70 are in the Maintenance and Operations Divisions, two are in Booking and Event Services, and three are in Administration. In addition, there will be savings of $19,400 for uniforms and $12,000 in software due to decreased staffing levels. This reduction will provide total savings of $2,205,889. The savings achieved from this reduction will be redirected to support the Community & Visitor Facilities Fund.

CONVENTION & TOURIST INDUSTRY – ELIMINATE TWELVE POSITIONS

This ***reduction*** will eliminate 12 filled positions. Of these positions five are in Municipal Auditorium, four are in Building Operations, two are in Booking and Event Services, one is in Technical Systems. This reduction will provide total savings of $320,100. The savings achieved from this reduction will be redirected to support the Community & Visitor Facilities Fund.

- IMPROVEMENTS $249,109

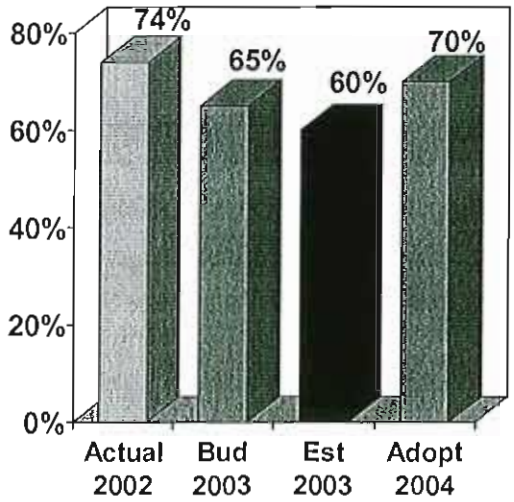
EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Community and Visitor Facilities Fund will total $249,109 in FY 2004.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

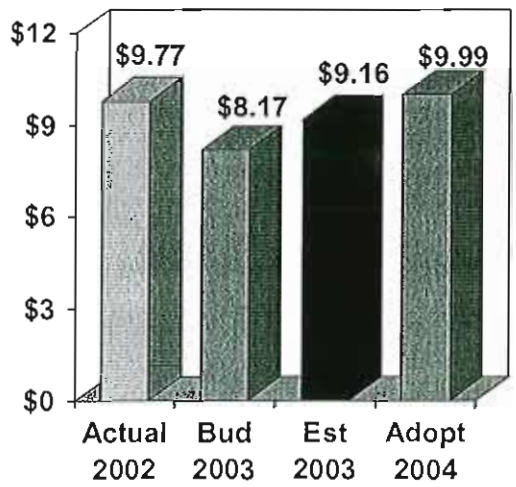
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$8,698,214	$10,089,695	$9,963,079	$9,782,392
CONTRACTUAL SERVICES	6,440,390	6,582,322	6,672,568	7,289,691
COMMODITIES	691,707	792,311	623,272	731,146
OTHER EXPENDITURES	343,579	676,725	676,725	676,725
CAPITAL OUTLAY	274,762	192,336	192,336	0
TOTAL EXPENDITURES	**$16,448,652**	**$18,333,389**	**$18,127,980**	**$18,479,954**
AUTHORIZED POSITIONS	506	506	506	494
FULL-TIME EQUIVALENTS	487.90	487.90	487.90	477.72

OCCUPANCY RATE EXHIBIT HALLS



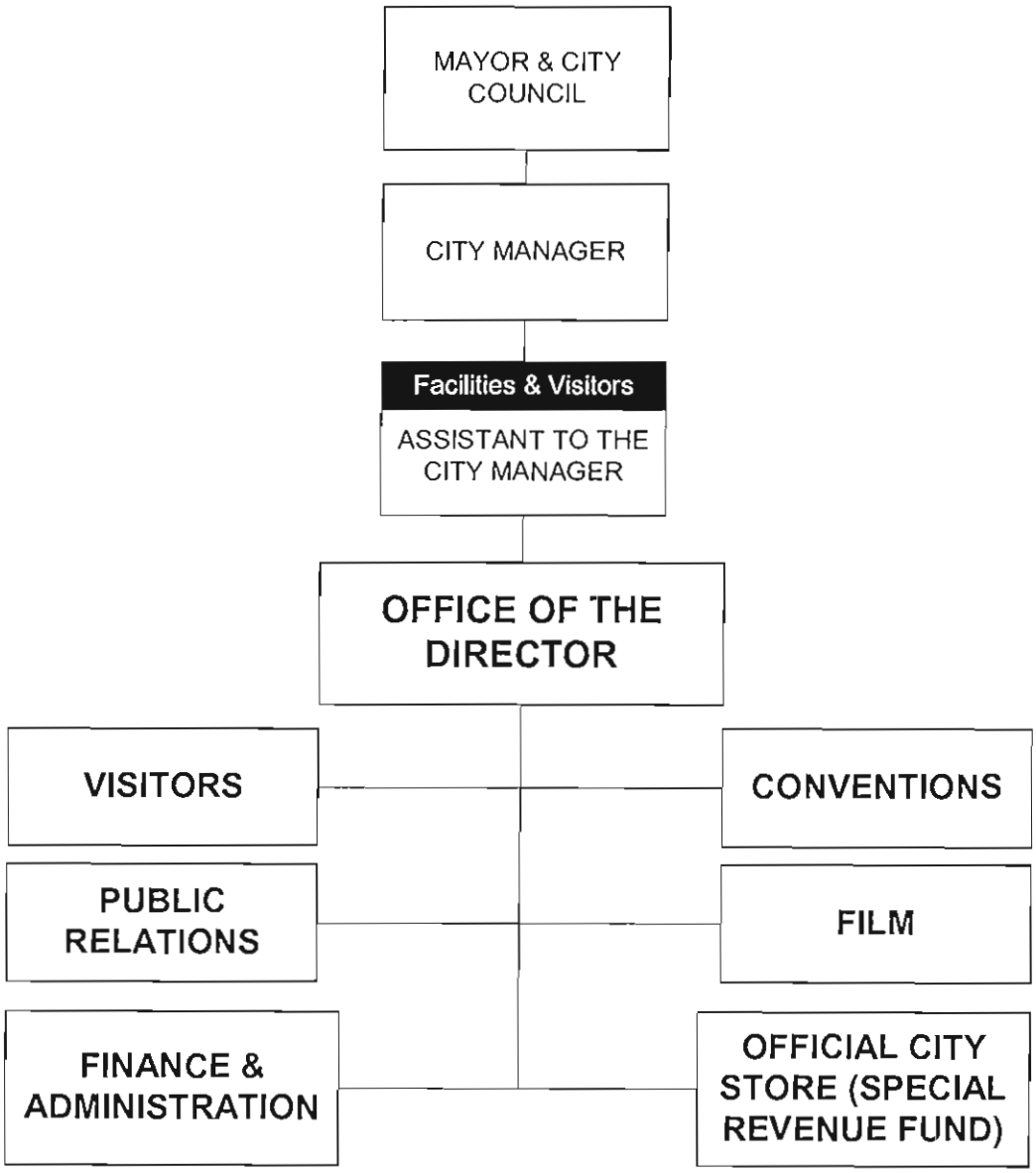
✓ Occupancy is defined as the ratio of occupied days to available days.
✓ The latest Pricewaterhouse Coopers Convention Center Report reflected an average occupancy rate of 50.1% for comparable facilities.

REVENUE PER SQUARE FOOT- CONVENTION CENTER



✓ Estimated revenue per square foot reflects an increase of 12% over budget.
✓ Short-term booking activity is strong.
✓ Food & Beverage services continue to be a major request for bookings.

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Community & Visitor Facilities Fund	86.72	$13,930,403
Official City Store Fund	7.09	$407,475
Total Funding	93.81	$14,337,878

CONVENTION & VISITORS BUREAU
COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- To promote and market San Antonio as a leisure visitor, convention and meeting, special event, and film location destination.

  - To generate continued growth in hotel room night consumption and sales tax receipts by attracting an expanding base of state, regional, national and international visitors to San Antonio.
  - 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 Center as well as the Municipal Auditorium and Alamodome.
  - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through editorial placement of print and electronic media via public relations and promotions with travel media and to promote awareness of the role of Convention and Visitors Bureau and the value of the visitor industry to the community.
  - 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.
  - To continue to enhance San Antonio's hosting of major special events capable of generating national and international media exposure as well as attracting thousands of overnight visitors.
  - Enhance information technology infrastructure to better service client needs and to afford staff the necessary tools to sell and service the San Antonio destination.
  - Develop and train staff through continuing education in marketing, sales, and service techniques as well as desktop office tools and multi-media systems.
  - Refine strategic plans targeting future industry trends and challenges through continued analysis of marketing results and efficiencies of programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**To Become a Premier Visitor and Convention Destination**					
	Generate continued growth in Room Night Consumption & sales tax receipts	No. of Room Nights Consumed (Citywide)[1,2]	6,328,000	6,317,000	6,203,000	6,367,000
Financial	**Provide Accountability to the Public**					
	Generate continued growth in Room Night Consumption & sales tax receipts by expanding visitors to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions)[2]	$35.01	$37.21	$34.20	$35.97
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	Direct Convention Delegate Exp. Hosted (In Millions)[3]	$562.0	$482.8	$480.6	$482.2
	Continue to enhance San Antonio's reputation as a premier location for the television and film industry	Direct Film Expenditures (In Millions)[4]	$7.1	$6.2	$4.5	$5.5
	To increase consumer awareness of San Antonio as a preferred visitor destination through public relations & promotions	Monetary Value – Public Relations Exposure (In Millions)	$6.8	$6.5	$9.0	$7.0
Internal Processes	**To Become a Premier Visitor and Convention Destination**					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	No. of CVB Initiated Convention Hotel Room Nights Booked[5]	835,180	1,122,000	860,000	935,000
		No. of Reported Convention Room Nights Hosted	1,022,868	905,000	907,000	910,000
		No. of Convention Delegates Hosted	623,847	541,916	533,500	535,300

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**To Become a Premier Visitor and Convention Destination**					
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Requested[6]	410,223	447,100	370,000	334,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	741,136	744,000	1,120,000	1,340,000
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Develop and train staff through continuing education in service and sales techniques	Percentage of CVB Staff Participating in Continuing Education/Training	100%	100%	100%	100%
		Percentage of Sales Staff Participating in Continuing Education/training	100%	100%	100%	100%

EXPLANATORY INFORMATION

1. Actual FY 2002 provided by Source Strategies; Estimated FY 2003 & Adopted FY 2004 are projections based on information from Source Strategies.
2. Estimated FY 2003 impacted by continued downturn in the visitor industry related to the events of 9/11 as well as the war in Iraq.
3. Based on $900.89 per delegate expenditure (Deloitte & Touche 1998 study) for International Association of Convention and Visitor Bureaus (IACVB).
4. Estimated FY 2003 and Adopted FY 2004 based on continued decline in United States based feature film production.
5. Estimated FY 2003 impacted by declines in short-term and corporate business.
6. Estimated FY 2003 & Adopted FY 2004 impacted by the increased use of www.sanantoniovisit.com as primary information delivery system.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $1,725,411

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $19,175 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: fuel, maintenance & repair automotive, and rent of rolling equipment. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ORGANIZATIONAL SUPPORT – REDUCE BINDING, AND PRINTING & REPRODUCTION

This ***reduction*** will result in $380,000 in savings ($250,000 ***one-time*** and $130,000 recurring) in several line item expense budgets. Due to operating adjustments in the handling of the production and subsequent fulfillment of the collateral for the CVB, the department will realize savings in binding, printing and reproduction, as well as postage.

CONVENTION/TOURIST INDUSTRY – VISITOR INFORMATION CENTER

This ***reduction*** will result in a savings of $495,680 in several line item expense budgets. The total savings reflects a reorganization of the Visitor Information Center and Official City Store that will lead to savings from economies of scale and staffing and operational consolidation. This will include a transfer of $233,424 to the Official City Store Fund. The net savings in FY 2004 will be $262,256.

CONVENTION/TOURIST INDUSTRY – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of $144,168 in FY 2004.

CONVENTION/TOURIST INDUSTRY – MARKETING AND OPERATING EFFICIENCIES

This ***reduction*** will provide savings by targeting various marketing programs and operating efficiencies. This reduction will be primarily achieved through the CVB reprioritizing their participation in various tradeshows and promotions and emphasizing those missions that drive the most sales and marketing opportunities. This reduction will result in a total savings of $260,070 in FY 2004.

CONVENTION/TOURIST INDUSTRY – ADMINISTRATIVE CONSOLIDATION

This ***reduction*** will result in a total savings of $139,318. The Convention and Visitors Bureau identified various administrative functions where consolidation of responsibilities will be achieved through the reduction of one vacant Account Technician, one vacant Administrative Secretary, one filled Office Assistant, one filled Stock Clerk, and one vacant Secretary II position. In all cases, responsibilities will be absorbed by existing staff.

CONVENTION/TOURIST INDUSTRY – ADVERTISING

This ***reduction*** will reduce the base advertising budget for the CVB by $287,000. This will bring the base advertising budget for the CVB to $5.713 million in FY 2004. Additionally, $400,000 of the remaining Pan Am advertising dollars will be allocated to the FY 2004 advertising budget, bringing the total advertising budget to $6.113 million, approximately 17% of the adopted hotel/motel tax collections. The advertising budget has proven to be successful in influencing the appeal of San Antonio as a destination through an aggressive advertising and marketing campaign.

PROGRAM CHANGES CONTINUED

- IMPROVEMENTS $141,435

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Community and Visitor Facilities Fund will total $141,435 in FY 2004.

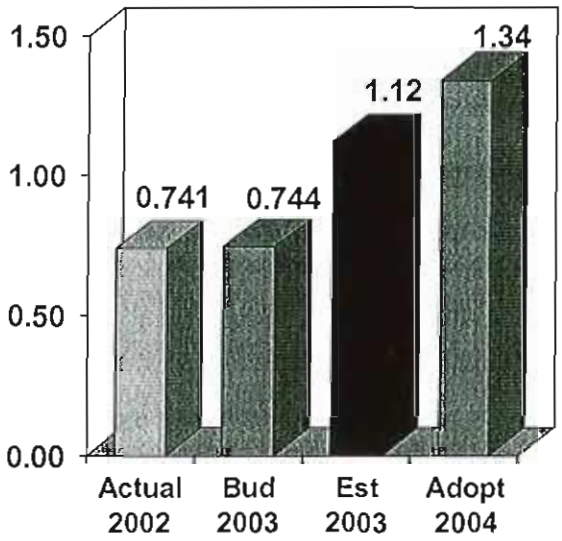
- MANDATES $590,400

This ***one-time mandate*** for $590,400 will fund costs associated with the annual contractual obligations which have been incurred by the Convention & Visitors Bureau to support major conventions and meetings.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

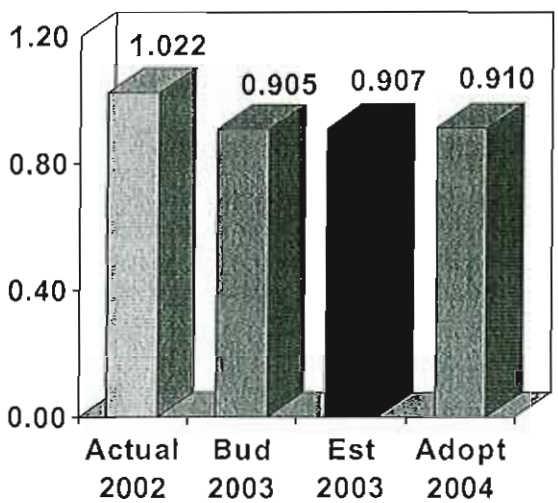
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$4,595,585	$4,665,797	$4,541,361	$4,217,860
CONTRACTUAL SERVICES	11,725,619	11,638,039	11,102,024	9,547,138
COMMODITIES	158,320	138,019	149,391	117,327
OTHER EXPENDITURES	18,170	49,529	49,529	48,078
CAPITAL OUTLAY	71,793	87,529	83,754	0
TOTAL EXPENDITURES	$16,569,487	$16,578,913	$15,926,059	$13,930,403
AUTHORIZED POSITIONS	146	145	145	125
FULL-TIME EQUIVALENTS	107.31	106.31	106.31	86.72

NO. OF WEBSITE VISITS (In Millions)



✓ Current advertising campaign strategically drives the consumer to the CVB website to plan their vacation experience.

NO. OF REPORTED CONVENTION ROOM NIGHTS HOSTED (In Millions)



✓ FY 2002 was a strong year with 39 city-wide conventions resulting in 480,563 room nights

✓ FY 2003 and 2004 are estimated at 24 and 25 city-wide conventions resulting in 249,018 and 267,127 room nights respectively

PROGRAM INFORMATION

The Convention & Visitors Bureau operates the City of San Antonio Visitor Information Center and Official City Store. This Team is charged with providing services that promote the City of San Antonio through the dissemination of information and sale of merchandise that represents the spirit, cultural heritage, and history of the City for the purpose of supporting industry partners and positively affecting the City's economy.

GOALS & OBJECTIVES

- Provide a "Customer First" atmosphere to enhance the visitor experience.
- Successfully merge the Visitor Information Center and Official City Store operations into a single operation whereby all staff members are cross-trained to realize efficiencies and improve service.
- Increase the number of visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise.
- Continue to develop unique product lines to provide a wide array of licensed and complimentary non-City merchandise as part of a continuous effort to increase sales and brand recognition.
- Continue to develop strategic alliances with outside organizations, as well as develop cost effective advertising opportunities to further the name recognition of the Visitor Information Center and Official City Store in an effort to increase revenues.
- Assist City departments with the identification of surplus items that have unique retail value.
- Maintain policies to ensure adequate sales and inventory controls in accordance with the Official City Store Operating Handbook.
- Ensure compliance with cash, sales, and inventory control policies and procedures in accordance with the Visitor Information Center and Official City Store Operating Handbook.
- Design an e-commerce capable web site that will allow guests to view and purchase Visitor Information Center and Official City Store merchandise online.
- Provide employee specialized training to enhance job enrichment and guest service skills through continuing education.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Premier Visitor & Convention Destination**					
	Increase the number of Visitor Information Center and Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise	No. of sales transactions	12,421	11,800	13,900	13,000
	Provide a "Customer First" atmosphere to enhance the visitor experience	Number of Walk-in Visitors	335,711	N/A	334,959	338,000
	Continue to develop unique lines of licensed and non-City merchandise	Official City Store Customer Survey approval rating[1]	N/A	85%	83%	89%
Financial	**Premier Visitor & Convention Destination**					
	Increase the number of Visitor Information Center and Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise	Avg. sales per transaction	$10.96	$14.25	$12.95	$13.08
	Increase the number of Visitor Information Center and Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise	Official City Store Sales	$136,186	$168,181	$180,057	$170,000
Internal Processes	**Provide Accountability to Public**					
	Maintain policies to ensure adequate sales and inventory controls in accordance with the Visitor Information Center and Official City Store Operating Handbook	Stock turnover rate[2]	2.24	2.00	2.30	2.20
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Provide employee specialized training to enhance job enrichment and customer service skills	No. of completed job enhancement training courses	1	4	4	4

EXPLANATORY INFORMATION

[1] No survey was conducted for Actual FY 2002.
[2] The industry average annual stock turnover rate is 1.9 for this type of venue. Stock turnover is the number of times that the inventory is sold within a specific time period.

PROGRAM CHANGES

♦ IMPROVEMENTS $2,887

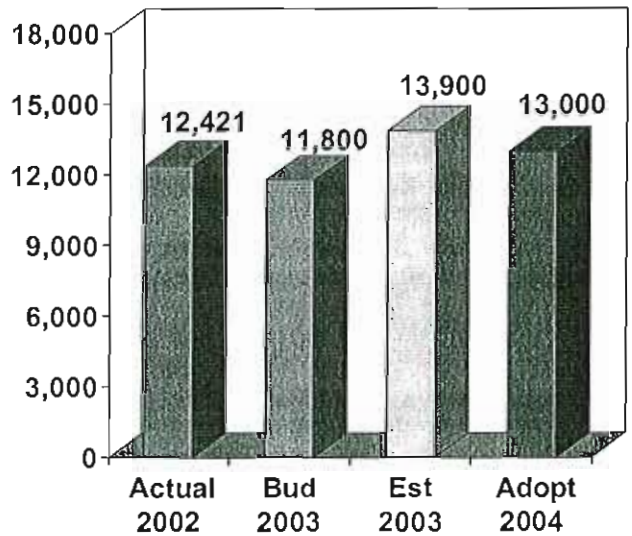
EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Official City Store Fund will total $2,887 in FY 2004.

OFFICIAL CITY STORE FUND EXPENDITURES BY CHARACTER

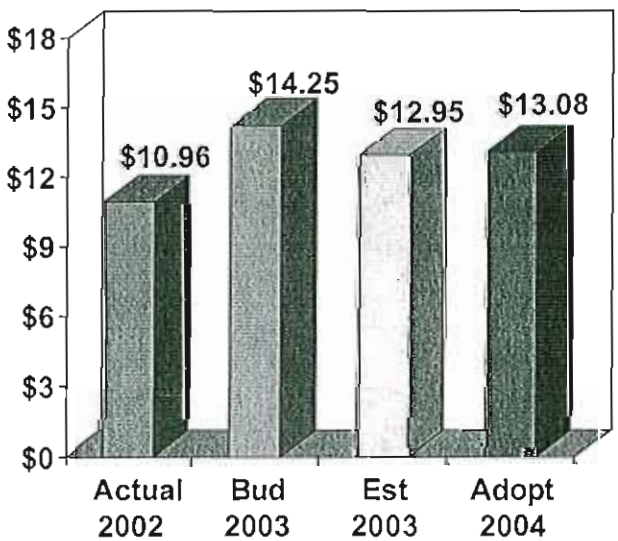
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$34,640	$74,957	$57,482	$214,740
CONTRACTUAL SERVICES	41,937	21,384	17,273	85,001
COMMODITIES	60,273	76,356	86,405	96,157
OTHER EXPENDITURES	300	9,743	9,743	11,194
CAPITAL OUTLAY	893	877	0	0
TRANSFERS	383	5,160	9,566	383
TOTAL EXPENDITURES	$138,426	$188,477	$180,469	$407,475
AUTHORIZED POSITIONS	1	4	4	9
FULL-TIME EQUIVALENTS	1.00	2.50	2.50	7.09

NUMBER OF SALES TRANSACTIONS



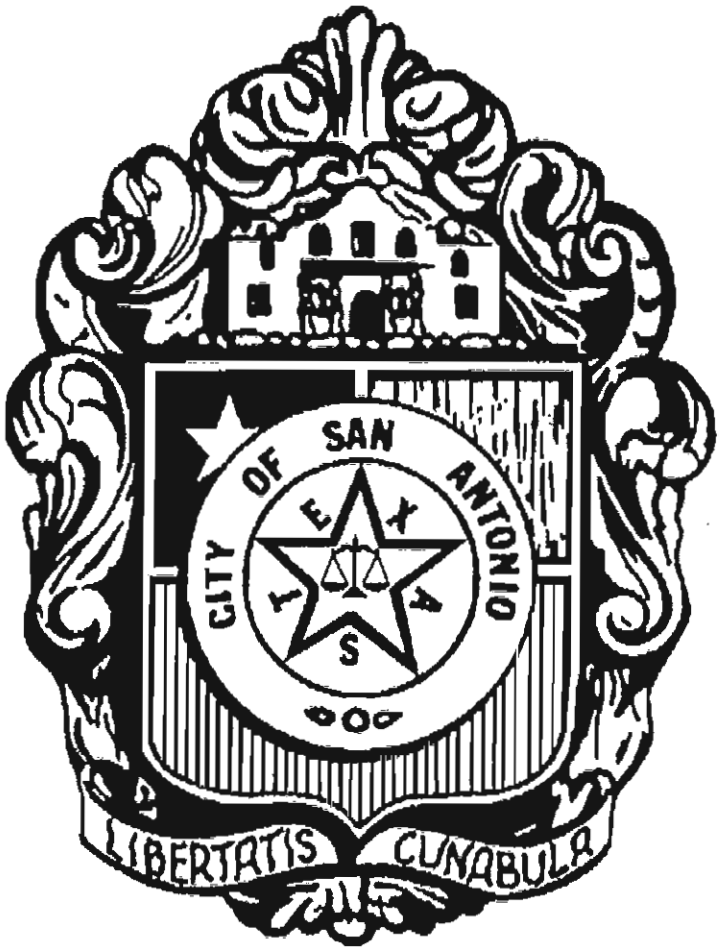
✓ Number of Sales Transactions are anticipated to increase 10% in FY 2004 over FY 2003 Budget amount.

AVERAGE SALES PER TRANSACTION



✓ Average Sales per Transaction is anticipated to decrease 8.2% in FY 2004 over FY2003 Budget amount.

✓ Although the sales per transaction is decreasing the number of sales transactions are increasing.


CITY OF SAN ANTONIO
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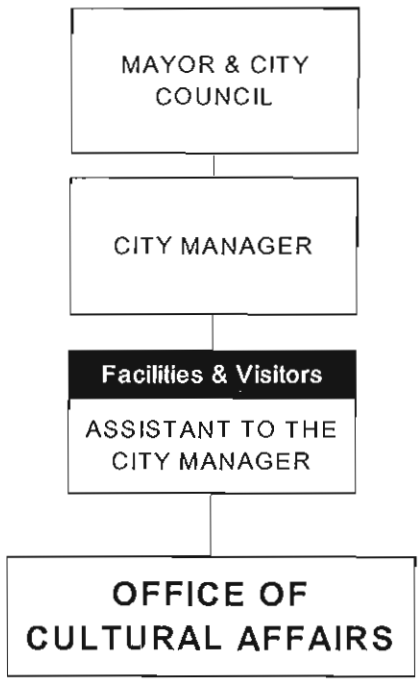
CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Community & Visitor Facilities Fund	10.00	$769,479
Categorical Grants	1.00	336,387
Arts Agencies	0.00	2,329,157
Total Funding	**11.00**	**$3,435,023**

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- To foster collaborative programs and identify external sources of funds for those programs.
- To begin *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 policies and procedures for OCA and the community at-large.
- To establish a nonprofit component to the OCA to facilitate fundraising efforts and project implementation of goals and objectives associated with *The Cultural Collaborative* and other future programs and projects for the improvement of arts and cultural services.
- 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 develop and market culturally oriented tour programs.
- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Expand Community/Cultural Initiatives**					
	To increase programs that promote quality arts and cultural programs that foster participation	Percent of City Council Districts Served[1]	100%	100%	100%	100%
		No. of Participants in Arts and Cultural Events[1]	2,368,000	2,720,775	2,306,321	2,153,006
	Become Premier Visitor/Convention Destination					
	To support citywide arts and cultural events that are uniquely San Antonio	No. of Major Arts and Cultural Events Promoted[2]	24	24	24	24
Financial	**Provide Economic Development**					
	To continue to develop and market cultural tours that support San Antonio citizens and visitors	No. of Arts and Cultural Tours Implemented	6	12	12	15
	Leverage Other Funding Sources					
	To increase the ratio of non-city dollars leveraged	Amount of Non-City Dollars Leveraged for Arts (In Millions)	$19.1	$20.2	$21.7	$21.2
		Ratio of City Dollars to Non-City Dollars Spent	$1:$7.5	$1:$8.03	$1:$8.86	$1:$9.44
Internal Processes	**Implement CRAG Initiatives**					
	To monitor and assist art and cultural agencies in relation to City operational guidelines	Avg. No. of Staff Hours Spent Supporting Technical Assistance and Site Visits	N/A	N/A	349	240
Employee Learning & Growth	**Improve Information Service Delivery**					
	To provide specialized training to improve job related skills in customer service and professional growth	Avg. No. of Staff Training Hours Per Person	N/A	N/A	47	45

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

[1] Reported by organizations that participate in the Arts in the Community, Cultural Tourism Partnership, and Arts Funding Programs.
[2] The number of events promoted can significantly increase once the proposed cultural web is developed and implemented.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS **$133,986**

ORGANIZATIONAL – SUPPORT CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $1,950 in savings in FY 2004. The total savings reflect a 25% reduction in the department's office supply line item. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ARTS/CULTURE – NEIGHBORHOOD HERITAGE INITIATIVE

This ***one-time reduction*** will eliminate funding for the Neighborhood Heritage Initiative (NHI) program for one year. It is anticipated that the Arts in the Community (AIC) program will provide the Neighborhood Commercial Revitalization projects with similar opportunities and support their immediate requirements. Funding for the NHI will be reinstated in FY 2005. This reduction will result in a savings of $60,000 in FY 2004.

ARTS/CULTURE – ARTS AGENCIES

This ***reduction*** will reduce the amount of funding provided to outside arts and cultural agencies by 3% across-the-board. This reduction will result in a savings of $72,036 in FY 2004.

- IMPROVEMENTS **$12,836**

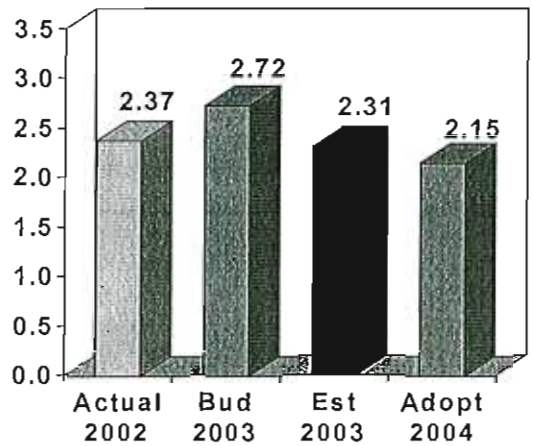
EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Community and Visitor Facilities Fund will total $12,836 in FY 2004.

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

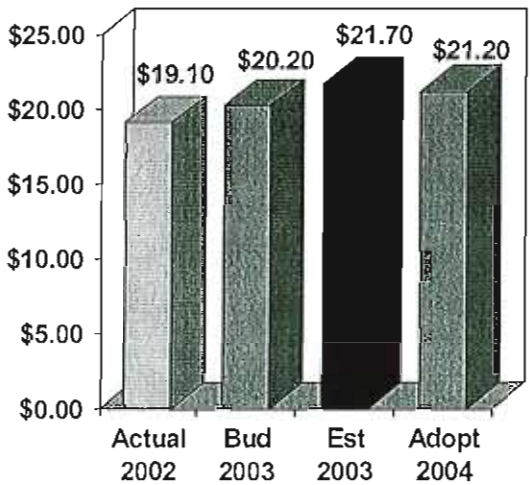
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$424,392	$542,210	$528,936	$551,168
CONTRACTUAL SERVICES	208,222	380,249	383,138	203,702
COMMODITIES	13,037	14,705	12,917	12,171
OTHER EXPENDITURES	1,375	2,438	2,438	2,438
CAPITAL OUTLAY	748	4,196	3,196	0
TOTAL EXPENDITURES	**$647,774**	**$943,798**	**$930,625**	**$769,479**
AUTHORIZED POSITIONS	**8**	**10**	**10**	**10**
FULL-TIME EQUIVALENTS	**8.00**	**10.00**	**10.00**	**10.00**

NUMBER OF PARTICIPANTS IN ARTS AND CULTURAL EVENTS (In Millions)



✓ FY 2003 budget Budget level was over projected. It is anticipated that the FY 2002 Actual participation level will be achieved in FY 2003.
✓ FY 2004 reflects a reduction due to postponement of project activities and no Symphony season.

AMOUNT OF NON-CITY DOLLAR LEVERAGED FOR ARTS AGENCIES (In Millions)



✓ The increase in FY 2003 Estimate is due to above average corporate and individual contributions to the arts.
✓ In FY 2004, the non-city dollar leveraging capacity of project activities and the Symphony were not included in projections

The Office of Cultural Affairs will receive a grant totaling $336,387 for FY 2004. 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 expects to receive in FY 2004. Details on this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Texas Commission on the Arts – Decentralization Program	$0	$159,231	$17,925	$159,231	$336,387
TOTAL	$0	$ 159,231	$ 17,925	$ 159,231	$336,387

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION:

The Texas Commission on the Arts funds would be used for the purpose of sub-granting to agencies. The Texas Commission on the Arts 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 would continue to provide partial support to organizations recommended for funding by the Cultural Arts Board through the approved City arts funding program. This grant program covers the period of 9/01/03 through 8/31/04.

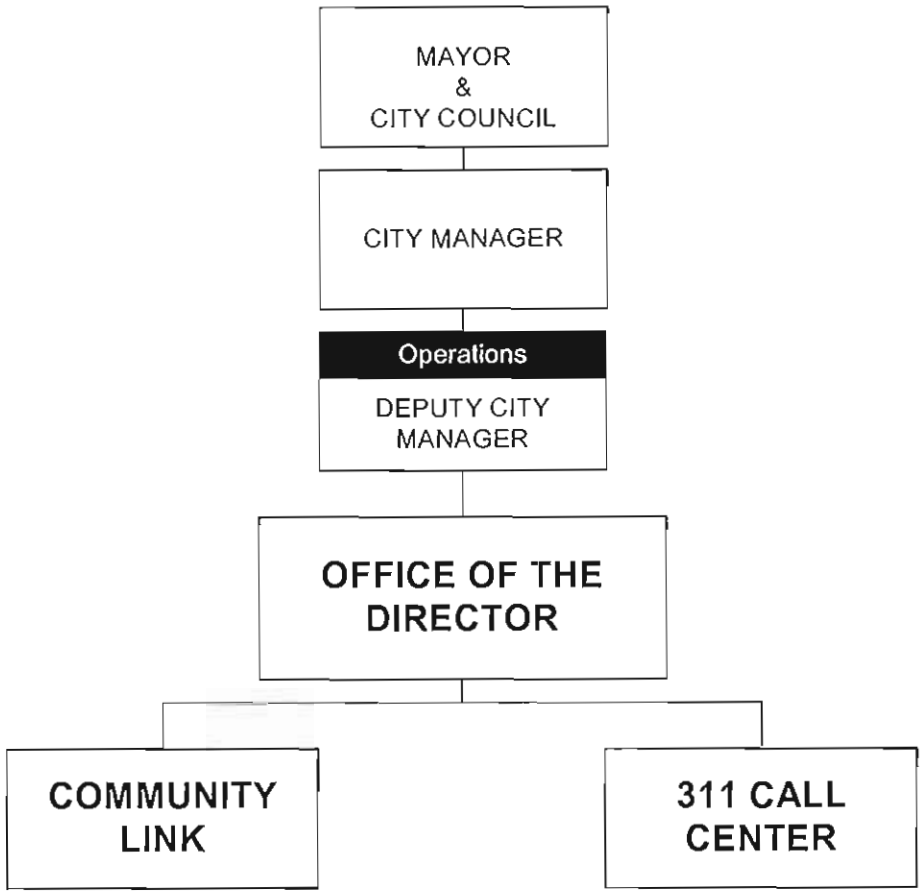
PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Events Funded	4,169	4,920	3,480
Output:			
No. of Audience Members	2,720,775	2,584,736	2,764,572
Amount of Non-City Funds Leveraged	$20,187,182	$23,452,990	$21,214,386
Efficiency:			
Avg. Attendance at Events	653	525	794
Effectiveness:			
Ratio of City to Non-City Dollars Spent	$1: $8.15	$1: $9.96	$1: $9.44

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$15,944	$18,271	$17,925
STATE	159,231	159,231	159,231
OTHER – IN KIND	159,231	159,231	159,231
TOTAL FUNDING	**$334,406**	**$336,733**	**$336,387**
EXPENDITURES			
PERSONAL SERVICES	$35,731	$38,058	$37,712
OTHER EXPENDITURES	159,231	159,231	159,231
SUBGRANTING	139,444	139,444	139,444
TOTAL EXPENDITURES	**$334,406**	**$336,733**	**$336,387**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	54.00	$2,726,929
Total Funding	**54.00**	**$2,726,929**

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. The Office of Customer Service/311System is comprised of three sections: Director's Office, Community Link Service Centers, and the 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.
- Coordinate the City's Customer First initiative to enhance employee awareness and service delivery.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
	Improve Community Outreach					
Customer	Provide access to City services and information through a 24/7 311 Call Center	Annual No. of Calls Received by 311 Call Center	710,144	710,012	756,282	805,440
		Annual No. of Calls Answered by 311 Call Center	649,077	648,814	676,687	720,868
		Percent of 311 Calls Abandoned	9.0%	9.0%	10.5%	10.5%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	119,321	121,638	123,280	126,974
	Public Trust and Awareness					
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)	$7.6	$6.9	$8.7	$8.9
	Maintain Existing Infrastructure					
Internal Process	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Transactions Processed by Community Link Service Centers	120,551	96,151	176,247	181,534
	Innovative and Proactive Government					
Employee Learning & Growth	Implement the City's Customer First Initiative to enhance employee awareness and service delivery	Percent of Civilian Employees Completing Customer First Training	71%	100%	75%	100%

PROGRAM CHANGES

- REDIRECTION/REDUCTIONS $6,000

CUSTOMER SERVICE – ELIMINATE CUSTOMER FIRST HANDOUTS

This ***reduction*** will result in $4,500 in savings with the elimination of additional printing of Customer First Handouts. The Department will utilize existing stock for all new employees.

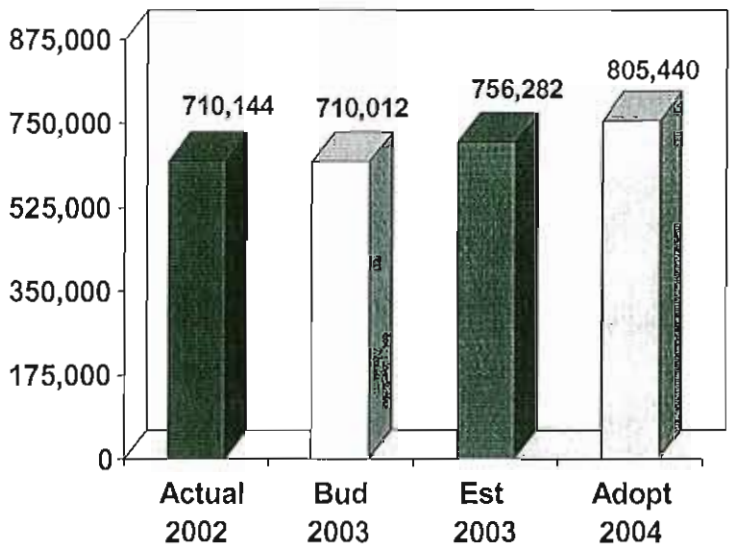
CUSTOMER SERVICE – ELIMINATE SPEAKER'S BUREAU BROCHURES

This ***reduction*** will result in $1,500 in savings in the elimination of printing of Speaker's Bureau brochures. The Department will utilize existing stock for all mail requests and place the brochure on the City's web page for citizens to download and read.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$1,520,055	$1,610,564	$1,609,053	$1,898,714
CONTRACTUAL SERVICES	818,256	751,938	730,625	789,614
COMMODITIES	63,519	28,936	45,860	28,036
OTHER EXPENDITURES	2,870	10,565	10,565	10,565
CAPITAL OUTLAY	19,376	0	5,070	0
TOTAL EXPENDITURES	**$2,424,076**	**$2,402,003**	**$2,401,173**	**$2,726,929**
AUTHORIZED POSITIONS	39	46	46	54
FULL-TIME EQUIVALENTS	39.00	46.00	46.00	54.00

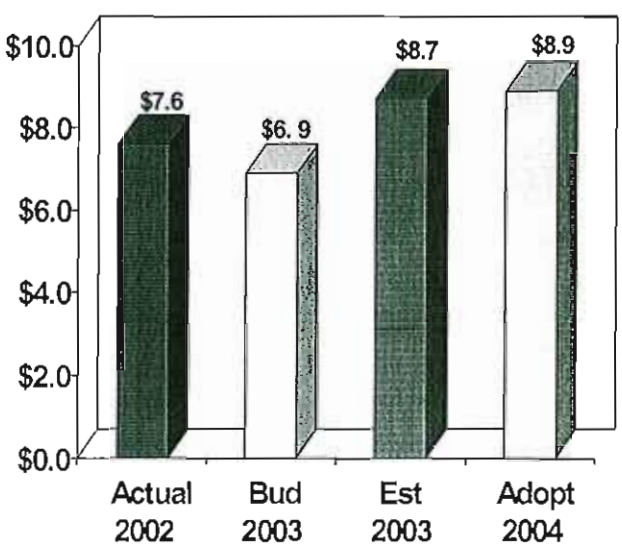
311 Call Center
Number of Calls Received



✓The 6.5% increase of calls received is due to:

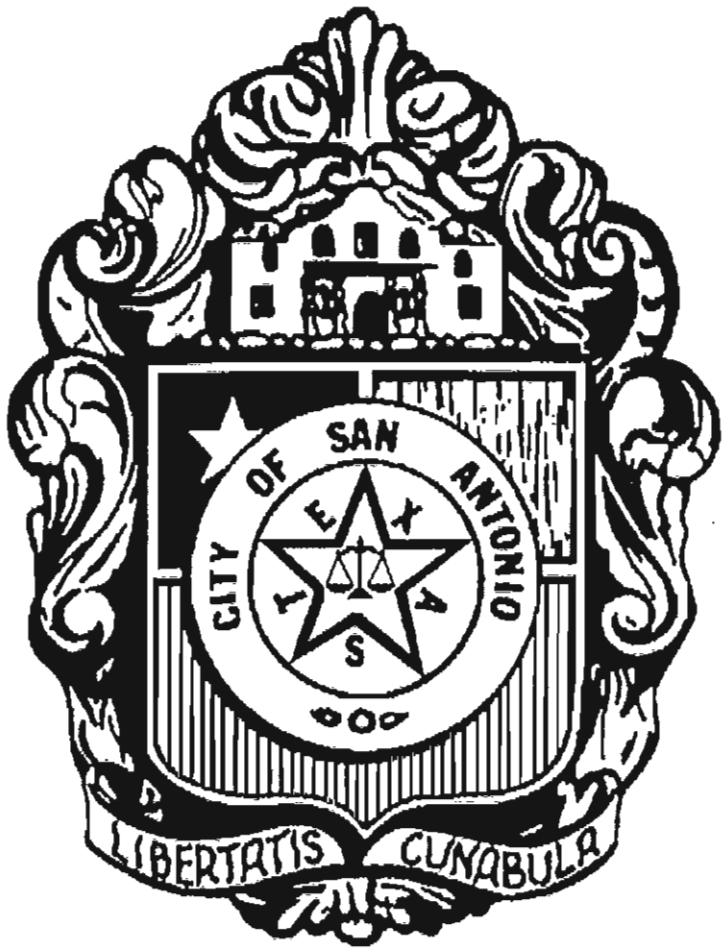
- Ease of Use
- Familiarity with System
- Promotion of 311 System by other City departments

COMMUNITY LINK CENTERS
Amount of Revenue Collected
(In Millions)



✓The increase in revenue collected:

- Customer focused locations
- Providing multiple services
- Convenient days and hours of operation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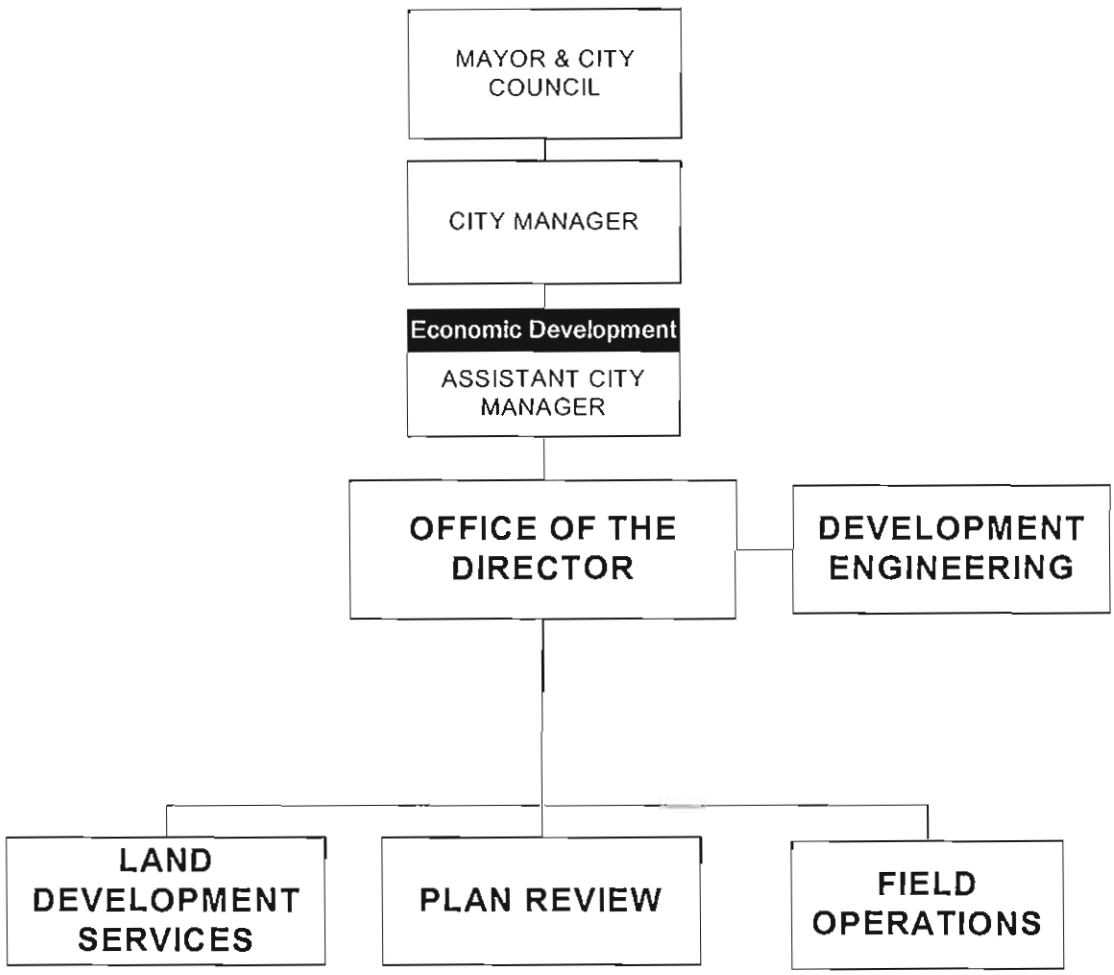
DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	203.00	$11,884,118
Community Development Block Grant	2.00	123,473
Stormwater Fund	2.00	138,168
Total Funding	**207.00**	**$12,145,759**

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 the latest national construction codes.
  - Continue to support other City development-related initiatives, which include minimum housing standards and the Dangerous Structures Determination Board.
  - Provide a development process that will facilitate or assist landowners in complying with development regulations that enhance economic development.
- To improve the delivery of customer service.
  - Establish a Customer Service Team to respond to customer inquiries.
  - Implement a staff training plan to improve the delivery of customer service.
  - Improve communication with Community Link Service Centers by providing regular training for staff.
  - Continue to develop and provide informational materials to customers 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 expand community outreach to educate the community regarding the development process.
  - Continue to conduct Construction and Development Resource Education (CADRE) forums and publish the BluePrint newsletter.
  - 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.
  - Conduct customer training on the benefits of using the City's on-line permitting system.
- To continue the quality control program aimed at improving consistency in the application and interpretation of code requirements.
  - Encourage staff to seek certification in their respective fields.
  - Promote cross training of staff to increase knowledge of the entire development process.
  - Prepare a Development Code Interpretation Manual and share information on the department's web site.

GOALS & OBJECTIVES CONTINUED

- Provide support to other City departments involved in the development process.
  - Work with the Planning Department 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.
  - Develop criteria and formalize the process for review of tree and landscaping plans.
  - Establish validation and correction procedures for street addressing and zoning.
  - Establish a consistent method of calculating building permit valuation.
  - 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Provide for Safety and Welfare of San Antonio**					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	6,641	7,500	6,000	6,100
		Total No. of Plans Reviewed – Commercial	2,225	2,500	1,900	2,000
	Administer development construction codes through inspections	No. of Inspections:				
		Building	38,659	35,937	39,787	40,980
		Electrical	48,989	50,448	45,890	47,267
		Mechanical	25,490	40,114	29,642	30,531
		Plumbing	77,824	78,565	59,797	85,591
		Sign	9,862	10,464	11,325	11,665
		Environ. (Tree/Landscape)	6,502	4,472	8,220	8,467
		Combination	13,374	13,775	13,051	13,442
		Construction (Subdivision)	14,856	21,177	14,100	16,650
		TOTAL	235,556	254,952	221,812	254,593
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	243	300	290	320
		Total No. of Acres Platted	5,413	6,119	4,140	4,680
	Improve Community Outreach					
	To establish outreach and disseminate information regarding the development process	Professional Engineers in Private Practice	6	12	11	12
		Blueprint Quarterly	4	4	2	4
		CADRE Forum	5	7	3	4
		TV Show	2	4	6	6
		Real Estate Council Meetings	10	12	7	10

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Financial	**Provide Economic Development**					
	Continue to improve the quality and efficiency of the development process	Avg. Days for Plan Review: Interior Finish Outs New Structures Residential	 19 38 10	 19 34 10	 20 28 14	 19 34 10
Internal Processes	**Implement CRAG Initiatives**					
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	30	15	12	15
		No. of Investigations	489	500	980	970
	Rezoning property to implement the Revised Unified Development Code	Initiated Proactive Zoning Cases (Parcels)	4,885	10,000	13,074	10,000
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Provide a trained and competent workforce	% of Professional Staff Who are Certified or Professionally Licensed	24%	24%	24%	25%
		% of Staff Utilizing Continuing Education	70%	90%	100%	70%

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $149,111

ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. These savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of $100,000 in FY 2004.

ORGANIZATIONAL SUPPORT – REDUCE LINE ITEM BUDGETS

This ***reduction*** will result in $49,111 in savings in overtime and travel. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS $1,023,522

EXISTING INFRASTRUCTURE – ADD TWO CONSTRUCTION INSPECTOR II's

This ***improvement*** will support the creation of two new Construction Inspector II positions dedicated to perform sidewalk inspections as part of the plan review process. Specifically, this improvement will allow for field investigation of existing sidewalk conditions so that work required to address any issues (e.g. federal/state disability access requirements, utility pole positioning, and side walk locations) can be clearly communicated early on to permit applicants. The cost of this improvement in FY 2004 totals $119,474.

DEVELOPMENT SERVICES – ADDRESSING BACKLOG

This ***one-time improvement*** will provide funding for six temporary personnel to integrate 112,000 remaining addresses into the new Development Services automated support system, which has been backlogged since the April 2003 implementation. This improvement will ensure more timely response to requests for permits, plats, zoning actions, certificates of occupancy, and inspections. The cost for this improvement in FY 2004 totals $250,000.

DEVELOPMENT SERVICES – ZONING CONTRACT

This ***one-time improvement*** will support consulting services needed to link the City's Geographic Information System (GIS) based zoning map to addressed parcel records in the Development Services automated support system. This improvement will ensure zoning classification continuity in the system and help avoid unnecessary delays in processing zoning requests. The cost for this improvement in FY 2004 totals $350,000.

DEVELOPMENT SERVICES – ADD TWO GEOGRAPHIC INFORMATION SYSTEMS (GIS) TECHNICIANS

This ***improvement*** will support the creation of two Geographic Information Systems (GIS) Technicians. The new positions will be used to ensure more rapid resolution of addressing conflicts in the Development Services automated support system as they arise from customer contacts at the front counter. The cost of this improvement in FY 2004 totals $86,210.

PROGRAM CHANGES CONTINUED

- IMPROVEMENTS

DEVELOPMENT SERVICES – ADD FIVE CUSTOMER SERVICE REPRESENTATIVES

This ***improvement*** will support the creation of five additional Customer Service Representative positions. Four of the five new positions will assist with answering customer telephone inquiries and provide support to the Business and Development Services Center. The fifth position will serve as the first point of contact at the reception desk for customers walking into the Business and Development Services Center. The cost of this improvement in FY 2004 totals $171,835.

ORGANIZATIONAL SUPPORT – ADD ONE CUSTOMER SERVICE SPECIALIST

This ***improvement*** will provide the funding for the creation of one Customer Service Specialist to provide support to Development Services inspection personnel by directing phone calls, compiling reports, maintaining records, and coordinating vehicle usage. The cost of this improvement in FY 2004 totals $46,003.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$7,638,461	$8,320,630	$8,036,804	$9,190,433
CONTRACTUAL SERVICES	1,608,449	1,808,442	1,805,981	2,340,177
COMMODITIES	220,973	230,698	247,059	237,286
OTHER EXPENDITURES	40,335	58,672	58,672	58,672
CAPITAL OUTLAY	66,249	112,867	86,067	57,550
TOTAL EXPENDITURES	**$9,574,467**	**$10,531,309**	**$10,234,583**	**$11,884,118**
AUTHORIZED POSITIONS	**179**	**188**	**188**	**203**
FULL-TIME EQUIVALENTS	**179.00**	**188.00**	**188.00**	**203.00**

PROGRAM CHANGES CONTINUED

- IMPROVEMENTS $2,561

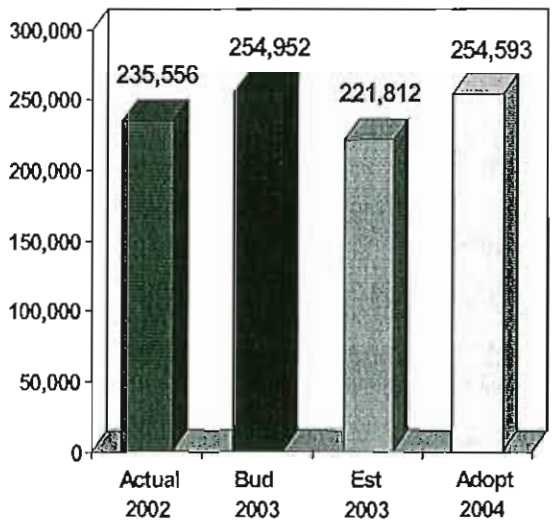
EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Stormwater Fund will total $2,561 in FY 2004.

STORMWATER FUND EXPENDITURES BY CHARACTER

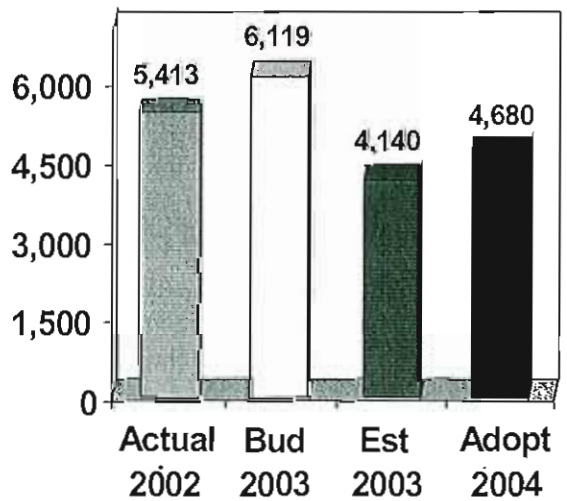
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$65,274	$136,175	$120,511	$133,247
CONTRACTUAL SERVICES	1,110	1,525	1,462	4,921
TOTAL EXPENDITURES	$66,384	$137,700	$121,973	$138,168
AUTHORIZED POSITIONS	2	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

No. of Inspections



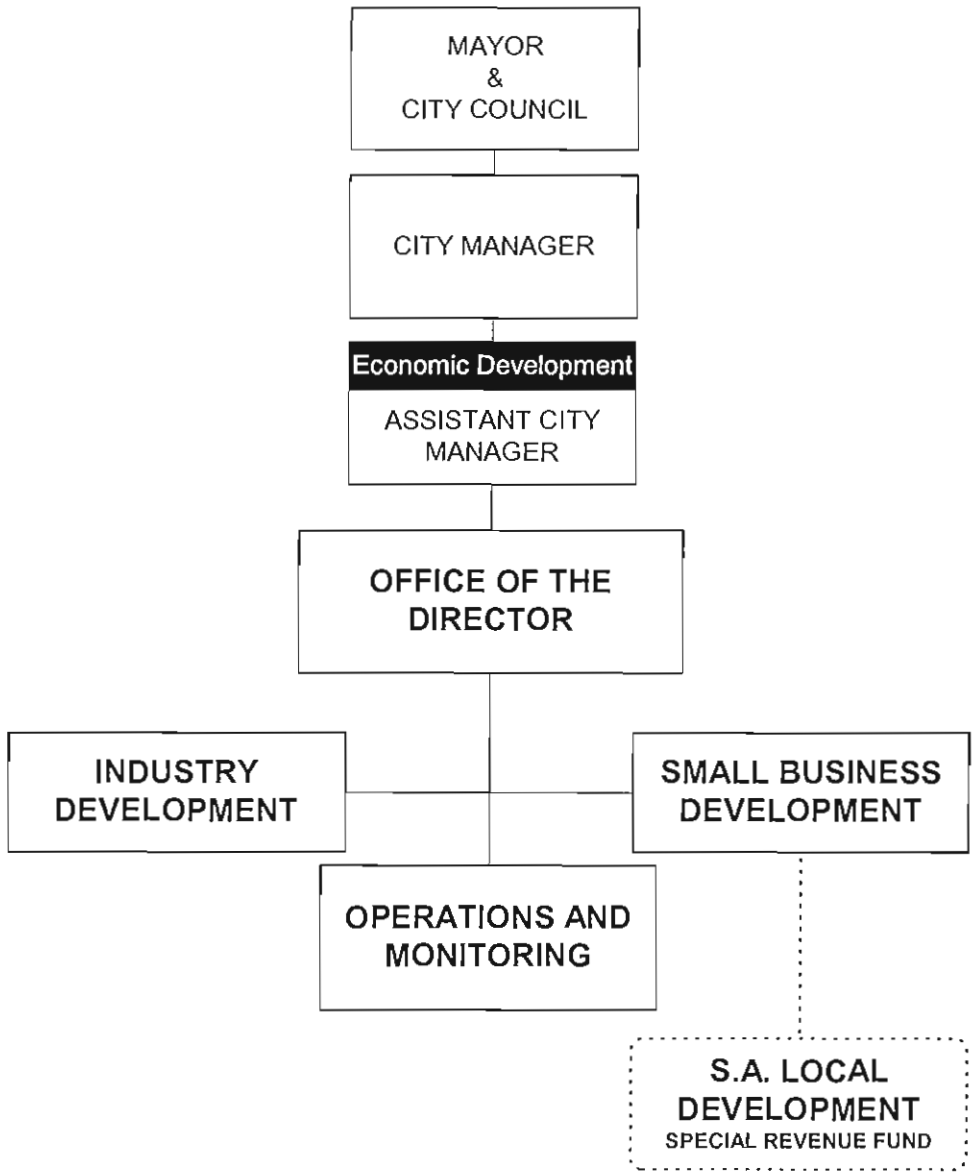
- ✓ Total number of inspections performed to protect the health, safety, and welfare of the citizens of San Antonio
- ✓ Inspections performed by inspectors representing the building, electrical, mechanical, plumbing, sign, tree, landscape, construction trades

Total No. of Acres Platted



- ✓ Administer development construction codes through platting

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	25.00	$1,814,209
Categorical Grants	3.00	356,091
SALDC Special Revenue Fund	8.00	531,614
Total Funding	**36.00**	**$2,701,914**

MISSION STATEMENT

To lead 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 attain the community's goals by focusing on strategies that relate to entrepreneurial alliances, embracing technology, investing wisely in public and private resources, promoting equity by providing opportunities to all citizens, instilling accountability to citizens and stakeholders, encouraging responsible economic development while protecting San Antonio's environment and quality of life, and finally, successfully implementing the Strategic Plan that demands new and stronger alliances. The Economic Development Department is organized into four major divisions to achieve innovation and growth as outlined in the Strategic Plan. The Office of the Director provides administrative and programmatic oversight. The Industry Development division actively works to manifest local economic conditions that promote the retention and expansion of local businesses and the attraction of new businesses to San Antonio. The Small Business Development division, housed in the Business Assistance Focus Center, encompasses programs such as the Small Business Economic Development Advocacy program, which furnishes government contracting opportunities to historically underutilized business communities; the First Point Business Information Office, which supplies business start-up information and business technical assistance; and the San Antonio Local Development Company (SALDC), which grants small business loans to buttress the capital of new and expanding businesses. The Operations & Monitoring division provides support data analysis and monitoring of contracts to ensure due diligence and contract compliance.

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 development.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Citizens' Well Being & Human Potential**					
	Foster a Favorable Climate for Economic Growth	Total No. of Jobs Created/Retained through EDD Programs[1]	6,403	3,705	3,575	3,775
	Support Existing Industries and Nurture High-Wage Substantial Skill in "Targeted" Industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs[2,3]	$18.51	$12.00	$23.14	$15.12
Financial	**Provide Economic Development Opportunities**					
	Facilitate New Business Development and Small Business Growth	No. of Loans Made by SALDC	71	N/A	84	90
		Total Contracting Dollars Awarded to MBE/WBE Contractors (In Millions)	$53.7	N/A	$35.1	$44.9
		Total Contracting Dollars Awarded to SBE Contractors (In Millions)	$97.9	N/A	$71.1	$84.0
Internal Processes	**Improve Community Outreach**					
	Promote EDD incentive outreach efforts	Total No. of Clients Receiving Business Start Up Information	3,456	N/A	3,450	3,500
		% of MBE/WBE City-Wide Benchmarks Achieved	89%	100%	66%	100%
Employee Learning & Growth	**Employee Learning & Growth**					
	Provide Opportunities for Specialized Training	% of Employees Completing Minimum Training & Professional Development Courses[4]	54%	N/A	40%	75%

EXPLANATORY INFORMATION

1 Actual FY 2002 includes Brooks-City Base (3,465 jobs) but excludes U.S. Army South (500 jobs) which Economic Development provided assistance through its Military Affairs Liaison.
2 Actual FY 2002 includes Brooks-City Base.
3 Estimated FY 2003 includes Toyota.
4 Minimum of two courses per fiscal year.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $88,658

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $1,545 in savings in the SALDC Special Revenue Fund. The total savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – ELIMINATION OF SECRETARY II

This ***reduction*** will eliminate one vacant Secretary II position. There will be no immediate impact to service delivery in FY 2004 as a result of this reduction. This reduction will result in a savings of $29,454.

ECONOMIC DEVELOPMENT – ELIMINATION OF SR. ECONOMIC DEVELOPMENT SPECIALIST

This ***reduction*** will eliminate one vacant Senior Economic Development Specialist position. There will be no immediate impact to service delivery in FY 2004 as a result of this reduction. This reduction will result in a savings of $57,659.

- IMPROVEMENTS $10,976

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the SALDC Special Revenue Fund will total $10,976 in FY 2004.

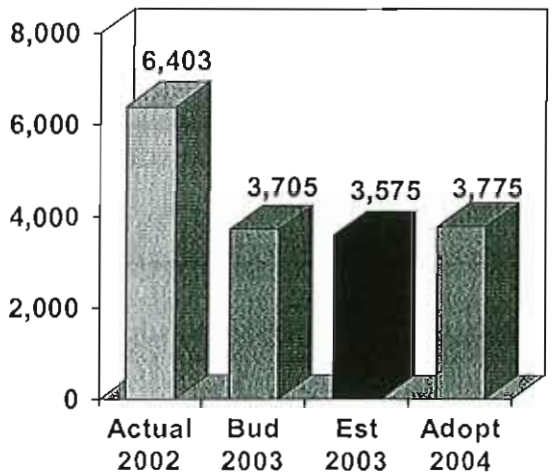
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$1,369,407	$1,385,485	$1,319,447	$1,504,870
CONTRACTUAL SERVICES	507,280	286,169	254,041	272,470
COMMODITIES	37,989	18,173	21,243	24,747
OTHER EXPENDITURES	2,495	7,122	7,122	12,122
CAPITAL OUTLAY	12,761	3,623	0	0
TOTAL EXPENDITURES	**$1,929,932**	**$1,700,572**	**$1,601,853**	**$1,814,209**
AUTHORIZED POSITIONS	27	25	25	25
FULL-TIME EQUIVALENTS	27.00	25.00	25.00	25.00

SALDC SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

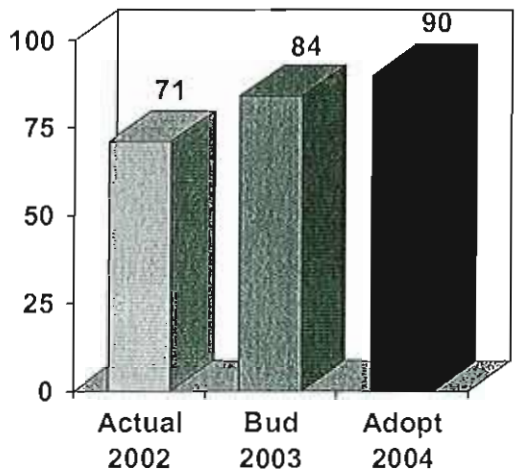
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$329,048	$402,516	$409,843	$423,249
CONTRACTUAL SERVICES	75,643	52,642	46,041	57,310
COMMODITIES	5,246	8,380	7,501	6,372
OTHER EXPENDITURES	349	1,128	1,128	1,128
CAPITAL OUTLAY	3,638	13,870	13,858	0
TRANSFERS	0	0	10,476	43,555
TOTAL EXPENDITURES	**$413,924**	**$478,536**	**$488,848**	**$531,614**
AUTHORIZED POSITIONS	8	8	8	8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

TOTAL NO. OF JOBS CREATED/RETAINED THROUGH EDD PROGRAMS



✓ Number of jobs created/retained from economic incentive programs.
✓ Actual FY 2002 includes Brooks City-Base (3,465 jobs) but excludes U.S. Army South (500 jobs) which the Economic Development Department provided assistance through its' Millitary Affairs Liason.

NO. OF LOANS MADE BY THE SAN ANTONIO LOCAL DEVELOPMENT COMPANY (SALDC)



✓ Total number of loans provided by all funding sources.
✓ Increase in number of loans is due to better community outreach and marketing of services provided by SALDC.

The Procurement Technical Assistance grant is subject to renewal every two years.

Listed below is the grant the Economic Development Department is anticipating to receive in FY 2004. Details of this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Procurement Technical Assistance	$149,950	$0	$19,930	$186,211	$356,091
TOTAL	**$149,950**	**$0**	**$19,930**	**$186,211**	**$356,091**

PROCUREMENT TECHNICAL ASSISTANCE

PROGRAM INFORMATION:

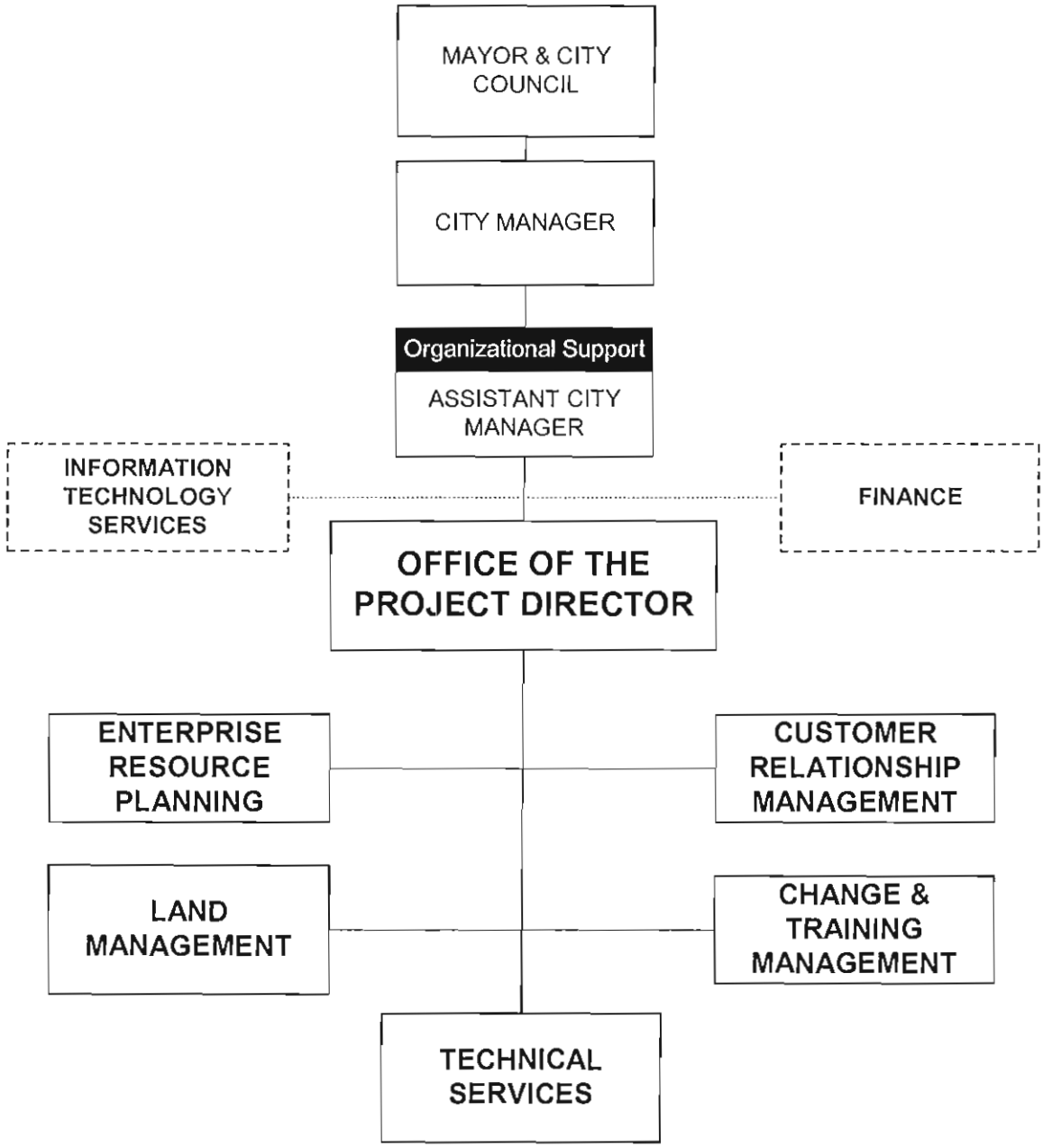
The Procurement Technical Assistance (PTA) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTA administers the City's Cooperative Agreement with the U. S. Department of Defense (DOD) to provide services in the San Antonio area and twelve surrounding counties. The program assists businesses in developing the knowledge, processes and systems to effectively interface, diversify markets and competitively obtain contracts with all federal, state and local government agencies. This activity helps to stimulate job creation, increase the tax base and support the City's Small, Minority & Women-owned procurement goals. This grant program covers the period of 01/01/04 through 12/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of PTAC personnel	3	3	3
No. of clients in database	398	400	400
Output:			
Conferences sponsored	23	22	22
Efficiency:			
No. of initial counseling sessions	258	250	260
Effectiveness:			
No. of follow up counseling sessions	410	500	500

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	0	0	19,930
FEDERAL	149,950	149,950	149,950
OTHER – This includes requirements of the City In-Kind	156,655	156,655	186,211
TOTAL FUNDING	**$306,605**	**$306,605**	**$356,091**
EXPENDITURES			
PERSONAL SERVICES	$268,210	$285,965	$299,571
CONTRACTUAL SERVICES	29,988	13,933	47,020
COMMODITIES	1,700	0	9,500
OTHER EXPENDITURES	6,707	6,707	0
TOTAL EXPENDITURES	**$306,605**	**$306,605**	**$356,091**
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Special Revenue Fund	26.00	$2,528,291
Capital Projects	0.00	13,900,000
Total Funding	**26.00**	**$16,428,291**

ENTERPRISE RESOURCE MANAGEMENT
ENTERPRISE RESOURCE MANAGEMENT FUND

MISSION STATEMENT

The mission of the Enterprise Resource Management Project (ERM) is to transform the way the City does business in order to enhance customer service and improve the City's administrative functions through the reengineering of business processes and the implementation of new software.

PROGRAM INFORMATION

The ERM Project is responsible for implementing new software and business processes to enable Land Management, Customer Relationship Management (CRM), and Enterprise Resource Planning (ERP) software, in order to enable the city to integrate diverse applications and improve business processes. Significant collaboration of all city Departments is necessary to ensure that changes to the current processes are understood and accepted, and that knowledge is transferred. The Project is organized into six divisions: Project Director's Office, Change and Training, Customer Relationship Management, Land Management, Enterprise Resource Planning, and Technology Team. Oversight and advisement is provided by executive sponsors, steering committee, advisory groups and subject matter experts.

GOALS & OBJECTIVES

- To implement an Enterprise Resource Management (ERM) system including Land Management Services, Customer Relationship Management (CRM), and Enterprise Resource Planning (ERP).
- To enable improved accountability of City employees through increased availability of information, new business processes, new software and hardware systems.
- To inform and educate City employees and the community about the transformation the City will experience as a result of the reengineering of business processes and implementation of new software systems.
- To ensure the City workforce is fully trained and competent on reengineered business processes, software, and new technology infrastructure.
- To enhance customer service through reengineered business processes, increased accountability and new technology.
- Work cooperatively with Bexar County and San Antonio Water System to identify opportunities to share resources.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
Customer	**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	N/A	N/A	105	270
		No. of External Communications	N/A	N/A	8	25
Financial	**Provide Accountability to the Public**					
	To provide for the successful completion of the ERM implementation within the allotted budget	Cumulative Project Costs Paid	$19.5M	N/A	$58.4M	$80.1M
	To provide for the completion of the overall project within the allotted time frame and implementation schedule	Percent of Overall Implementation Schedule Completed	11%	N/A	53%	91%
	Monitor project expenditures and budget to ensure financial objectives are fulfilled	Percent of Overall Project Budget Expended[1]	22%	N/A	66%	91%
Internal Processes	**Innovative and Proactive City Government**					
	Implementation of Enterprise Resource Management Systems	No. of City Employees Provided Training on ERM System and Process	99	2,900	1,382	2,850
		No. of Hours of Training Provide to City Employees on ERM System and Processes	245	16,640	17,828	34,320
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Implementation of Enterprise Resource Management Systems	No. of Business Processes Re-designed	1	10	3	58
		No. of Modules Implemented	1	N/A	2	13

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 $13,749

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $13,749 in savings in a line item expense budget. The total savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- IMPROVEMENTS $72,392

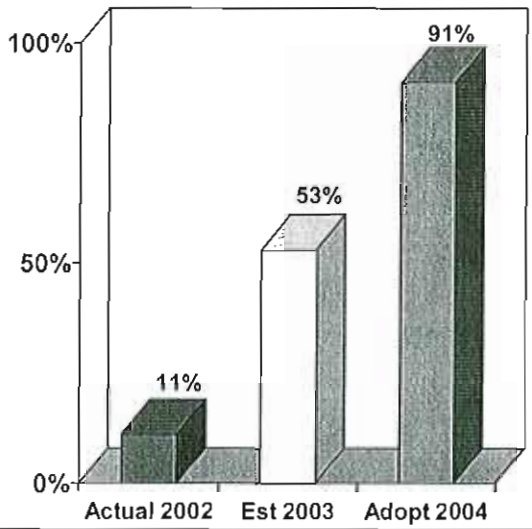
EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Enterprise Resource Management fund will total $72,392 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

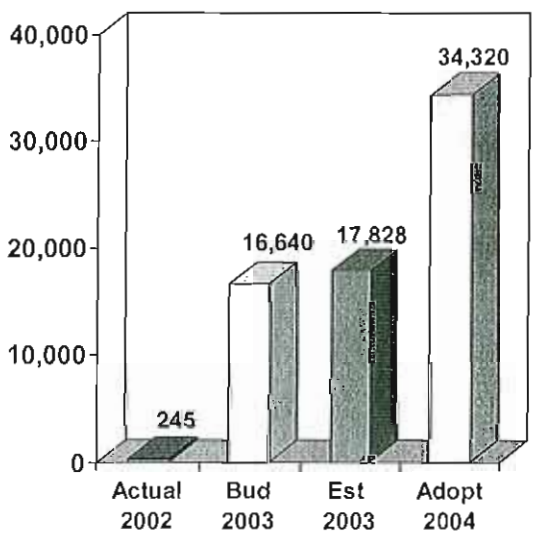
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,017,721	$2,571,754	$2,739,504	$1,518,585
CONTRACTUAL SERVICES	484,893	1,730,071	1,944,202	848,261
COMMODITIES	59,076	85,422	98,843	77,834
OTHER EXPENDITURES	7,697	8,462	8,462	9,000
CAPITAL OUTLAY	284,901	0	149,406	5,000
TRANSFERS	0	486,825	393,713	69,611
TOTAL EXPENDITURES	**$1,854,288**	**$4,882,534**	**$5,334,130**	**$2,528,291**
AUTHORIZED POSITIONS	**39**	**38**	**38**	**26**
FULL-TIME EQUIVALENTS	**39.00**	**38.00**	**38.00**	**26.00**

% of Overall Implementation Schedule Completed

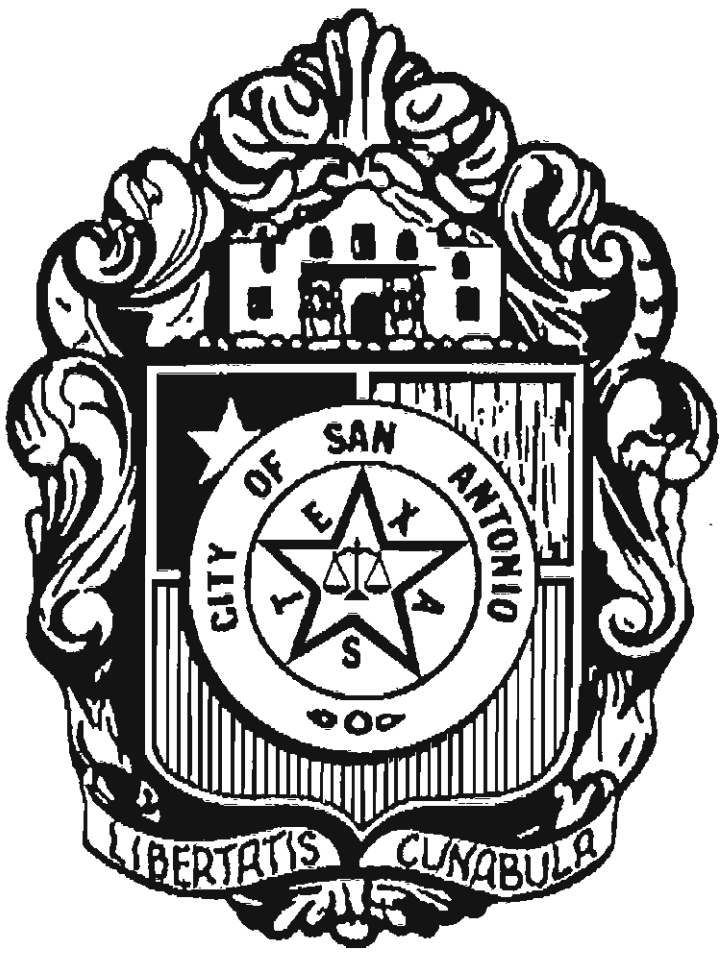


✓ Waves anticipated for completion during FY 2004 include:
Wave A - Land Management
Wave F - Budget Preparation
Wave H - Human Resources

NO. OF TRAINING HOURS PROVIDED ON ERM SYSTEM AND PROCESSES



✓ Efforts include training associated with
Wave A - Land Management
Wave B - Land Management
Wave C - Customer Relationship Management


CITY OF SAN ANTONIO
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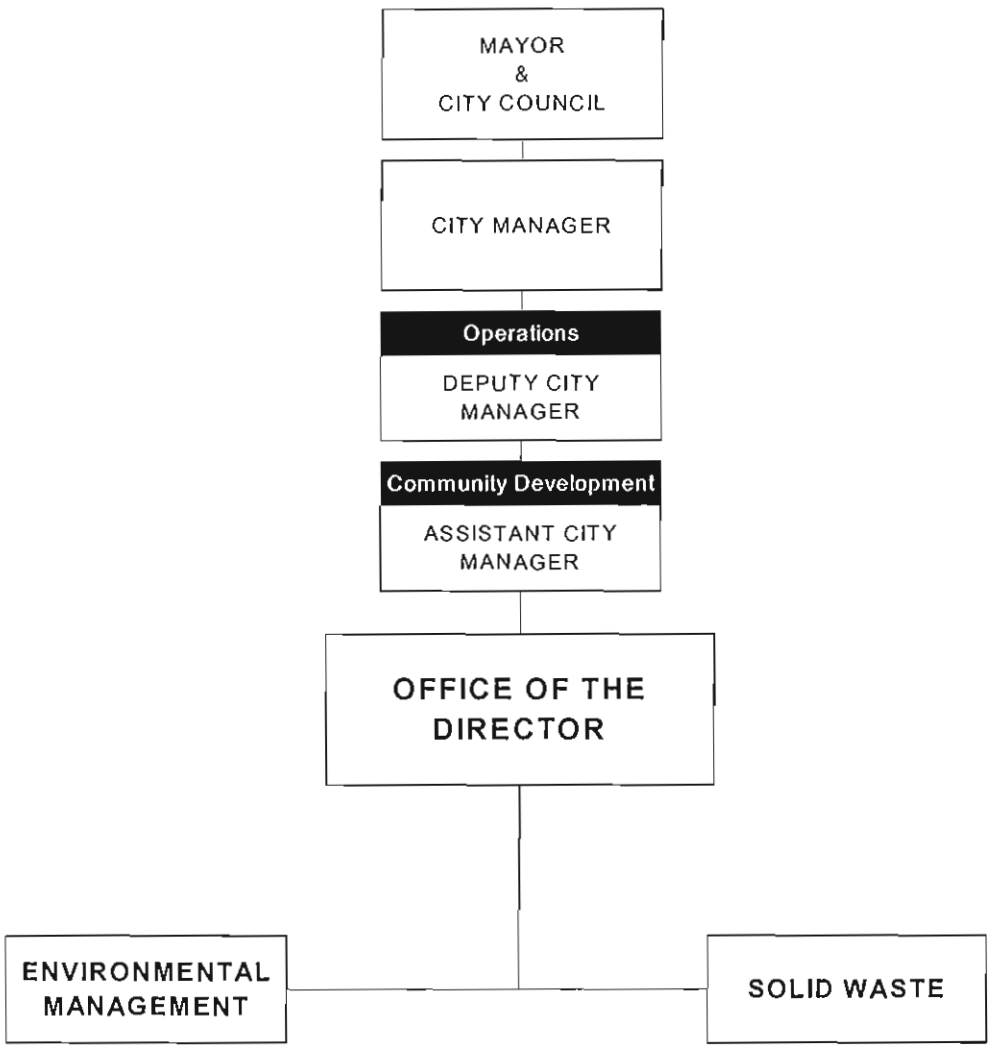
ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Environmental Services Revenue Fund	578.28	$51,248,974
Total Funding	**578.28**	**$51,248,974**

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 its revenues from the Residential Solid Waste Fee, 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 308,000 homes and businesses within the City of San Antonio. The primary services provided by this Division include: bi-weekly collection of residential garbage, weekly curbside collection of residential recyclables, dead animal collection, downtown night garbage collection, and the bi-annual collection of residential brush and bulky items. Other services include on-call Out-Of-Cycle collection service for brush and bulky items, supporting neighborhood associations and civic groups through the weekend Dial-A-Trailer program, and sponsorship of Keep San Antonio Beautiful Association. The Division maintains an on-going public outreach program with its Ambassador Program where information concerning public health and safety and how it relates to the Solid Waste Division is disseminated at various public meetings. 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 land, 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, and overseeing or performing asbestos assessments, energy efficiency efforts and environmental remediation. Additionally, the Environmental Management Division is the City's liaison to the Air Force regarding cleanup activities at the former Kelly Air Force Base.

GOALS & OBJECTIVES

Solid Waste Division

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.

- Increase the Solid Waste Division's quality of service delivery and raise public awareness of the City's Municipal Code requirements relating to solid waste issues.
- Deter illegal dumping to improve the overall aesthetic appearance and public health and safety of the City.
- Continue the Brush and Bulky Item Collection program to meet the needs of the citizens while reducing the length of time for items placed at the curb for public health and safety.
- Provide continued professional development and employee training in the Solid Waste Division.
- Pilot a mechanized garbage collection system, evaluate its effectiveness and if proven effective, develop a long-range plan for City-wide implementation.

GOALS & OBJECTIVES CONTINUED

Environmental Management Division

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.
- Continue the enhancement of the Household Hazardous Waste Program (HHW) to meet the increasing demand for HHW services by continuing to provide safe and efficient opportunities for HHW management.
- Provide continued professional development and employee training in the Environmental Management Division.
- Continue to perform all, approximately 300 annually, Phase I Environmental Assessments in-house.
- Educate the community through various public outreach programs emphasizing energy conservation and efficiency.
- Educate City employees about energy conservation and efficiency through various awareness programs such as the current "Make the Switch" campaign.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Air Quality**					
	Continue educating the community about ground level ozone and the importance of reducing air pollution	No. of Air Quality Events[1]	53	78	198	216
	Provide For Safety and Welfare of San Antonio					
	Provide safe and convenient disposal for household hazardous waste	Number of Tons of Household Hazardous Waste Received	N/A	N/A	289	318
	Provide convenient and timely Brush and Bulky Item Collections and Public Education	Number of Public Outreach Events[2]	120	84	152	170
Financial	**Provide Accountability to the Public**					
	Provide cost efficient household hazardous waste management	Disposal/Processing Cost for Household Hazardous Waste	$246,235	$410,350	$374,524	$335,082
	Control landfill disposal costs by promoting increased brush and paper recycling	% of Waste Diverted from the Landfill	10.13%	9.10%	7.50%	8.00%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Provide The Best Service Possible**					
	Provide safe and efficient collection of weekly garbage	Tons Collected per Crew per Week[3]	63.8	63.0	62.2	63.0
	Continue the Brush and Bulky Item Program to meet the needs of the citizens	No. of Brush Notification Tags Delivered to Citizens	N/A	N/A	549,824	551,950
	Enforce the Brush and Bulky Item Program to meet the needs of the citizens	No. of Citations and/or Court Cases Filed	92	N/A	216	225
	Maintain environmental compliance for all City facilities and projects	Total Environmental Investigations and Corrective Actions[4]	607	585	1,034	675
Employee Learning And Growth	**Improve Employee Development Training**					
	Provide continued professional development and employee training in the Solid Waste Division	% of Employees Receiving Safety Incentives[5]	83%	82%	80%	75%
	Provide continued professional development and employee training in the Environmental Services Department	Total No. of Training Session Opportunities	112	120	122	135

EXPLANATORY INFORMATION

1 Air Quality – In FY 2003, the Environmental Management Division would conduct 46 Air Quality events. They estimate to conduct the same amount in FY 2004. The Environmental Services Department would conduct 170 general public outreach events on its own. At each of these public events, Air Quality would be presented, thus allowing for a total of 216 events at which Air Quality issues can be presented.

2 Brush/Bulky Items – Public Outreach programs now include: Neighborhood Action meetings, Ambassador meetings, Keep San Antonio Beautiful, Cleanup Commission, and all Media campaigns.

3 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 105 authorized routes serviced by City Crews plus four "growth" routes, for a total of 109 routes. The use of the four growth routes allows the crews to operate within the City's Workload Standard of 63 tons. These growth routes have been added to absorb the additional tonnage from new residential developments and from in-fill in existing developments. The additional revenues from these new customers offset the additional costs of the four routes.

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 For FY 2004 the Safety Incentive Program will change and the qualifying criteria will be more stringent.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$70,984**

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $70,984 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive, rent of rolling equipment and cellular phones. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- **IMPROVEMENTS** **$1,151,115**

EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Environmental Services Fund will total $478,219 in FY 2004.

OTHER - ADD FOUR COLLECTION ROUTE SUPERVISORS

This ***improvement*** will add four Collection Route Supervisors as a result of the 12% growth of customers serviced by the Solid Waste Division. To service this growth, the Solid Waste Division has added additional routes in garbage, recycling, and brush. Consequently, the current supervisors have been exceeding the industry standard of routes managed. With this improvement, the Solid Waste Division will be able to stay under industry standard. The cost for this improvement in FY 2004 totals $249,684.

OTHER – BITTERS BRUSH RECYCLING EQUIPMENT

This ***improvement*** will allow for the purchase of a D-Eight Dozer and a low boy trailer at the Bitters Brush Recycling Center. The dozer will be used to position brush and mulch in stockpiles in a manner that is orderly and will prevent fires. The trailer will be used to move equipment at the site. The cost for this improvement in FY 2004 totals $330,721.

OTHER – ADD TWO TRUCK DRIVER POSITIONS TO DEAD ANIMAL COLLECTION

This ***improvement*** will add two Truck Driver positions to support the City wide collection of dead animals, to maintain the commitment of collecting the animals within 24 hours of receiving the call. The cost for this improvement in FY 2004 totals $92,491.

- **MANDATES** **$824,678**

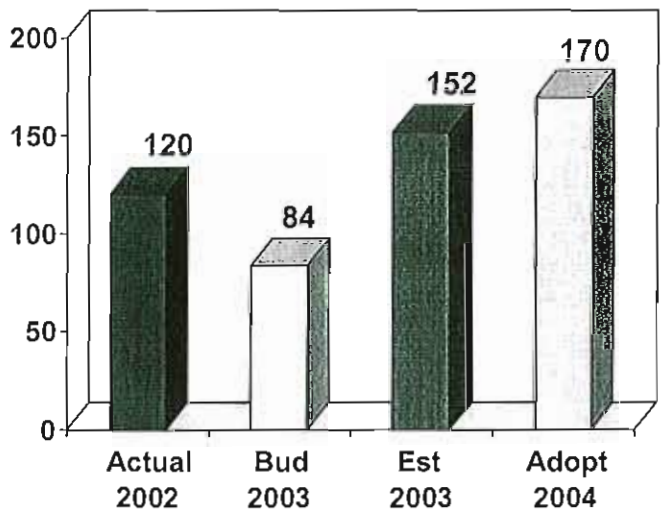
OTHER MANDATES – COLLECTION DISPOSAL INCREASES

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 $427,126 and $397,552 respectively. The total cost of this ***mandate*** in FY 2003 will be $824,678.

ENVIRONMENTAL SERVICES REVENUE FUND EXPENDITURES BY CHARACTER

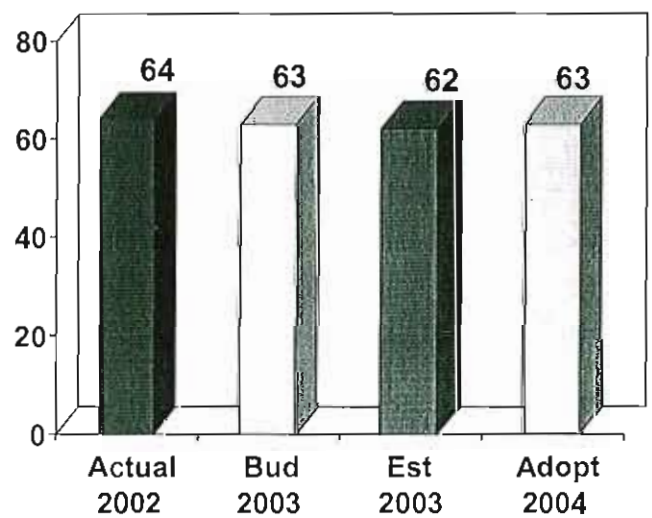
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$21,547,100	$21,043,511	$20,826,272	$22,057,802
CONTRACTUAL SERVICES	20,255,462	19,781,320	20,966,418	21,615,930
COMMODITIES	2,840,274	2,856,031	2,924,717	2,896,057
OTHER EXPENDITURES	201,578	708,917	708,917	795,340
CAPITAL OUTLAY	33,155	45,303	31,006	395,762
TRANSFERS	2,415,167	2,511,451	2,495,120	3,488,083
TOTAL EXPENDITURES	**$47,292,736**	**$46,946,533**	**$47,952,450**	**$51,248,974**
AUTHORIZED POSITIONS	603	603	603	613
FULL-TIME EQUIVALENTS	568.28	568.28	568.28	578.28

BRUSH COLLECTION
Number of Annual Public Outreach Events

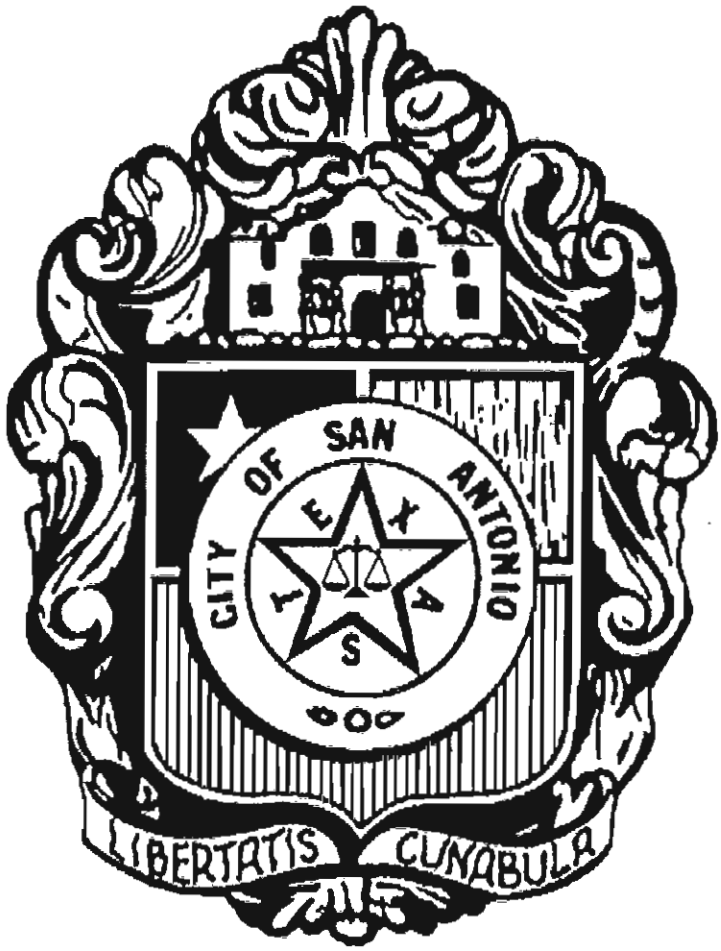


- ✓ Public Outreach Events Include:
  - Neighborhood Association Meetings
  - Environmental Ambassador Meetings
  - Keep San Antonio Beautiful Events
  - Cleanup Commission Events
  - Various Media Campaigns
  - Departmental Sponsored Events

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 2004
- ✓ To maintain the City's Workload Standard of 63 tons per crew per week, an additional four routes were authorized in FY 2003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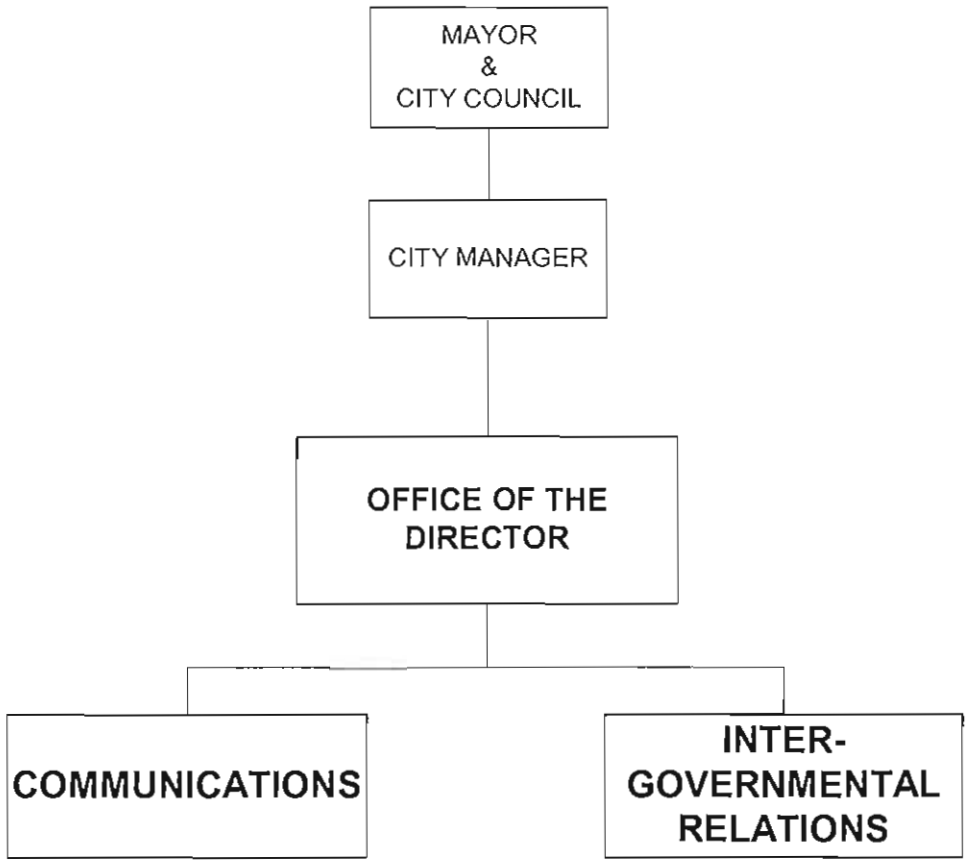
EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	13.00	$1,297,814
Community & Visitors Facilities Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	**15.00**	**$1,297,814**

*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 interlocal contracts and agreements and performs other special projects related to intergovernmental cooperation.

The Communications Division 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 interlocal agreements in an effort to determine their fiscal impact.
  - Assess potential interlocal 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.
- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	To support and encourage communications that inform and educate the community and employees about City programs and services	No. of News Releases	421	418	420	422
		No. of TVSA Programs[1]	567	580	278	285
Financial	**Leverage Other Funding Sources**					
	To analyze all current interlocal agreements in an effort to determine their fiscal impact	Avg. Monthly Revenue Received from Interlocal Agreements	$270,200	$277,412	$279,022	$279,185
	To promote legislation and regulatory initiatives which will benefit the City	Federal Funds Received Related to the Federal Initiatives Program (In Millions)[2]	N/A	$44.5	$31.8	$51.3
Internal Processes	**Provide Accountability to the Public**					
	To initiate and support City departments with communication plans and services	Total No. of Media Inquiries/ Contacts[3]	1,504	1,608	814	780
	To promote legislation and regulatory initiatives which will benefit the City	Percent of State Legislative Program Initiatives Enacted	N/A	65%	75%	N/A
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	To create internal communication methods to inform, educate, and support City employees	No. of Training Hours Received by Department Employees Attending Professional Development Training Sessions	159	180	259	182
		No. of Persons Attending Communications Training Sessions Provided by the Communications Division	N/A	80	40	45

EXPLANATORY INFORMATION

[1] Actual FY 2002 and Revised Budget FY 2003 figures included the number of Trans-guide and Bulletins programmed.

[2] The FY 2003 estimate represents $24.06 million dollars that have been earmarked ($1.78 million – Airport Improvement Program, $3.5 million – Center for Infrastructure Assurance & Security and $18.78 million – Hope VI- Victoria Courts) plus an additional $7.82 million (Homeland Security Funding) that are anticipated to be earmarked.

BALANCE SCORECARD CONTINUED

EXPLANATORY INFORMATION

[3] Prior to FY 2003 the Communications Division experienced a peak of media inquiries due to 9-11 and the Flood of 2002. Also, Prior to FY 2003 the Communications Division was using estimations to reflect the numerous media inquiries handled by the Public Information Officers. Beginning with the FY 2003 estimate, the division Public Information Officers began logging media inquiries with a computer-automated system. The Adopted FY 2004 number reflects a more accurate accounting of calls logged by the division, utilizing the new system.

PROGRAM CHANGES

♦ REDUCTIONS/REDIRECTIONS **$47,692**

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in $961 in savings in several line item expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and a reduction in building maintenance and trade. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

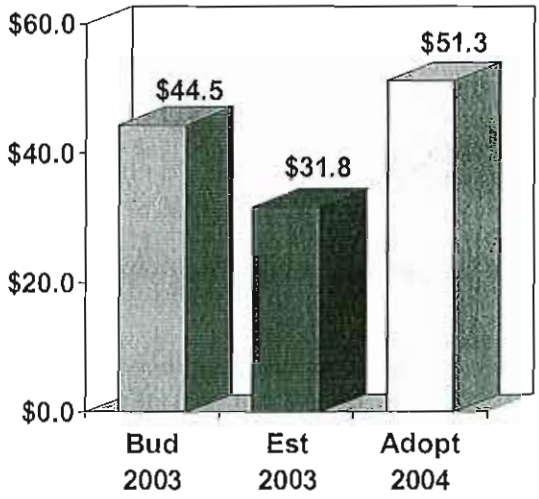
ORGANIZATIONAL SUPPORT – REDIRECT ONE GRAPHICS DESIGNER

This ***redirection*** will move one filled Graphics Designer position to the External Relations Department from the Parks Department. The position will coordinate External Relations printing operations and will be supported by the Purchasing funds for a savings to the General Fund amounting to $46,731.

GENERAL FUND EXPENDITURES BY CHARACTER

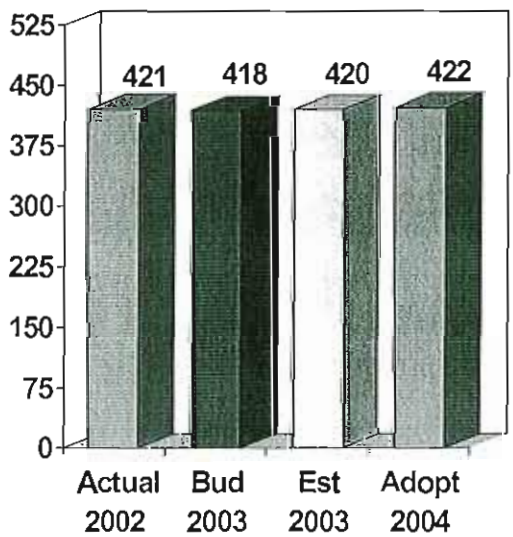
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$628,310	$698,411	$681,514	$766,164
CONTRACTUAL SERVICES	511,891	497,703	481,288	514,394
COMMODITIES	17,050	17,270	16,886	13,732
OTHER EXPENDITURES	2,282	3,524	3,524	3,524
CAPITAL OUTLAY	12,001	2,204	2,000	0
TOTAL EXPENDITURES	**$1,171,534**	**$1,219,112**	**$1,185,212**	**$1,297,814**
AUTHORIZED POSITIONS	12	12	12	13
FULL-TIME EQUIVALENTS	12.00	12.00	12.00	13.00

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

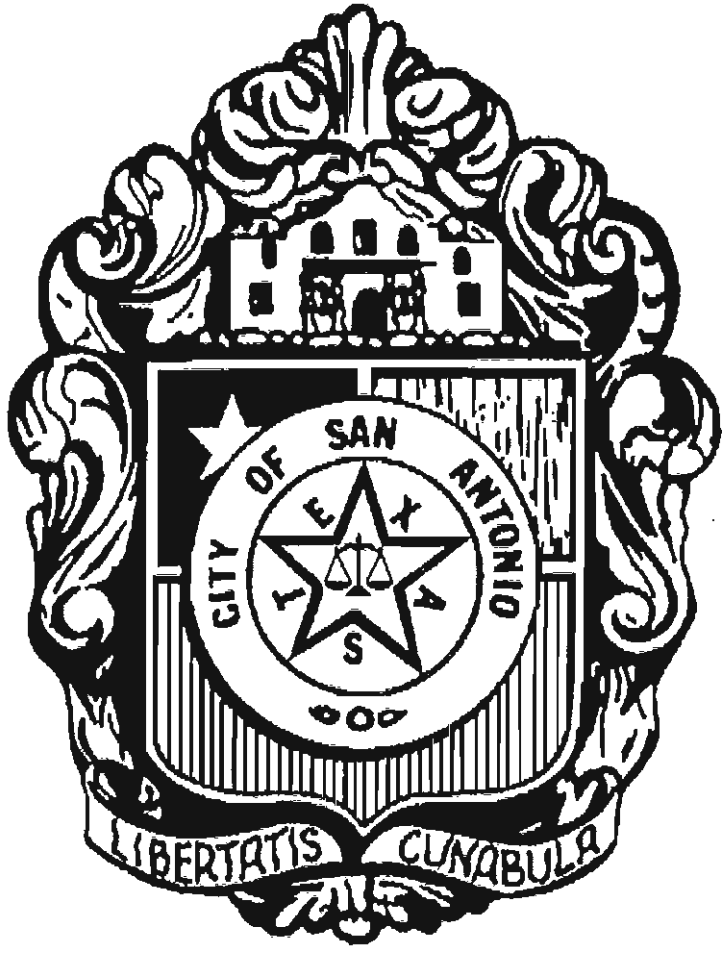


✓The anticipated 15% increase from FY 2003 to FY 2004 federal funds received is due to to the successful reauthorization of TEA-21 (Transportation Equity Act of the 21st Century) and additional earmarks for Brooks and Kelly USA.

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.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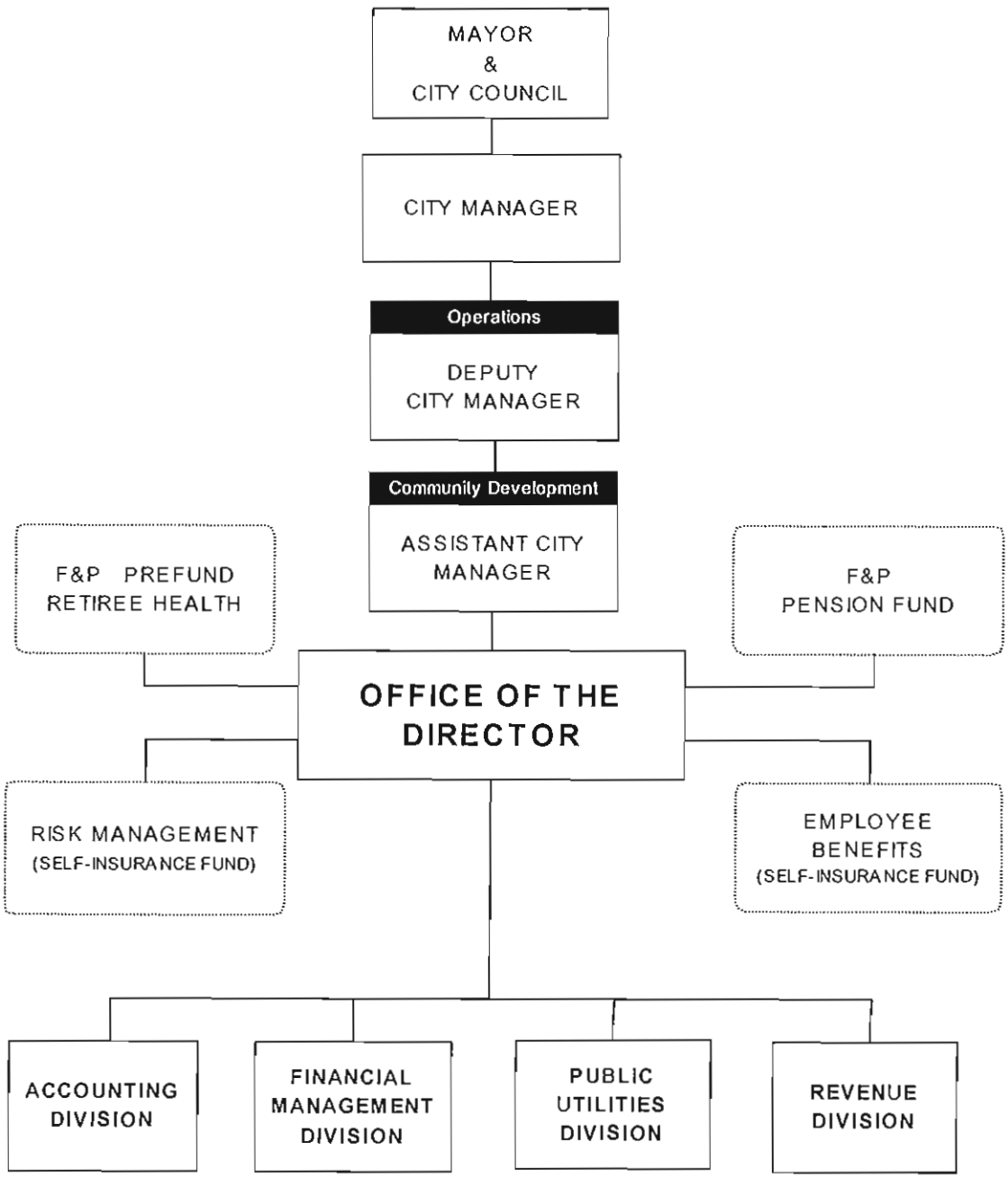


APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	89.00	$7,852,970
Self-Insurance Workers' Compensation	2.00	*
Self-Insurance Workers' Compensation	3.00	*
Community Development Block Grant	1.00	74,436
Total Funding	**95.00**	**$7,927,406**

* 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, 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. The Department is organized into five Divisions: Accounting, Financial Management, Public Utilities, Revenue, and Administrative.

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 investments and banking services.
- Evaluate 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.
- Stay abreast of current laws and accurately calculate tax rates in accordance with Truth-in-Taxation laws and guidelines.
- 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.
- Begin 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 complete within reasonable time frames all actions that correct or otherwise resolve matters brought to management's attention.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust & Awareness**					
	Provide timely and user-friendly financial reports and enhance the quality and efficiency by which financial services are delivered	Turnaround Time on CAFR (days)	138	180	165	152
		No. of Accounting Staff Hours Devoted to Annual Audit	12,075	12,000	12,075	12,000
		Avg. No. of Transactions per Accountant per Month	1,797	1,900	1,850	1,800
		Avg. No. of Customers Served per Treasury Cashier per Month	2,518	2,450	2,800	2,850
Financial	**Provide Accountability to the Public**					
	Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services	Value of Investment Trade-Cost Basis (billions)	$2.50	$2.40	$2.14	$3.06
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.87	7.85	7.82	7.46
		Avg. Cost of Financing General Obligation Debt at FYE	4.89%	4.96%	4.63%	4.71%
		% of Certificates of Obligation	18.62%	25.07%	22.88%	25.77%
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility/Franchise Contracts Monitored	11	14	12	11
		No. of Public Utility/Franchise Rate Packages Reviewed	5	9	9	6
		No. of Public Utility/Franchise Complaints Received	246	288	224	250
		No. of Public Utility/Franchise Contracts Negotiated/Under Negotiation	6	7	7	4
	Ensure compliance with alcoholic beverages and coin-operated amusement machine license and permit requirements	No. of On-Site License Inspections	6,339	5,750	6,500	6,750
		No. of Alcoholic Beverage Warning Violations Issued	493	525	480	500
		No. of Coin-Operated Amusement Machines Sealed	806	500	650	700

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Innovative and Proactive City Government**					
	Manage the Accounts Receivable Section and centralized billing process n coordination with ERM.	Net Revenue Collected After Costs	$829,450	$982,791	$850,000	$900,000
		% of Cost to Collect Accounts Receivable to Amount Collected	14.90%	15.88%	14.60%	17.30%
	Continue implementation of improvements to the payment and procurement processes	Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	1,292	1,226	1,198	1,268
		No. of Checks Issued (excluding payroll)	69,291	63,779	68,500	69,000
		No. of Accounts Payable Vendors Paid	12,112	13,242	12,758	13,340
		Turnaround Time for Accounts Payable Checks (business days)	N/A	15	18	18
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to provide education to staff to improve service delivery.	No. of Hours of Training Provided	3,222	N/A	700	750
	Complete implementation of the requirements of the Governmental Accounting Standards Board Statement Number 34	Hrs. Devoted to GASB 34 Implementation	2,750	2,650	2,900	2,000

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$90,401**

ORGANIZATIONAL SUPPORT – ELIMINATE SR. OFFICE ASSISTANT AND LINE ITEM BUDGETS

This **reduction** will eliminate one vacant Sr. Office Assistant and reduce various budgets for contractual services and commodities. This reduction will effect service levels, as it will require existing staff to assume additional responsibilities and current processes to be redesigned. This reduction will result in total savings of $50,401 in FY 2004.

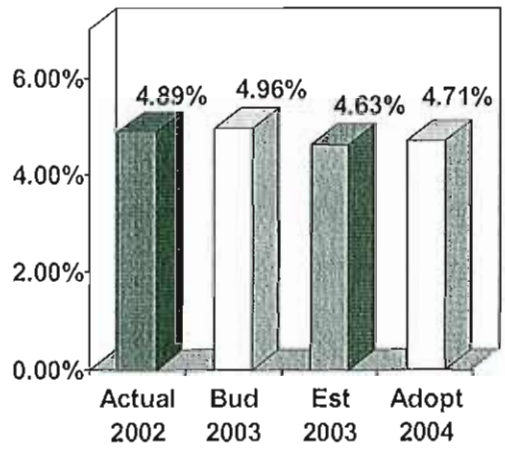
ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. Savings will be accomplished through the management of vacant positions. This reduction will result in total savings of $40,000 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

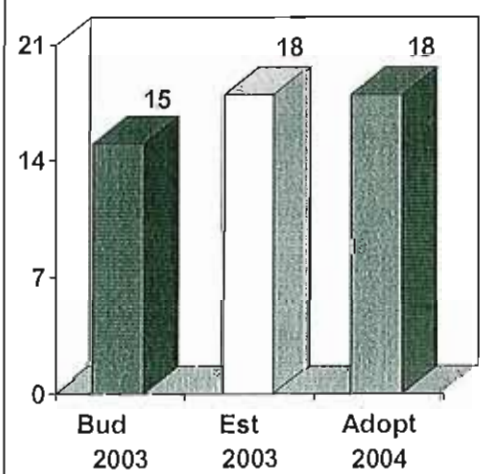
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$4,141,981	$4,182,535	$3,862,562	$4,154,673
CONTRACTUAL SERVICES	3,270,272	3,657,764	3,718,169	3,641,931
COMMODITIES	51,166	59,761	57,729	32,818
OTHER EXPENDITURES	10,548	23,548	23,548	23,548
CAPITAL OUTLAY	9,754	1,309	5,740	0
TOTAL EXPENDITURES	**$7,483,721**	**$7,924,917**	**$7,667,748**	**$7,852,970**
AUTHORIZED POSITIONS	92	91	91	89
FULL-TIME EQUIVALENTS	92.00	91.00	91.00	89.00

AVERAGE COST OF FINANCING GENERAL OBLIGATION DEBT AT FISCAL YEAR END



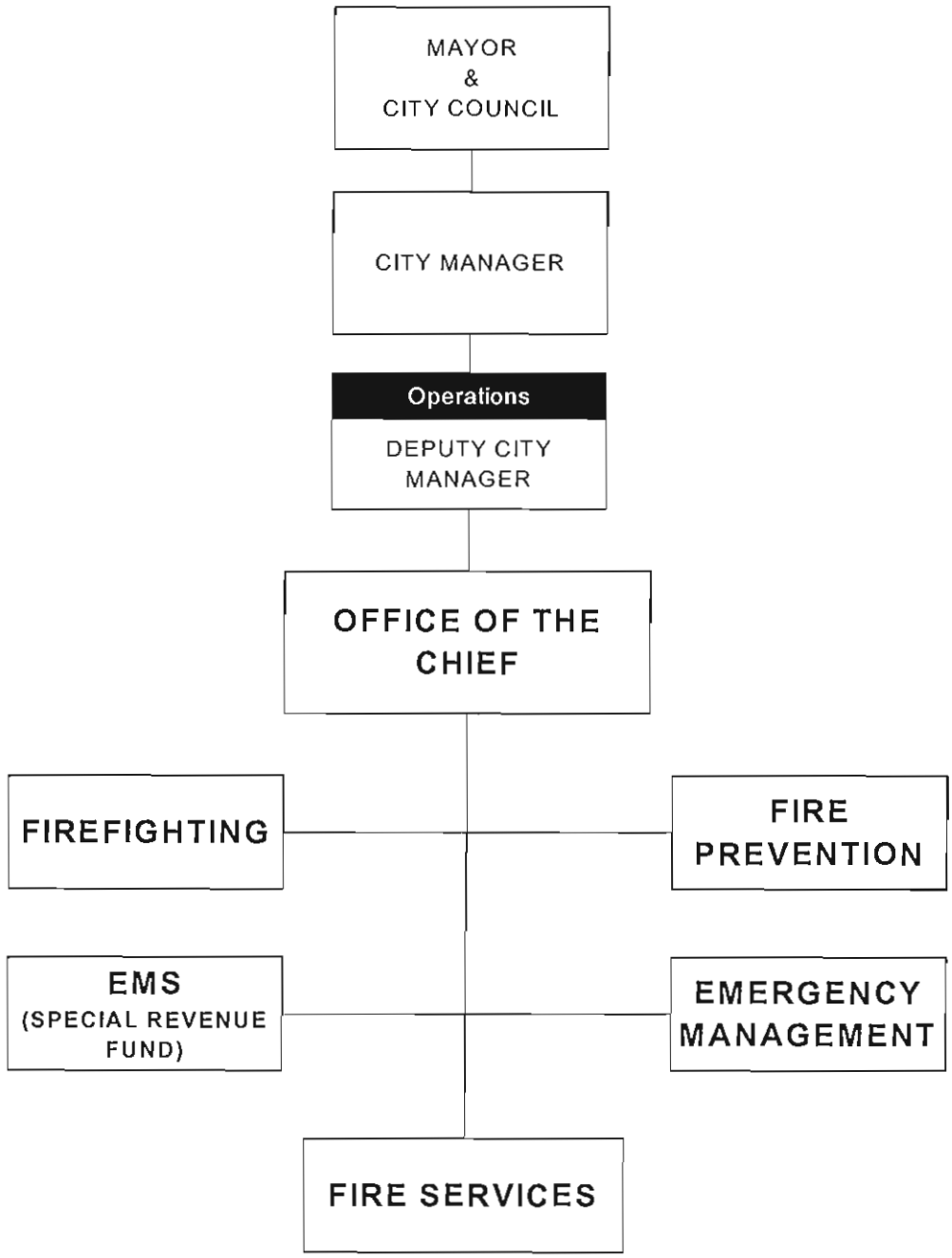
✓ Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end

TURNAROUND TIME FOR ACCOUNTS PAYABLE CHECKS (BUSINESS DAYS)



✓ Measures number of business days to process vendor payments,

✓ Anticipated Adopted number of business days will remain the same as the FY 2003 Estimate.



FIRE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	1,200.00	$111,460,938
EMS-Special Revenue Fund	339.00	38,898,285
Categorical Grants	0.00	6,245,807
Capital Projects	0.00	17,323,000
Total Funding	**1,539.00**	**$173,928,029**

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 2004 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 providing 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 and 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 uniformed staff
  - By finding innovative ways to apply new and existing technology
- To provide for the safety and welfare of the community
  - By inspecting buildings to detect and eliminate fire and safety hazards
  - By educating the public on fire safety & 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 each firefighter personal protective ensemble
  - By implementing safety and wellness programs

BALANCE SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Provide for Safety and Welfare of San Antonio**					
	To optimize area coverage and provide better fire services	% of Total Calls with a Response Time of 8 Minutes and Under from Call Entry to Arrival	81%	81%	82%	82%
	Maximize the number of people contacted about fire safety	No. of Persons Receiving Fire Safety Education	130,919	50,176	38,030	50,030
		No. of Children Contacted by Juvenile Fire Setters Intervention Program	43,240	34,250	37,606	39,459
Financial	**Provide Accountability to Public**					
	Maximize alternative sources of funding	Grant Funds, Foundation Funds, and Other Sources of Funding Leveraged/ Awarded [1]	$78,335	$137,327	$428,460	$5,953,979
	Focus on long range planning to ensure the highest level of Fire service	% of Pumpers in the Replacement Fund	61%	72%	75%	75%
		% of Ladders in the Replacement Fund/Buy-in Program	39%	42%	48%	48%
		% of Service Trucks in the Replacement Fund	100%	N/A	100%	100%
Internal Processes	**Maintain Existing Infrastructure**					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Avg. Age of Pumpers in the Fleet	6.85	N/A	7.85	8.85
		Avg. Age of Ladders in the Fleet	11.30	N/A	10.10	11.10
		No. of Facility Inspections per Year	96	100	100	108
	Strategically locate fire fighting companies	% of City Blocks Able to be Reached Within 4.25 Minutes Travel Time [2]	87%	90%	87%	87%
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 the Dispatch and AVL Systems	67%	95%	85%	92%
		No. of Fire Pre-Plans Accessible	7,575	7,312	8,846	10,538

EXPLANATORY INFORMATION

[1] The total grant amount includes the Office of Domestic Preparedness award of $5,137,519. This grant will be utilized by the Fire Department and other essential City Departments.

[2] The reason for the decrease in the percent of city blocks able to be reached in 4.25 minutes travel time is that the original dataset used to derive the information was thoroughly modified by ITSD during FY 2002.

PROGRAM CHANGES

♦ REDIRECTIONS/ REDUCTIONS $232,057

ORGANIZATIONAL SUPPORT - ELIMINATE TEMPORARY SERVICES LINE ITEM

This ***reduction*** will eliminate the temporary services line item. This reduction will prevent the department from hiring temporaries to provide specific assistance to various divisions such as applicant processing and personnel. The FY 2004 savings will total $13,851.

ORGANIZATIONAL SUPPORT - ELIMINATE ONE SPECIAL PROJECTS DISTRICT CHIEF POSITION

This ***reduction*** will eliminate one filled special projects District Chief and will result in the elimination of the Special Projects Office. This District Chief position was assigned to the special projects office to assist with the coordination of the Master Plan, annexation, tax increment financing analysis and coordination, along with other special projects. The FY 2004 savings will total $118,516.

ORGANIZATIONAL SUPPORT - ELIMINATE ONE ADMINISTRATIVE ASSISTANT II POSITION

This ***reduction*** will reassign one filled Administrative Assistant II position assigned to the Uniform Commissary. The person occupying the commissary Administrative II position will assume the duties of the vacant Administrative II position assigned to HazMat collection, therefore allowing the department to eliminate the vacant Administration II position assigned to Hazmat collection. The FY 2004 savings will total $41,051.

TECHNOLOGY - ELIMINATE ONE SOFTWARE SPECIALIST

This ***reduction*** will eliminate one filled Software Specialist and require the remaining staff to take on additional responsibilities. This reduction could lengthen the amount of time it will take staff to provide troubleshooting and repairs when software problems arise. The FY 2004 savings will total $58,639.

♦ MANDATES $3,638,230

PUBLIC SAFETY - COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2004 incremental cost of the contract will be $3,194,541. According to this ***mandate,*** in FY 2004 all uniformed firefighters will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the rank of Lieutenants, Captains, and District Chiefs.

PUBLIC SAFETY - LONGEVITY PAY

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 2004 for all uniformed employees in the Fire Department General Fund will total $269,089.

PROGRAM CHANGES CONTINUED

PUBLIC SAFETY - EMERGENCY MEDICAL TECHNICIAN (EMT) CERTIFICATION PAY

This ***mandate*** reflects the additional funding needed in FY 2004 to pay for the increased cost anticipated for newly certified Emergency Medical Technicians (EMTs). The 2002 Fire Department collective bargaining agreement establishes that all EMT certified employees receive this pay. The pay is tiered upon the years of certification as follows: firefighters having up to four years will receive $50 per month; firefighters having up to eight years will receive $100 per month; firefighters having nine years and over will receive $150 per month. The EMT certification increase varies from year to year because it is based on the number of new cadets, the number of retirees and certification dates. The additional funding required by the department during FY 2004 to pay for EMT Certification Pay increases will be $72,600.

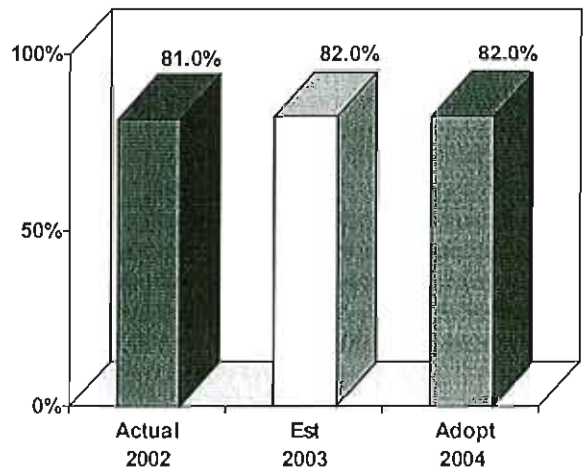
PUBLIC SAFETY – EDUCATION INCENTIVE PAY

This ***mandate*** reflects the additional funding necessary to fund the increased cost of paying firefighters who earn a college degree. According to the terms of the 2002 collective bargaining agreement, firefighters with a Master's degree will receive $3,360 per year, firefighters with a Bachelor's degree will receive $3,120 per year and firefighters with an Associate's degree will receive $1,920 per year. During FY 2004, the Fire Department will require an additional $102,000 to meet the expense of paying firefighters with newly acquired degrees.

GENERAL FUND EXPENDITURES BY CHARACTER

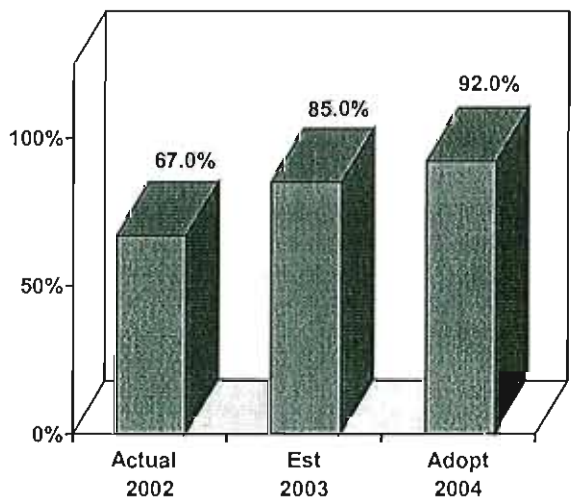
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$94,923,154	$97,268,141	$97,850,408	$100,779,286
CONTRACTUAL SERVICES	5,134,774	5,177,776	5,204,443	5,891,727
COMMODITIES	1,787,809	1,869,735	1,523,323	1,829,830
OTHER EXPENDITURES	1,701,503	3,310,427	3,310,427	2,960,095
CAPITAL OUTLAY	926,123	542,991	520,571	0
TOTAL EXPENDITURES	$104,473,363	$108,169,070	$108,409,172	111,460,938
AUTHORIZED POSITIONS	1,203	1,203	1,203	1,200
FULL-TIME EQUIVALENTS	1,203.00	1,203.00	1,203.00	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 service.

% OF FRONTLINE FIRE SUPPRESSION VEHICLES WITH LAPTOP MOBILE DATA TERMINAL CAPABILITIES OF INTERACTION WITH THE DISPATCH AND AUTOMATED VEHICLE LOCATOR SYSTEMS



✓ This technology improves the Fire Department's service delivery by allowing increased access to all incident information and providing immediate identification of all fire apparatus involved in incident response.

EMERGENCY MEDICAL SERVICES

SPECIAL REVENUE FUND

MISSION STATEMENT

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

PROGRAM INFORMATION

Emergency Medical Services provides advanced life support at the site of medical emergencies and transports patients to appropriate medical facilities. On-line medical control is provided by physicians via voice communication on a 24-hour basis. 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. The EMS Division is 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 to 6.0 minutes
  - By maintaining an average travel time within the suburbs to 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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	112,618	111,960	113,779	117,157
	Maintain a City average response time of 8.00 minutes	Avg. Reported to Arrival Time Within the City	8.02	8.26	7.98	8.04
	Maintain a suburban average response time of 9.00 minutes	Avg. Reported to Arrival Time Within the Suburbs	8.70	8.93	8.75	8.78
	Improve Community Outreach					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	No. of Customer Contacts	10,135	9,293	10,240	10,544
	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	11,795	9,433	16,849	18,500
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	72,796	78,875	73,956	76,152
Internal Processes	**Maintain Existing Infrastructure**					
	Optimize area coverage	No. of Responses per Full-time Unit	4,097	3,971	4,077	4,198
		No. of Responses per Peak Period Unit	1,534	1,310	1,657	1,706

BALANCE SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Enhance employee performance	Total Number of Training Class Hours Received by EMS Personnel	18,120	21,140	22,300	25,800

PROGRAM CHANGES

- REDIRECTIONS/ REDUCTIONS **$73,304**

PUBLIC SAFETY - ELIMINATE SIX HOURS OF DISTRICT OFFICER OVERTIME FUNDING

This ***reduction*** will eliminate six hours of District Officer overtime by having an EMS District Officer fill in for another District Officer for an 18-hour shift, instead of the full 24-hour shift. The 18-hour shift will be scheduled during the more operationally demanding hours and only when there were a minimum of two other District Officers and one Captain on duty. The FY 2004 savings from this reduction will total $73,304.

- MANDATES **$1,044,347**

PUBLIC SAFETY - COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2004 incremental cost of the contract will be $911,065. According to this ***mandate,*** in FY 2004 all uniformed firefighters will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the rank of Lieutenants, Captains, and District Chiefs.

PUBLIC SAFETY - LONGEVITY PAY

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 2004 for all uniformed employees in the Emergency Medical Services Fund will total $94,762.

PUBLIC SAFETY - PARAMEDIC CERTIFICATION PAY

Based on the terms of the 2002 collective bargaining agreement, paramedics are eligible to receive increasing amounts of incentive pay as they increase their years of service. Paramedics will receive $150 per month for those who have up to four years of service, $200 per month for five to eight years, and $250 per month beginning in the ninth year. The cost for this ***mandate*** in FY 2004 will total $24,600.

PROGRAM CHANGES CONTINUED

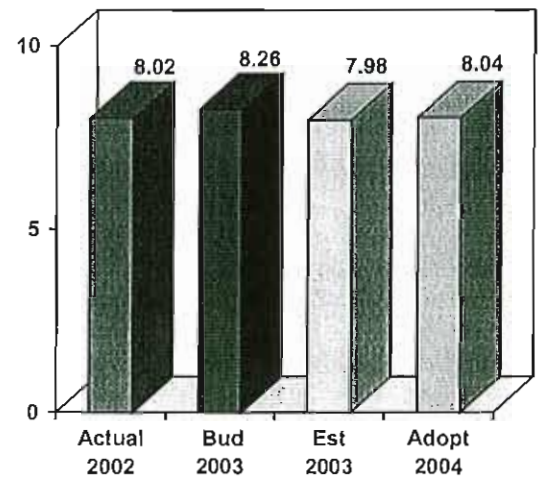
PUBLIC SAFETY – EDUCATION INCENTIVE PAY

This ***mandate*** reflects the additional funding necessary to fund the increased cost of paying firefighters who earn a college degree. According to the terms of the 2002 collective bargaining agreement, firefighters with a Master's degree will receive $3,360 per year, firefighters with a Bachelor's degree will receive $3,120 per year and firefighters with an Associate's degree will receive $1,920 per year. During FY 2004, the EMS Division will require an additional $13,920 to meet the expense of paying firefighters with newly acquired degrees.

EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CHARACTER

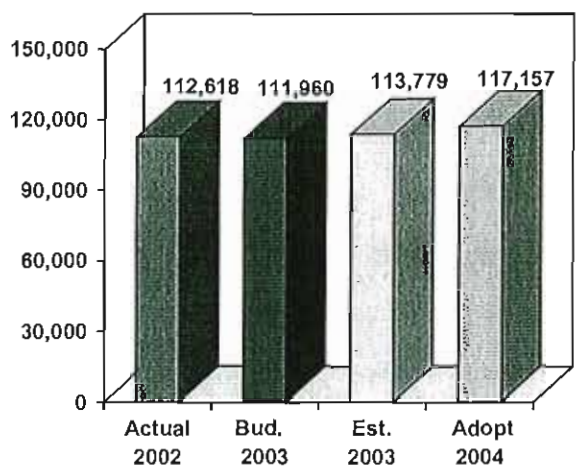
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$32,042,374	$32,004,576	$32,094,469	$33,085,504
CONTRACTUAL SERVICES	3,439,582	2,950,271	3,167,807	3,330,330
COLLECTION EXPENSE	964,748	1,020,519	1,076,644	1,112,141
COMMODITIES	982,178	1,098,497	1,068,803	1,092,263
OTHER EXPENDITURES	74,472	278,047	278,047	278,047
CAPITAL OUTLAY	654,932	67,936	202,936	0
TOTAL EXPENDITURES	**$38,158,286**	**$37,419,846**	**$37,888,706**	**$38,898,285**
AUTHORIZED POSITIONS	353	339	339	339
FULL-TIME EQUIVALENTS	353.00	339.00	339.00	339.00

AVERAGE REPORTED TO ARRIVAL TIME WITHIN THE CITY (IN MINUTES)



✓ Goal is to maintain an average response time of 8 minutes or less within the City. The Increase in response time projected for FY 2004 is from increased call volume, population growth and an expanded service delivery area.

NUMBER OF UNITS DISPATCHED



✓ A 3% increase is anticipated in FY 2004 over the FY 2003 Estimate number and is due to an expected increase in call volume from population growth and an expanded service delivery area.

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

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Facilities and Equipment Grant	$0	$7,786	$7,786	$ 0	$15,572
Emergency Management Performance Grant (FEMA)	0	146,076	0	0	146,076
FY 2004 FIRE Act Grant	137,648	0	58,992	0	196,640
FY 2003 Assistance to Firefighters Grant	525,000	0	225,000	0	750,000
Office of Domestic Preparedness (ODP) Grant	0	5,137,519	0	0	5,137,519
TOTAL	**$662,648**	**$5,291,381**	**$291,778**	**$ 0**	**$6,245,807**

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 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 $15,572.65. This amount includes a $7,786.32 grant award and a matching requirement set by the Texas Department of Public Safety of 50% equating to $7.786.33.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – Cash Match	$7,786	$7,786	$7,786
STATE – Department of Public Safety	7,786	7,786	7,786
TOTAL FUNDING	**$15,572**	**$15,572**	**$15,572**
EXPENDITURES			
CONTRACTUAL SERVICES	$1,110	$1,110	$1,110
CAPITAL OUTLAY	14,462	14,462	14,462
TOTAL EXPENDITURES	**$15,572**	**$15,572**	**$15,572**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PROGRAM INFORMATION:

The Texas Department of Public Safety, Division of Emergency Management provides up to one-half of the administrative cost of the City's Fire Department Emergency Management Office. The Emergency Management Office is responsible for the City's emergency planning efforts, which includes natural, man-made, and technological disasters, and acts of terrorists involving Weapons of Mass Destruction (WMD). These planning efforts are accomplished through the development, review and continual updating of written plans. These planning efforts require extensive and ongoing coordination with most City departments, state and federal offices, and outside agencies to provide the expert planning efforts required of a major city. The COSA Office of Emergency Management, under the Mayor's authority, is responsible for submitting all Disaster Declarations to the Governor's office and is responsible for requesting for all State and Federal assets required to respond to and recover from a disaster. This grant program covers the period of 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Output:			
No. of Emergency Management preparedness exercises/yr	10	7	7
No. of emergency activations/yr	3	3	7
No. of planning documents/yr	26	26	26

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Department of Public Safety	$78,335	$146,076	$146,076
TOTAL FUNDING	**$78,335**	**$146,076**	**$146,076**
EXPENDITURES			
PERSONAL SERVICES	$53,823	$100,367	$100,367
CONTRACTUAL SERVICES	19,046	35,516	35,516
COMMODITIES	1,253	2,337	2,337
OTHER EXPENDITURES	4,213	7,856	7,856
TOTAL EXPENDITURES	**$78,335**	**$146,076**	**$146,076**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PROGRAM INFORMATION:

The Federal Emergency Management Agency is authorized to make FY 2003 grant funds available to assist the San Antonio Fire Department to conduct full-scale exercises using "train the trainer" field instructors at leased commercial structures. The training will reinforce basic firefighting tactics while providing training in large square foot structures. All firefighters will participate in day and night scenario based training that will focus on firefighter accountability and safety, incident command, search and rescue techniques, and overall fireground strategies and tactics.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Number of firefighters assigned to firefighting division	N/A	1,016	1,016
Efficiency:			
Number of training hours/firefighter	N/A	8	8
Effectiveness:			
Number of man-hours of training	N/A	8,128	8,128

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – Cash Match	N/A	$58,992	$58,992
FEDERAL – FEMA	N/A	137,648	137,648
TOTAL FUNDING	N/A	**$196,640**	**$196,640**
EXPENDITURES			
PERSONAL SERVICES	N/A	$39,048	$39,048
CONTRACTUAL SERVICES	N/A	75,000	75,000
COMMODITIES	N/A	6,800	6,800
CAPITAL OUTLAY	N/A	16,800	16,800
CITY MATCH	N/A	58,992	58,992
TOTAL EXPENDITURES	N/A	**$196,640**	**$196,640**
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENT	N/A	0.00	0.00

PROGRAM INFORMATION:

The FY 2003 Assistance to Fire Fighters Grant from the U.S. Fire Administration/ Federal Emergency Management Agency will provide funding to purchase an Aerial Fire Truck, accessories and equipment for firefighting and rescue operations. This Aerial truck would also service areas that are rapidly expanding, in terms of population, reducing coverage areas for existing truck companies. The San Antonio Fire Department would primarily utilize the truck for search and rescue, support operations, lighting and ventilation, salvage and overhaul, water rescue, defensive fire fighting operations, first responder medical services and other emergency services.

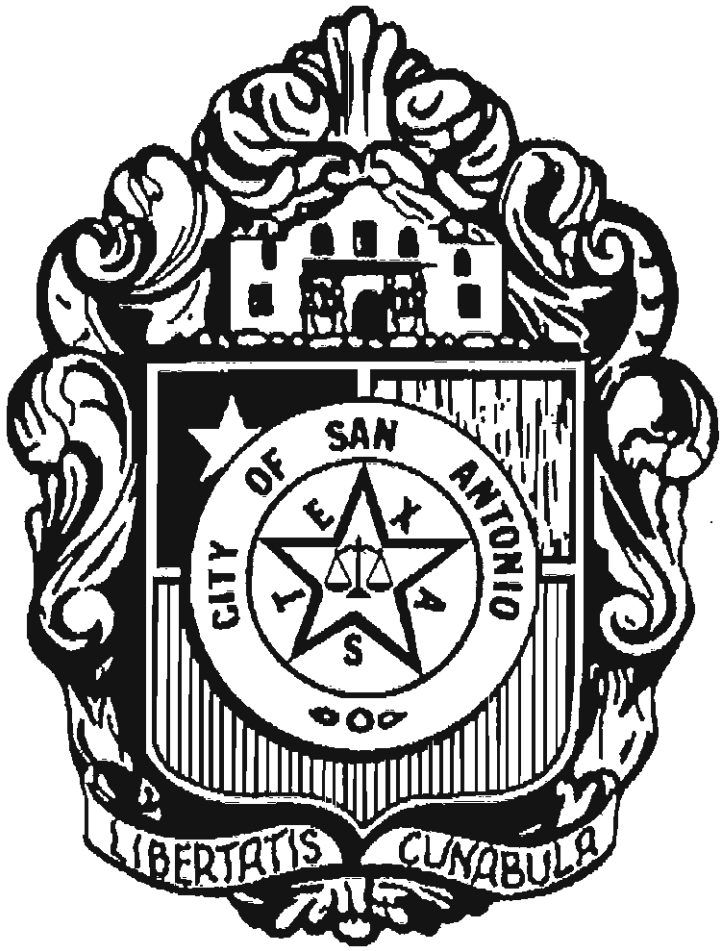
FUNDING BY SOURCE & EXPENDITURES BY CHARACTER	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – Cash Match	N/A	N/A	$225,000
FEDERAL – U.S. Fire Administration	N/A	N/A	525,000
TOTAL FUNDING	**N/A**	**N/A**	**$750,000**
EXPENDITURES			
CAPITAL OUTLAY	N/A	N/A	$750,000
TOTAL EXPENDITURES	**N/A**	**N/A**	**$750,000**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**0.00**

PROGRAM INFORMATION:

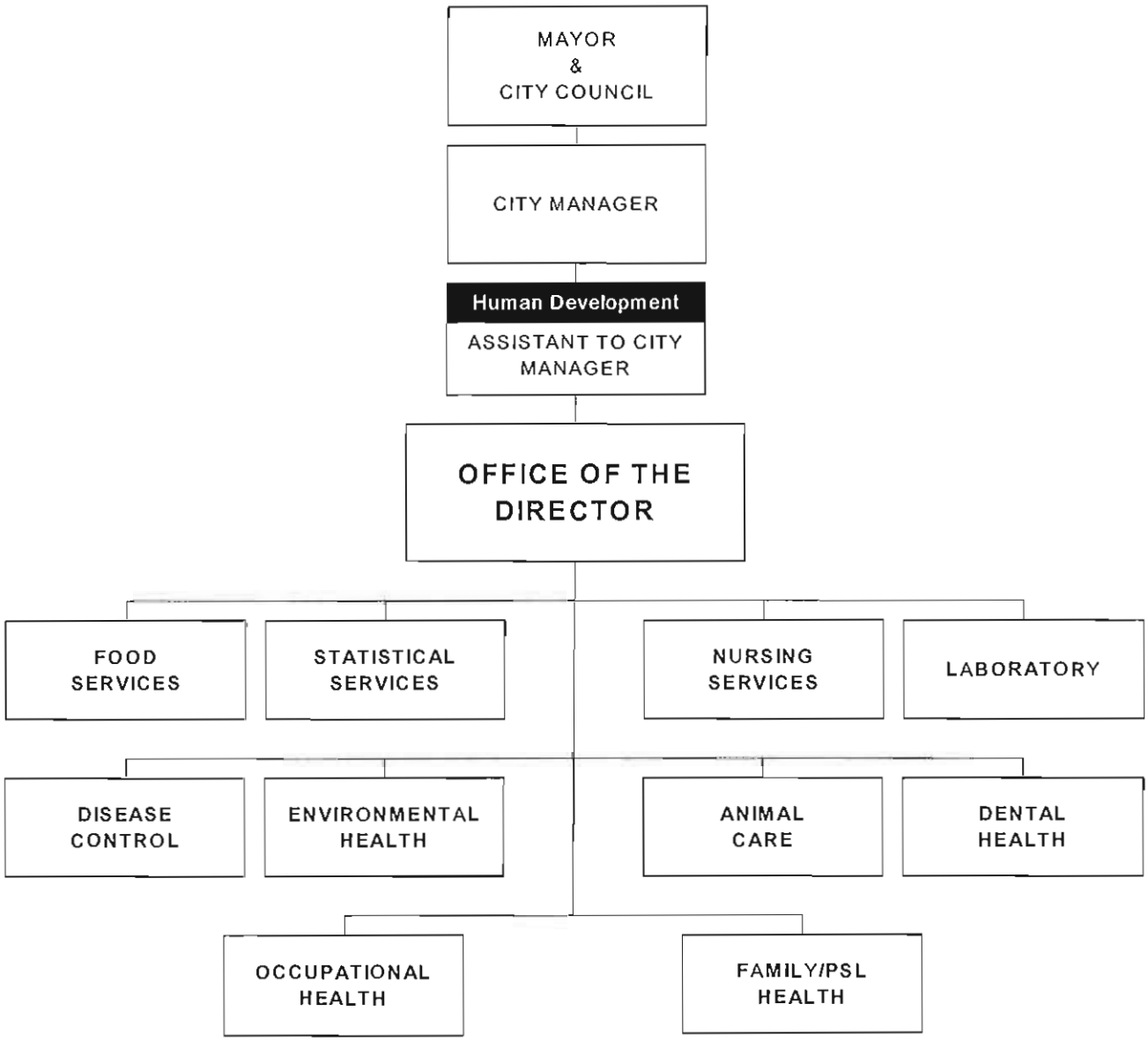
The FY 2002 State Domestic Preparedness and FY 2003 State Homeland Security Grant Programs administered by the Office of Domestic Preparedness, Department of Homeland Security, will provide first responder equipment, supplies and pharmaceuticals to several pertinent City of San Antonio departments/divisions 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Texas Engineering Extension Services (TEEX)	**$0**	**$5,137,519**	**$5,137,519**
TOTAL FUNDING	**$0**	**$5,137,519**	**$5,137,519**
EXPENDITURES	$0	$0	$0
PERSONAL SERVICES	0	0	0
CONTRACTUAL SERVICES	0	0	0
COMMODITIES	0	5,137,519	5,137,519
OTHER EXPENDITURES	0	0	0
CAPITAL OUTLAY	0	0	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	**$0**	**$5,137,519**	**$5,137,519**
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**0.00**	**0.00**	**0.00**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

HEALTH



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	323.50	$15,331,745
Public Health Support Revenue Fund	47.50	2,944,392
Occupational Health Fund	5.00	591,894
Categorical Grants	346.50	24,490,420
Bexar County Rabies Control Fund	4.00	213,658
Total Funding	**726.50**	**$43,572,109**

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 of birth and death certificates and regulatory functions.

GOALS & OBJECTIVES

- To further develop, expand and upgrade the emergency readiness and testing capabilities of the Laboratory to the level proposed by the Laboratory Response Network through the funding available from the U.S. Homeland Security Agency and other sources.
- To relocate bio-terrorism testing components and similar activities of the Laboratory to an area that can better support these functions.
- To develop and implement a comprehensive training program consistent with the "Public Health Ready" model being developed by the National Association of County and City Health Officials, Centers for Disease Control and Prevention, and the Center for Health Policy for emergency preparedness
- To participate with the consortia by testing and evaluating local public health response capabilities through functional exercises in conjunction with the City and County Emergency Management authorities.
- To continue in the development and installation of the Laboratory Information Management System (LIMS) in order to improve the compilation, confidentiality and accessibility of patient information and laboratory results.
- To convert all birth and death records processed in FY 2004 to electronic images in order to preserve the original documents and facilitate sales of certified copies to eligible customers.
- To continue to monitor and develop recommendations regarding environmental health issues in and around the former Kelly Air Force Base the Public Center for Environmental Health (aka Las Palmas Clinic).
- To communicate critical events to staff via the City Watch phone system in order to provide a rapid response with both State and local public health partners to facilitate mobilization of staff to address critical events and emergencies.
- To complete installation of the satellite downlink system in order to augment City and departmental communications, staff training, accessibility to national discussions as well as with community
- To complete the community health improvement plan and begin its implementation as prescribed by Mobilizing for Action through Planning and Partnership process (MAPP).
- To reduce the incidence of teen pregnancy to no more than 6.1% of total births in Bexar County.
- To incorporate health education on obesity and prevention of adult onset diabetes as standard information at all clinics in an effort to promote physical fitness.
- To increase the number of animal adoptions by 50% through collaborations with the Humane Society of Bexar County and the Animal Defense League.
- To align departments in identifying resources for providing public health services to those at risk neighborhoods to prevent further deterioration in the community (prior to the Council Prioritization).
- To actively promote early prenatal care in an attempt to reduce infant mortality to below the national average of 4.08%

GOALS & OBJECTIVES CONTINUED

- To emphasize continuing education classes beyond licensure classes for staff to include: Management Classes, Team Building and Motivational classes.
- In the breast health program, increase by 10% the number of women over the age of 40 yrs. receiving an initial screening mammography.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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]	6.1%	6.4%	6.1%	6.0%
	To promote healthy birth outcomes	Percentage of SAMHD Prenatal Patients Who Accessed Care Within the First Trimester[1]	74%	65%	65%	75%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff[2]	264,178	250,100	258,020	260,330
	To protect residents and visitors from food-borne illnesses	Percentage of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	96%	97%	96%	97%
	To provide a dental health program that meets the needs of eligible patients	Percentage of Dental Patients Who Have Completed Their Course of Treatment	19%	30%	18%	20%
Financial	**Leverage Other Funding Sources**					
	To increase the number of "billable" preventive health services by encouraging eligible patients to enroll in Medicaid and similar programs	Percentage of Prenatal and Child Patients Linked to Medical Reimbursement Programs (e.g. Medicaid, CHIP, Title V, etc.)	73%	73%	75%	75%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget	$1.26	$1.35	$1.34	$1.36
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	$2.776	$3.367	$3.365	$3.252
		Animal Care Services Fees Collected	$334,230	$335,237	$342,534	$348,310
		Revenues From the Sale of Birth and Death Certificates (In Millions)	$1.191	$1.156	$1.19	$1.214

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	Improve Community Outreach					
	To ensure that eligible patients receive the full array of SAMHD services	Percentage of Eligible Pediatric Patients Enrolled in SAMHD WIC	73%	73%	80%	81%
		Clinical Preventive Services Provided in Non-traditional Settings (day cares, schools, etc.)	1,265	4,200	7,505	4,219
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food Establishment Inspections per Day per Sanitarian	5.5	5.0	5.0	5.2
		Birth/Death Certificates Issued per Day	667	746	662	735
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	1,030	850	845	850
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	300	295	450	480
		Retention Rate for Registered Nurses	85%	85%	78%	80%
	To promote employee safety	Preventable Accidents	56	45	37	35

EXPLANATORY INFORMATION

[1] National pregnancy rate – 4.08%
[2] Over 5,500 Hep. A Immunizations were administered at outreach clinics conducted January through March 2003 to assist in meeting state mandate.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$340,901**

HEALTH – REDIRECT VECTOR CONTROL TECHINICIAN TO BIO-TERRORISM GRANT

This ***redirection*** will shift the costs associated with one filled Vector Control Technician from the General Fund to the Bio-Terrorism grant. This redirection will not impact operations as only costs are being transferred. This redirection will result in total savings to the General Fund of $27,542 in FY 2004.

PROGRAM CHANGES CONTINUED

HEALTH – ELIMINATE ONE ASSISTANT PUBLIC HEALTH DIRECTOR OF CLINICAL SERVICES

This ***reduction*** will eliminate one vacant Assistant Public Health Director of Clinical Services position in the Administration division. This reduction will result in total savings of $93,370 in FY 2004.

HEALTH – ELIMINATE ONE LICENSED VOCATIONAL NURSE

This ***reduction*** will eliminate one vacant Licensed Vocational Nurse in the Disease Control Division. The loss of a clinical staff position in the Sexually Transmitted Disease (STD) clinic will result in prolonged waiting times and fewer appointments being available for patients needing service. This reduction will result in total savings of $33,349 in FY 2004.

HEALTH – ELIMINATE ONE PUBLIC HEALTH AIDE

This ***reduction*** will eliminate one vacant Public Health Aide in the Immunization Division. This reduction will result in increased waiting time since a Licensed Vocational Nurse would be need to perform patient histories and similar preliminary work before the immunization is given. This reduction will result in total savings of $26,611 in FY 2004.

HEALTH – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. Savings will be accomplished through the management of vacant positions. This reduction will result in total savings of $100,000 in FY 2004.

HEALTH – ELIMINATE ONE LICENSED VOCATIONAL NURSE

This ***reduction*** will eliminate one vacant Licensed Vocational Nurse in the Nursing Services Division. This reduction will be accomplished by adopting the 2003 U.S. Preventive Task Force guideline, which reduced the frequency that women over the age of thirty with three normal cervical cancer screenings within the last ten years need to be screened. This reduction will result in total savings of $33,349 in FY 2004.

HEALTH – ELIMINATE TEXAS WILDLIFE DAMAGE MANAGEMENT SERVICE CONTRACT

This ***reduction*** will eliminate an annual contract with the Texas Wildlife Damage Management Service which is administered by the Texas A&M Agricultural Extension Service. The Wildlife Management Service agency lost all state funding effective September 1, 2003 and will essentially be eliminated. This reduction will result in total savings of $15,000 in FY 2004.

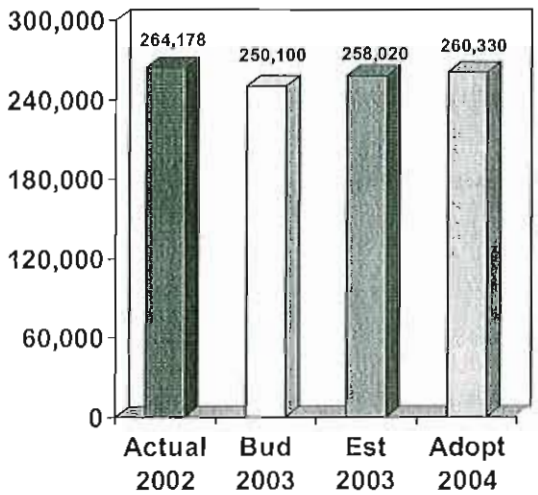
HEALTH – CANCEL PROJECT WORTH SECURITY SERVICES

This ***reduction*** will eliminate the contractual security personnel providing Project WORTH clinic and event security during evening hours. This reduction will reduce the number of clients served to due earlier clinic closing times and limited after-school activities. The Department estimates approximately sixty clients will not be served by the new clinics hours. This reduction will result in total savings of $11,680 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

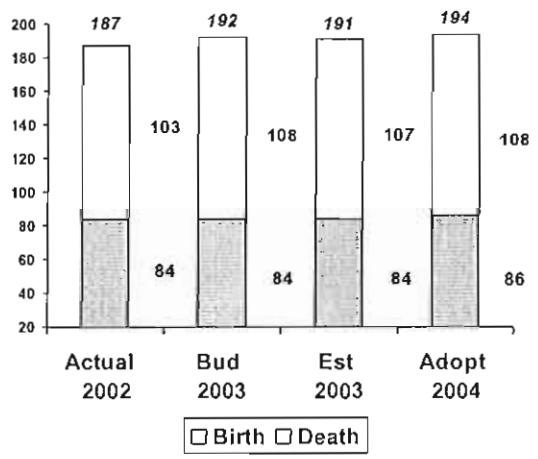
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$12,949,726	$12,464,543	$12,266,143	$12,165,475
CONTRACTUAL SERVICES	3,011,170	2,827,974	2,787,340	2,477,770
COMMODITIES	700,576	714,978	709,933	547,602
OTHER EXPENDITURES	49,383	140,898	140,898	140,898
CAPITAL OUTLAY	89,181	30,613	2,607	0
TOTAL EXPENDITURES	**$16,800,036**	**$16,179,006**	**$15,906,921**	**$15,331,745**
AUTHORIZED POSITIONS	342	331	331	326
FULL-TIME EQUIVALENTS	339.50	328.50	328.50	323.50

IMMUNIZATIONS GIVEN 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)



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

✓ 27% of birth certificates are sold in Community Link Centers

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 $1,365

  ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

  This ***reduction*** will result in $1,365 in savings in line item expense budgets. The savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- *IMPROVEMENTS* $40,961

  EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

  This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Public Health Support fund will total $40,961 in FY 2004.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$2,066,118	$1,309,216	$1,343,805	$1,364,388
CONTRACTUAL SERVICES	152,299	99,648	123,200	453,196
COMMODITIES	495,839	411,350	488,250	549,889
OTHER EXPENDITURES	2,037	13,062	11,900	13,062
CAPITAL OUTLAY	4,219	2,200	1,525	0
TRANSFERS	351,168	512,048	584,895	563,857
TOTAL EXPENDITURES	$2,417,286	$2,347,524	$2,553,575	$2,944,392
AUTHORIZED POSITIONS	52	48	48	48
FULL-TIME EQUIVALENTS	51.50	47.50	47.50	47.50

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, pre-employment, physical examinations for prospective City Employees and dependents. This program also provides evaluations for work/fitness for duty physicals as needed for all classes of employees, employee health assessment evaluations, light duty program evaluations, and worker's compensation claims. In addition, special occupational hazard evaluations are conducted.

GOALS & OBJECTIVES

- Implement on-site health assessment evaluations and increase the number of on-going health assessment screenings for City employees by 50%
- Decrease the turnaround time from two days to one for processing new applications
- Maintain the pass rate at 95% on drug testing for prospective City employees and U.S. Department of Transportation (DOT) drug and alcohol screening for employees holding commercial driver's licenses

PROGRAM CHANGES

- **IMPROVEMENTS** **$7,761**

EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Occupational Health fund will total $7,761 in FY 2004.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$303,148	$291,022	$293,009	$301,693
CONTRACTUAL SERVICES	286,832	265, 656	215,507	261,806
COMMODITIES	15,879	26,994	24,150	26,328
OTHER EXPENDITURES	958	2,067	2,035	2,067
CAPITAL OUTLAY	10,795	300	286	0
TOTAL EXPENDITURES	**$617,612**	**$586,039**	**$534,987**	**$591,894**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

BEXAR COUNTY RABIES CONTROL FUND

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. All expenses of the project are paid by Bexar County.

PROGRAM CHANGES

- **IMPROVEMENTS** **$3,356**

  EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

  This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Bexar County Rabies Control fund will total $3,356 in FY 2004.

BEXAR COUNTY RABIES CONTROL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$171,846	$171,855	$168,376	$177,739
CONTRACTUAL SERVICES	9,085	9,331	11,861	10,380
COMMODITIES	18,583	23,631	22,170	23,339
OTHER EXPENDITURES	328	2,500	2,500	2,500
TOTAL EXPENDITURES	**$199,842**	**$207,320**	**$204,907**	**$213,658**
AUTHORIZED POSITIONS	**4**	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**4.00**	**4.00**	**4.00**	**4.00**

The San Antonio Metropolitan Health District received grant funds totaling 20.5 million in FY 2003 and projects grant funds in excess of 24.5 million for FY 2004.

Below is a comprehensive listing of grants expected by the Health District in FY 2004. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	Adopted FY 2004
Arrestee Drug Abuse Monitoring	$186,496	$0	$0	$0	$186,496
ATSDR	336,226	0	0	0	336,226
Aventis Pasteur-Daptacel	0	0	0	151,200	151,200
AVON	0	0	0	593,234	593,234
Bio-Terrorism Preparedness	556,104	0	0	0	556,104
Bio-Terrorism Public Health Support	2,213,011	0	0	$0	2,213,011
Breast Health Program	0	124,000	0	215,000	339,000
Federal Immunization Project	8,044,975	0	0	0	8,044,975
Community Environmental Health Education Program (NIEHS)	15,000	0	0	0	15,000
Pace Environmental Health Education Program (NIEHS)	50,000	0	0	0	50,000
Conference of Mayors	0	0	0	64,194	64,194
Federal TB Grant	356,702	0	0	20,000	376,702
GlaxoSmithKline-Havrix	0	0	0	800	800
GlaxoSmithKline-HPV	0	0	0	163,436	163,436
GlaxoSmithKline-Infanrix	0	0	0	15,390	15,390
GlaxoSmithKline-Pediarix	0	0	0	89,620	89,620
GlaxoSmithKline-Twinrix	0	0	0	64,350	64,350
Health Education Project	0	241,301	0	0	241,301
Healthy Start	750,000	0	0	25,000	775,000
Hepatitis C Testing	0	48,000	0	0	48,000
HIV Prevention	232,350	0	0	0	232,350
HIV Surveillance	174,798		0	0	174,798
Inner-City School Immunization Project	0	454,597	0	0	454,597
Lead Program	45,000	0	0	0	45,000
Parent, Child Inc.	134,500	0	0	67,500	202,000
PCEH	582,960	0	0	0	582,960
Perinatal Depression Project	0	0	0	30,650	30,650
Project Save	0	0	4,000	65,872	69,872
Refugee Screening Grant	116,872	0	0	0	116,872
San Antonio Regional Detoxification Program	0	0	0	224,969	224,969
State TB Grant	0	205,292	0	0	205,292
STD Staff Support Project	235,282	77,046	0	0	312,328
Title V Family Planning	0	729,458	0	1,000	730,458
Title V Maternal & Child Health	0	278,735	0	351,500	630,235
Title V Population Based	0	100,000	0	0	100,000
Title XX Family Planning	0	350,000	0	115,000	465,000
WIC	5,589,000	0	0	0	5,589,000
TOTAL	**$19,619,276**	**$2,608,429**	**$4,000**	**$2,258,715**	**$24,490,420**

ARRESTEE DRUG ABUSE MONITORING

PROGRAM INFORMATION:

The Arrestee Drug Abuse Monitoring Program is funded through the U.S. Department of Justice. The Metropolitan Health District conducts interviews with drug use arrestees. The data is compiled and analyzed through NORC. This grant program covers the period of 10/01/03 through 09/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of male arrestees required for interview and urinalysis	712	712	712
Output:			
Number of arrestees eligible for interview	789	780	780
Efficiency:			
Number of arrestees who agree to interview	750	741	745
Effectiveness:			
Number of arrestees who agree to urinalysis	718	726	725

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL	$60,513	$186,496	$186,496
TOTAL FUNDING	**$60,513**	**$186,496**	**$186,496**
EXPENDITURES			
PERSONAL SERVICES	$56,902	$152,072	$152,072
CONTRACTUAL SERVICES	405	18,639	18,639
COMMODITIES	0	2,249	2,249
OTHER EXPENDITURES	3,206	13,536	13,536
TOTAL EXPENDITURES	**$60,513**	**$186,496**	**$186,496**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PROGRAM INFORMATION:

The ATSDR grants were funded to the San Antonio Metropolitan Health District to address community health concerns through 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 Kelly Air Force Base. The grant program funding periods cover 10/1/03 - 9/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of homes in affected area	22,000	22,000	22,000
Number of square miles in affected area	10	10	10
Output:			
Number of environmental health assessments[1]	255	674	900
Number of evaluations for environmental exposure			
Well Plugging	0	75	30
Fruit and Nut Survey	47	8	200
Environmental Home Visits	0	46	50
Efficiency:			
Number of clients referred to physician[2]	81	100	150
Number of clients seen who reside within contaminated plume	254	624	850

EXPLANATORY INFORMATION

1 Environmental health assessments take approximately 2-3 hours to complete per client.

2 Clients were referred to a physician when lab tests indicated further follow-up.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL – CDC – ATSDR	$177,729	$435,154	$336,226
OTHER – CARRY OVER	0	111,097	0
TOTAL FUNDING	**$177,729**	**$546,251**	**$336,226**
EXPENDITURES			
PERSONAL SERVICES	$17	$50,000	$170,000
CONTRACTUAL SERVICES	35,820	80,000	84,730
COMMODITIES	23,399	40,000	61,496
OTHER EXPENDITURES	0	13,655	20,000
CAPITAL OUTLAY	7,396	11,100	0
CARRY OVER TO 2002-2003	111,097	351,496	0
TOTAL EXPENDITURES	**$177,729**	**$546,251**	**$336,226**
AUTHORIZED POSITIONS	**0**	**5**	**5**
FULL-TIME EQUIVALENT	**0.00**	**5.00**	**5.00**

AVENTIS PASTEUR-DAPTACEL

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 evaluate the safety and immunogenicity of Daptacel in infants approximately two months of age. This is an open, randomized, multicenter study in which healthy children will be enrolled and tracked for seven visits. The objective of this study is to show that Daptacel provides equal if not better pertussis protection as other DTaP vaccines on the market. This study is still active and is expected to be completed May 2004.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of FTEs	N/A	2	2
Number of Principal Investigators	N/A	1	1
Number of Sub-Investigators	N/A	8	8
Output:			
Number of clients enrolled	N/A	61	61
Number of study vaccine administered	N/A	244	244
Efficiency:			
Number of recruitment letters mailed	N/A	1,050	1,050
Number of recruitment calls	N/A	1,812	1,812
Effectiveness:			
% of blood draws obtained	N/A	94%	94%
% of clients up to date	N/A	83%	83%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER	N/A	$151,200	$151,200
TOTAL FUNDING	**N/A**	**$151,200**	**$151,200**
EXPENDITURES			
PERSONAL SERVICES	N/A	$80,264	$80,264
CONTRACTUAL SERVICES	N/A	36,720	36,720
COMMODITIES	N/A	13,710	13,710
OTHER EXPENDITURES	N/A	5,506	5,506
CAPITAL OUTLAY	N/A	15,000	15,000
TOTAL EXPENDITURES	**N/A**	**$151,200**	**$151,200**
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**2.00**	**2.00**

PROGRAM INFORMATION:

South Texas AVON CDC Foundation Mobile Access Grant is a grant awarded through AVON and CDC Foundation to establish mobile mammography services in Bexar County and the surrounding rural counties. This is partnership with CHRISTUS Santa Rosa Health Care and COSA. COSA to provide maintenance of chasis and driver; CHRISTUS to provide radiology service and physician interpretation. Also, both will assist with building community coalition for preventive breast health services. The grant covers the cost of the mobile mammography van and equipment as well as operating costs for year one and year two.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Output:			
Screening Mammograms	N/A	N/A	3,500
Effectiveness:			
% of the mammograms are performed satisfactory	N/A	N/A	90%
% of the women served previously had not had a mammogram	N/A	N/A	20%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER – AVON – CDC Foundation	N/A	N/A	$ 593,234
TOTAL FUNDING	**N/A**	**N/A**	**$593,234**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$30,000
CONTRACTUAL SERVICES	N/A	N/A	45,000
COMMODITIES - van	N/A	N/A	12,500
CAPITAL OUTLAY	N/A	N/A	505,734
TOTAL EXPENDITURES	**N/A**	**N/A**	**$593,234**
AUTHORIZED POSITIONS	N/A	N/A	1
FULL-TIME EQUIVALENT	N/A	N/A	1.00

BIO-TERRORISM PREPAREDNESS

PROGRAM INFORMATION:

The grant from the Texas Department of Health provides funds to increase the Bio-Safety Level Status from a two to a three while continuing to develop advanced laboratory capacities for the rapid detection of bio-terrorism agents and infectious diseases. The grant is to be used for staffing, renovations, and necessary equipment/reagents to achieve the Laboratory Response Network Level C Biosafety Level 3 (BSL 3) at Brooks City-Base. This grant program covers the period of 9/1/2003 through 8/31/2004.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE	$47,992	$0	$0
FEDERAL	0	518,394	556,104
TOTAL FUNDING	**$47,992**	**$518,394**	**$556,104**
EXPENDITURES			
PERSONAL SERVICES	$18,690	$91,594	$89,100
CONTRACTUAL SERVICES	1,000	360,500	165,278
COMMODITIES	28,302	59,000	76,726
CAPITAL OUTLAY	0	7,300	225,000
TOTAL EXPENDITURES	**$47,992**	**$518,394**	**$556,104**
AUTHORIZED POSITIONS	**1**	**2**	**3**
FULL-TIME EQUIVALENT	**1.00**	**2.00**	**3.00**

HEALTH DISTRICT

BIO-TERRORISM PUBLIC HEALTH SUPPORT

PROGRAM INFORMATION:

This federal grant will fund SAMHD Bio-terrorism Preparedness Project. These funds will be used for new initiative specifically designed to upgrade the response capability of our public health system. This grant program covers the period of 09/01/03 through 08/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of staff hired	N/A	12	12
Develop Smallpox Strategy	N/A	200	100
Develop Response Plans	N/A	1	1
Output:			
Sustain Staffing Level	N/A	12	12
Vaccinate Tier One Smallpox Response Teams	N/A	125	100
Refine Response Plans	N/A	1	1
Efficiency:			
Number of those vaccinated	N/A	125%	100%
Number of plans implemented and reviewed	N/A	100%	100%
Effectiveness:			
Number of smallpox adverse events (0 equals 100%)	N/A	100%	100%
Number of plans reviewed on time	N/A	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL	N/A	$1,898,122	$2,213,011
TOTAL FUNDING	**N/A**	**$1,898,122**	**$2,213,011**
EXPENDITURES			
PERSONAL SERVICES	N/A	$669,172	$699,171
CONTRACTUAL SERVICES	N/A	183,995	468,384
COMMODITIES	N/A	135,887	136,388
OTHER EXPENDITURES	N/A	49,366	49,366
CAPITAL OUTLAY	N/A	859,702	859,702
TOTAL EXPENDITURES	**N/A**	**$1,898,122**	**$2,213,011**
AUTHORIZED POSITIONS	**N/A**	**12**	**12**
FULL-TIME EQUIVALENT	**N/A**	**12.00**	**12.00**

BREAST HEALTH PROGRAM

PROGRAM INFORMATION:

This program combines several funding sources to screen women between the ages of 40 –64 years for breast cancer. To qualify for the program women must be uninsured and live below 200 % of the Federal Poverty Level. Funding is provided through TDH Breast and Cervical Cancer Program, Cancer Therapy and Research Center, and the Susan G. Komen foundation. Qualified women receive annual Pap smear, screening mammogram and related diagnostic procedures. Grant year varies: TDH 07/03- 06/04; CTRC 10/03 –09/04; Komen 10/ 03- 09/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Women Contacted for Services	5,500	5,500	6,000
Output:			
Number of Screening Mammograms Provided to Qualified Women	838	690	950
Number of Pap Smears to Qualified Women	550	550	0
Efficiency:			
Funding Ceiling Maximized	100%	100%	100%
Effectiveness:			
% of Women Seen Who Have Not Had a Screening Mammogram	15%	20%	25%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE – Funding provided by the State	$142,334	$124,000	$124,000
OTHER – Cancer Therapy and Research Center	115,000	115,000	115,000
OTHER – Susan G. Komen	109,506	100,000	100,000
OTHER – Alamo Breast Cancer Foundation	2,000	0	0
OTHER – Carryover from previous fiscal year	5,000	51,432	0
TOTAL FUNDING	**$373,840**	**$390,432**	**$339,000**
EXPENDITURES			
PERSONAL SERVICES	$201,177	$220,744	$185,000
CONTRACTUAL SERVICES	167,593	164,578	150,190
COMMODITIES	2,995	2,350	1,835
OTHER EXPENDITURES	2,075	2,760	1,975
TOTAL EXPENDITURES	**$373,840**	**$390,432**	**$339,000**
AUTHORIZED POSITIONS	**6**	**6**	**5**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**5.00**

HEALTH DISTRICT

FEDERAL IMMUNIZATION PROGRAM

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services for the infants, children, adolescents and adults in accordance with the recommendations of the Advisory Committee on Immunization Practices (ACIP) of Bexar County. The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and the development of public-private partnerships (the Vaccines For Children Program). This project also supports the staff and equipment needed to maintain the City Automated Immunization Record System for all patient's 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.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Immunization Division Operated Clinics	4	8	8
Number of New Immunization Staff	6	13	4
Output:			
Number of doses administered by Immunization Staff	107,542	125,000	135,000
Number of flu vaccines administered by Immunization Staff	25,499	27,529	29,000
Number of VFC Provider In-services	280	181	220
Efficiency:			
Vaccine Wastage For Public/Private Providers	5%	2%	2%
Number of hepatitis B vaccine consent forms from hospitals	16,335	17,200	18,000
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 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FEDERAL	$9,372,317	$8,044,975	$8,044,975
TOTAL FUNDING	**$9,372,317**	**$8,044,975**	**$8,044,975**
EXPENDITURES			
PERSONAL SERVICES	$1,499,119	$1,714,951	$1,714,951
ONTRACTUAL SERVICES	425,797	421,522	421,522
COMMODITIES	415,847	173,752	173,752
CAPITAL OUTLAY	244,763	88,333	88,333
VACCINES AND INKIND SUPPORT	6,786,791	5,646,417	5,646,417
TOTAL EXPENDITURES	**$9,372,317**	**$8,044,975**	**$8,044,975**
AUTHORIZED POSITIONS	**47**	**54**	**54**
FULL-TIME EQUIVALENT	**44.00**	**51.00**	**51.00**

HEALTH DISTRICT

COMMUNITY ENVIRONMENTAL HEALTH EDUCATION

PROGRAM INFORMATION:

This program supported community environmental health education poster contests in the schools located in the neighborhoods surrounding Kelly USA and in schools in the Northeast and Northwest parts of San Antonio. Each student that successfully completed the competition was awarded a gift for their poster.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL	N/A	$15,000	$15,000
OTHER	N/A	0	0
TOTAL FUNDING	**N/A**	**$15,000**	**$15,000**
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	6,500	6,500
COMMODITIES	N/A	8,500	8,500
TOTAL EXPENDITURES	**N/A**	**$15,000**	**$15,000**
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENT	N/A	0.00	0.00

HEALTH DISTRICT
PACE ENVIRONMENTAL HEALTH EDUCATION PROGRAM

PROGRAM INFORMATION:

This program will establish a working Community Health Environmental Coalition (CHEC) that will serve as a resource for the City when addressing environmental health concerns. The goals of the CHEC will be to maximize community participation and ownership, maintain an environmental health focus in San Antonio, and secure commitments of multi-organizational resources to address the environmental health concerns of the City. The grant program funding covers period 02/20/03-02/19/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of personnel from the Environmental Health and Wellness Center	N/A	2	2
Output:			
Number of students reached through environmental awareness Poster contests	N/A	2,200	1,000
Number of students reached through smoking awareness program	N/A	200	N/A

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL	N/A	$50,000	$50,000
TOTAL FUNDING	**N/A**	**$50,000**	**$50,000**
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	35,000	35,000
COMMODITIES	N/A	15,000	15,000
TOTAL EXPENDITURES	**N/A**	**$50,000**	**$50,000**
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENT	N/A	0.00	0.00

CONFERENCE OF MAYORS

PROGRAM INFORMATION:

The San Antonio Metropolitan Health Department HIV/AIDS Surveillance Program accepted this grant from the United States Conference of Mayors Research and Education Foundation (COMREF). The program is specifically designed for Gay/Bisexual Men of Color who are practicing behaviors that place them at risk of HIV/AIDS.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of AIDS cases	175	175	160
Number of HIV cases	365	325	300

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER – COMREF	N/A	$64,194	$64,194
TOTAL FUNDING	**N/A**	**$64,194**	**$64,194**
EXPENDITURES			
PERSONAL SERVICES	N/A	$32,467	$32,467
CONTRACTUAL SERVICES	N/A	31,227	31,227
COMMODITIES	N/A	500	500
TOTAL EXPENDITURES	**N/A**	**$64,194**	**$64,194**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

FEDERAL TB GRANT

PROGRAM INFORMATION:

This grant funds TB preventive activities. These activities are outreach and surveillance. Outreach activities consists of administering anti-tuberculosis medication by direct observation, and contact investigation. Directly observed therapy is administered at a 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. Surveillance is the screening of people at high risk for tuberculosis disease. Surveillance activities are routinely conducted at homeless shelters, substance abuse treatment facilities, detention facilities, community organizations, and other settings where TB may be deemed likely. This grant program (36-07-14) covers the period of 1/1/2004 through 12/31/2004.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of contacts exposed to someone w/active TB disease	875	875	875
Number of people suspected of active TB disease	148	148	130
Output:			
Number of contacts medically evaluated	700	700	700
Number of TB case completing therapy	71	66	61
Efficiency:			
% of TB cases/suspects on therapy	95%	95%	95%
% of TB cases completing therapy	100%	100%	100%
Effectiveness:			
Number of people diagnosed with TB disease	71	66	61
Number of clinic visits	7,651	8,000	8,000

FUNDING SOURCES & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
Federal - Federal funding source	$356,702	$356,702	$356,702
Cash Revenue – Program Income	46,020	20,000	20,000
TOTAL FUNDING	**$402,722**	**$376,702**	**$376,702**
EXPENDITURES			
PERSONAL SERVICES	$317,058	$277,173	$277,173
CONTRACTUAL SERVICES	78,733	89,263	89,263
COMMODITIES	6,431	4,968	4,968
OTHER EXPENDITURES	500	5,298	5,298
TOTAL EXPENDITURES	**$402,722**	**$376,702**	**$376,702**
AUTHORIZED POSITIONS	11	11	11
FULL-TIME EQUIVALENT	9.00	9.00	9.00

GLAXOSMITHKLINE-HARIX

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 immune response to a booster dose of Havrix® administered to children who were anti-HAV seropositive prior to the primary vaccination in a previous Havrix® study. This response is then compared to the immune response following first dose of Havrix given to children who are non-immune for hepatitis A.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of FTEs	N/A	0	0
Number of Principal Investigators	N/A	1	1
Number of Sub-Investigators	N/A	2	2
Output:			
Number of clients enrolled	N/A	1	1
Number of study vaccine administered	N/A	1	1
Number of immunizations administered	N/A	1	1
Number of blood draws	N/A	2	2
Number of physical exams	N/A	2	2
Number of client visits	N/A	2	2
Efficiency:			
Number of clients enrolled	N/A	1	1
Effectiveness:			
% of blood draws obtained	N/A	100%	100%
% of clients up to date	N/A	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
OTHER	N/A	$800	$800
TOTAL FUNDING	**N/A**	**$800**	**$800**
CONTRACTUAL SERVICES	N/A	$75	$75
COMMODITIES	N/A	725	725
TOTAL EXPENDITURES	**N/A**	**$800**	**$800**
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENT	N/A	0.00	0.00

GLAXOSMITHKLINE-HPV

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 through out an 8-month period. This study has been extended to include an additional three visits (total of 11 visits). A total of 19 women were enrolled in this study and our now being seen for study visits. This study is still active and is expected to complete in January 2004.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of FTEs	N/A	1	1
Number of Principal Investigators	N/A	1	1
Number of Sub-Investigators	N/A	4	4
Output:			
Number of clients enrolled	N/A	19	19
Number of study shots administered	N/A	55	55
Number of blood draws	N/A	73	73
Number of screening visits	N/A	28	28
Number of client visits	N/A	209	209
Efficiency			
Number of flyers distributed	N/A	1,213	1,213
Number of posters hung	N/A	9	9
Number of clients enrolled	N/A	19	19
Effectiveness:			
% of blood draws obtained	N/A	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER	N/A	$163,436	$163,436
TOTAL FUNDING	**N/A**	**$163,436**	**$163,436**
EXPENDITURES			
PERSONAL SERVICES	N/A	$81,362	$81,362
CONTRACTUAL SERVICES	N/A	41,836	41,836
COMMODITIES	N/A	15,015	15,015
OTHER EXPENDITURES	N/A	5,802	5,802
CAPITAL OUTLAY	N/A	19,421	19,421
TOTAL EXPENDITURES	**N/A**	**$163,436**	**$163,436**
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

GLAXOSMITHKLINE-INFANRIX

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to study the safety of Infanrix® when administered as a booster dose at 15 to 18 months of age following primary immunization in a previous GlaxoSmithKline study. Clients (19) who were originally enrolled in this prevoius study (activity code 36-07-86) were given the opportunity to participate in this study.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of FTEs	N/A	1	1
Number of Principal Investigators	N/A	1	1
Number of Sub-Investigators	N/A	6	6
Output:			
Number of clients enrolled	N/A	14	14
Number of study shots administered	N/A	13	13
Number of immunizations administered	N/A	70	70
Number of client visits	N/A	14	14
Efficiency:			
Number of physicals	N/A	14	14
Number of clients enrolled	N/A	14	14
Effectiveness:			
% of children up to date	N/A	93%	93%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
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**

GLAXOSMITHKLINE-PEDIARIX

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 Pediarix®, a vaccine to immunize children against pertussis, diphtheria, tetanus, polio and hepatitis B. This was an open, randomized, multicenter study in which healthy children were targeted to be enrolled and tracked for 3 visits. The objective of this study is to decrease the number of injections children have to receive while at the same time immunizing against all childhood diseases.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of FTEs	N/A	2	2
Number of Principal Investigators	N/A	1	1
Number of Sub-Investigators	N/A	5	5
Output:			
Number of clients enrolled	N/A	23	23
Number of study shots administered	N/A	43	43
Number of immunizations administered	N/A	161	161
Number of screening visits	N/A	72	72
Number of client visits	N/A	43	43
Efficiency:			
Number of physicals	N/A		
Number of flyers distributed	N/A	200	200
Number of posters hung	N/A	5	5
Number of recruitment letters mailed	N/A	257	257
Number of clients enrolled	N/A	23	23
Effectiveness:			
% of children up to date	N/A	93%	93%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER	N/A	$89,620	$89,620
TOTAL FUNDING	**N/A**	**$89,620**	**$89,620**
EXPENDITURES			
PERSONAL SERVICES	N/A	$48,250	$48,250
CONTRACTUAL SERVICES	N/A	13,600	13,600
COMMODITIES	N/A	11,305	11,305
OTHER EXPENDITURES	N/A	1,465	1,465
CAPITAL OUTLAY	N/A	15,000	15,000
TOTAL EXPENDITURES	**N/A**	**$89,620**	**$89,620**
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

GLAXOSMITHKLINE-TWINRIX

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a follow-on clinical research study of a combined immunizaton for the prevention of hepatitis A and hepatitis B (Twinrix®) in healthy adults 18 years of age or older.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
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**	**2**	**2**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**1.00**

HEALTH EDUCATION PROJECT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District provides two types of support under this program that includes direct assistance in the form of state paid positions and financial assistance from the general revenue, preventive health and health services block grant. This grant program covers the period of 9/01/03 through 8/31/04.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE	$253,776	$251,464	$241,301
TOTAL FUNDING	**$253,776**	**$251,464**	**$241,301**
EXPENDITURES			
PERSONAL SERVICES	$253,776	$251,464	$241,301
TOTAL EXPENDITURES	**$253,776**	**$251,464**	**$241,301**
AUTHORIZED POSITIONS	6	5	5
FULL-TIME EQUIVALENT	6.00	5.00	5.00

PROGRAM INFORMATION:

This grant covers the period of June 1, 2001 through May 31, 2005. The Healthy Start program directly addresses the Healthy People 2010 goals related to eliminating health disparities and in particular, the objectives related to maternal and infant health. Utilizing Healthy Start funds, the program is mandated to provide a set of core services and activities for the perinatal population in the proposed target community. These are: consortium, outreach, case management, health education, and a local healthy systems plan. In addition, San Antonio Healthy Start is committed to implementing a Fetal-Infant Mortality Review Board in Bexar County.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Output:			
Number of referrals to HS, per month	88	80	80
Number of active HS cases followed per month	198	220	250
Number of HS cases closed per month	18	20	21
Efficiency:			
Utilization of Case Manager per month	90%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL – Federal fund source	$750,000	$750,000	$750,000
OTHER	25,000	32,400	25,000
TOTAL FUNDING	**$775,000**	**$782,400**	**$775,000**
EXPENDITURES			
PERSONAL SERVICES	$498,031	$605,007	$642,940
CONTRACTUAL SERVICES	200,541	128,036	25,000
COMMODITIES	19,976	14,205	27,260
OTHER EXPENDITURES	20,152	18,152	79,800
CAPITAL OUTLAY	36,300	17,000	0
TOTAL EXPENDITURES	**$775,000**	**$782,400**	**$775,000**
AUTHORIZED POSITIONS	**15**	**14**	**14**
FULL-TIME EQUIVALENT	**15.00**	**14.00**	**13.50**

HEPATITIS C TESTING

PROGRAM INFORMATION:

The HCV Prevention Program provides HCV prevention interventions to targeted high risk individuals in Bexar County by providing HCV antibody tests along with pre and post test confidential HCV prevention counseling to those who are tested. The HCV testing is carried out in a variety of settings: the STD Clinic, Public Sex Environments (Parks, bars, truck stops, streets); Criminal Justice Environments (Jails, Prisons); Social Service Environments; Educational Environments; Housing Communities; Substance Abuse Treatment Settings; and the Field (Streets, private houses, etc.). The grant program covers the period 1/1/2003 to 12/31/2003.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE – Texas Department of Health (Grant)	$27,217	$48,000	$48,000
TOTAL FUNDING	**$27,217**	**$48,000**	**$48,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$39,850	$39,850
CONTRACTUAL SERVICES	26,539	4,190	4,190
COMMODITIES	678	3,960	3,960
TOTAL EXPENDITURES	**$27,217**	**$48,000**	**$48,000**
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	0.50	0.50	1.00

HIV PREVENTION

PROGRAM INFORMATION:

The HIV Prevention Program provides HIV prevention interventions to targeted high risk individuals in Bexar County.

1. The program provides HIV antibody tests along with pre and posttest anonymous or confidential prevention counseling to those who are tested.
2. The program provides routine HIV antibody testing and posttest prevention counseling to selected patients in the STD Clinic.
3. The program provides individual or group prevention interventions to high-risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. This grant program covers the period of 1/1/03 through 12/31/2003.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL – Texas Department of Health (Grant)	$378,057	$232,350	$232,350
TOTAL FUNDING	**$378,057**	**$232,350**	**$232,350**
EXPENDITURES			
PERSONAL SERVICES	$308,607	$203,232	$203,232
CONTRACTUAL SERVICES	65,135	27,232	0
COMMODITIES	4,315	1,886	1886
OTHER EXPENDITURES	0	0	27,232
TOTAL EXPENDITURES	**$378,057**	**$232,350**	**$232,350**
AUTHORIZED POSITIONS	9	5	5
FULL-TIME EQUIVALENT	9.00	5.00	5.00

PROGRAM INFORMATION:

The San Antonio Metropolitan Health Department HIV/AIDS Surveillance Program reports all HIV and AIDS cases found in the Bexar County area. The program accomplishes this task by visiting hospitals, clinics, labs, doctors' offices and other medical facilities in the San Antonio medical community. HIV/AIDS staff routinely works very close with all the medical community to gather the information needed to report HIV/AIDS cases to (TDH) Texas Department of Health. This grant program covers the period 01/01/04- 12/31/04-state funding.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of AIDS cases	175	175	160
Number of HIV cases	365	325	300
Output:			
Number of Hospitals Visited to Obtain Reports	230	200	170
Number of Clinics Visited to Obtain Reports	70	60	50
Number of Lab Tests Received	2,000	4,000	4,300
Efficiency:			
Number of AIDS Cases Reported within 30 Days of Dx	160	175	160
Number of HIV Cases Reported within 30 Days of Dx	290	300	350
Number of Labs Received within 7 Days of Reporting	1,800	3,600	4,000
Effectiveness:			
Percentage of AIDS Cases Found through Quality Assurance Studies	95%	95%	95%
Percentage of HIV Cases Found through Quality Assurance Studies	90%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL – Funding provided by the State	$175,992	$162,029	$174,798
TOTAL FUNDING	**$175,992**	**$162,029**	**$174,798**
EXPENDITURES			
PERSONAL SERVICES	$151,732	$137,299	$137,280
CONTRACTUAL SERVICES	13,103	0	0
COMMODITIES	11,157	0	0
OTHER EXPENDITURES	0	24,730	37,518
TOTAL EXPENDITURES	**$175,992**	**$162,029**	**$174,798**
AUTHORIZED POSITIONS	**4**	**4**	4
FULL-TIME EQUIVALENT	4.00	4.00	**4.00**

HEALTH DISTRICT

INNER CITY SCHOOL IMMUNIZATION PROJECT

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.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Vaccine Preventable Diseases Reported	575	488	520
Number of TDH Funded Immunization Staff	5	5	6
Output:			
Number of Public/Private School/Daycares Assessed	172	152	170
Number VFC Monitoring Visits to Provider Sites	159	175	180
Number of VFC Provider In-services	280	181	220
Number of New Providers Enrolled in VFC Program	21	14	22
Efficiency:			
Vaccine Wastage For Public/Private Providers	5%	2%	2%
Effectiveness:			
% of Public Immunization Sites receiving annual AFIX in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE	$498,880	$454,597	$454,597
TOTAL FUNDING	**$498,880**	**$454,597**	**$454,597**
EXPENDITURES			
PERSONAL SERVICES	$449,345	$397,632	$397,632
CONTRACTUAL SERVICES	16,562	23,449	23,449
COMMODITIES	14,560	16,137	16,137
INDIRECT COSTS	4,179	4,179	4,179
CAPITAL OUTLAY	14,234	13,200	13,200
TOTAL EXPENDITURES	**$498,880**	**$454,597**	**$454,597**
AUTHORIZED POSITIONS	11	11	11
FULL-TIME EQUIVALENT	11.00	11.00	11.00

PROGRAM INFORMATION:

Childhood Lead Poisoning Prevention Program identifies households with children under 6 years of age that potentially face problems associated with lead toxicity. Activities include screening children for elevated blood lead levels and providing case management and follow-up services, referrals to the families to housing rehabilitation providers, as appropriate. Pathways of exposure include lead based paint, industrial sites and smelter that use of produce lead-containing materials, lead contaminated dust, soil, water and lead containing materials used in parental occupations or hobbies, such as lead-containing ceramic-ware and/or traditional remedies.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Bexar County population for Children under 6	155,925	161,162	166,762
Estimated lead cases (Per CDC)	N/A	N/A	3,100
Personnel	1	2	2
Outreach Area (children/parents/providers)	8,000	6,000	12,000
Output:			
Total # of children with Elevated Blood Lead Level (EBLL)	103	82	1,000
Environmental home lead assessments	60	50	60
Efficiency:			
Children tested for lead poisoning	4,255	3,365	5,589
Elevated Blood Lead Levels detected	65	58	800
Effectiveness:			
EBLL cases referred to NAD Lead Abatement Program	100%	100%	100%

EXPLANATORY INFORMATION

Childhood lead exposure continues to be a public health problem. More realistic and cost-effective screening methods, follow-ups 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 EBLL.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL – Texas Department of Health	$15,766	$25,000	$45,000
TOTAL FUNDING	**$15,766**	**$25,000**	**$45,000**
EXPENDITURES			
PERSONAL SERVICES	0	19,332	32,934
CONTRACTUAL SERVICES	15,188	2,753	9,440
COMMODITIES	578	2,000	300
OTHER EXPENDITURES	0	915	2,326
TOTAL EXPENDITURES	**15,766**	**25,000**	**45,000**
AUTHORIZED POSITIONS	0	0	2
FULL-TIME EQUIVALENT	0.00	0.00	2.00

PARENT, CHILD INC.

PROGRAM INFORMATION:

This is a fee for service contract with Parent & Child Incorporated, a Head Start program, to provide physical examinations to children enrolled program. Services provided include physical examination, consultation, and referral and follow-up for abnormal findings. This grant covers the period of 02/03 through 01/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Staff Assigned to Physical Examinations and Follow-up	9	9	9
Output:			
Number of Sessions Held	90	100	100
Number of Physical Examinations Performed	2,313	2,550	2,600
Efficiency:			
Average number of Physical Examinations Performed in one Session	25.7	25.5	26.0

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
PCI Funded Exams	$65,625	$140,000	$134,500
Dental Exams	10,000	15,000	15,000
Medicaid Collection	40,250	42,000	42,500
Transfer From Previous Funds	10,000	5,000	10,000
TOTAL FUNDING	**$125,875**	**$202,000**	**$202,000**
EXPENDITURES			
PERSONAL SERVICES	$37,718	$94,816	$96,900
CONTRACTUAL SERVICES	78,606	96,770	96,100
COMMODITIES	6,051	6,414	8,500
CAPITAL OUTLAY	3,500	4,000	500
TOTAL EXPENDITURES	**$125,875**	**$202,000**	**$202,000**
AUTHORIZED POSITIONS	4	8	8
FULL-TIME EQUIVALENT	2.00	4.00	4.00

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. This grant program covers the period of 10/1/03 – 9/30/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Homes in Affected Area	22,000	22,000	22,000
Number of square miles in Affected Area	10	10	10
Output:			
Number Of environmental health investigations or surveys:			
Well Plugging	0	75	30
Fruit and Nut Survey	47	8	200
Monitoring remediation projects located in community	0	1	3
Monitoring drinking water samples for VOC's	10	25	25
Vapor Monitoring	0	4	4
Shallow Groundwater Well Testing	4	4	4

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FEDERAL – DOD COOPERATIVE AGREEMENT	$403,000	$0	$0
DOD COOPERATVE AGREEMENT	92,856	725,000	582,960
TOTAL FUNDING	**$495,856**	**$725,000**	**$582,960**
EXPENDITURES			
PERSONAL SERVICES	$190,763	$403,381	$370,748
CONTRACTUAL SERVICES	130,183	73,650	67,180
COMMODITIES	83,300	11,350	11,020
OTHER EXPENDITURES	13,610	230,619	130,512
CAPITAL OUTLAY	78,000	6,000	3,500
TOTAL EXPENDITURES	**$495,856**	**$725,000**	**$582,960**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

HEALTH DISTRICT

PERINATAL DEPRESSION PROJECT

PROGRAM INFORMATION:

The Perinatal Depression Project is designed to determine the prevalence of depression among young women receiving prenatal and post-partum care in San Antonio Metropolitan Health District programs. During the initial phase of the project, focus groups will be conducted to determine our clients' attitudes and perceptions of depression, followed by individual interviews with approximately 500 women to determine prevalence. The last two years of the project will be dedicated to intervention. SAMHD will contract with Our Lady of the Lake University to provide two graduate level counseling students to provide counseling for women who cannot afford to access these services. The Hogg Foundation funds this project for Mental Health for the period of September 1, 2002 through August 31, 2005.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of agencies contacted for focus groups	NA	25	NA
Number of women contacted for interviews	NA	1,000	NA
Number of women eligible for counseling services	NA	NA	150
Output:			
Number of focus groups conducted	NA	8	NA
Number of individual interviews conducted	NA	500	NA
Number of counseling sessions conducted	NA	NA	375
Efficiency:			
Complete projected number of focus groups	NA	100%	NA
Complete projected number of individual interviews	NA	100%	NA
Effectiveness:			
% of women screened who are identified as depressed and referred for counseling	NA	20%	20%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER	N/A	$27,456	$30,650
TOTAL FUNDING	**N/A**	**$27,456**	**$30,650**
EXPENDITURES			
PERSONAL SERVICES	N/A	$21,961	$0
CONTRACTUAL SERVICES	N/A	2,995	26,025
COMMODITIES	N/A	2,500	3,875
OTHER EXPENDITURES	N/A	0	750
TOTAL EXPENDITURES	**N/A**	**$27,456**	**$30,650**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

PROJECT SAVE

PROGRAM INFORMATION:

The Project SAVE (Substance Abuse vs. Empowerment) Program of the SAMHD HIV Prevention Program provides HIV prevention interventions to targeted high risk individuals in Bexar County. This program provides HIV antibody tests along with pre and post test anonymous or confidential prevention counseling to those who are tested. It also provides individual or group prevention interventions to high-risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. This grant program covers the period of 9/1/02 through 8/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
CITY	$4,000	$4,000	$4,000
OTHER	63,315	65,872	65,872
TOTAL FUNDING	**$67,315**	**$69,872**	**$69,872**
EXPENDITURES			
PERSONAL SERVICES	$65,176	$62,981	$62,981
CONTRACTUAL SERVICES	1,732	6,791	6,791
COMMODITIES	407	100	100
TOTAL EXPENDITURES	**$67,315**	**$69,872**	**$69,872**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

REFUGEE SCREENING

PROGRAM INFORMATION:

This grant funds the health screening of refugees allowed into the United States by the State Department and Bureau of Homeland Defense. Services include a health assessment, health education, immunizations and screening for tuberculosis. The health assessment includes a dental, hearing and eye exams. A nurse screens children for lead toxicity, nutrition and cognitive skills, and educate and refer parents for programs such as WIC, Children Health Insurance Program (CHIP) and Medicaid. The program has been expanded to include people seeking asylum, victims of trafficking, and unaccompanied alien children. This grant program covers the period of 10/1/02 through 9/30/03.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Refugees arriving in Bexar County	150	150	80
Output:			
Number of refugees receiving health screenings	150	150	80
Number of refugees screened for tuberculosis	150	150	80
Number of refugees receiving immunizations	150	150	80
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:			
% Receiving Referred Medical/Dental Attention	50%	70%	70%

FUNDING SOURCES & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL - Federal funding source	$59,619	$116,872	$116,872
TOTAL FUNDING	**$59,619**	**$116,872**	**$116,872**
EXPENDITURES			
PERSONAL SERVICES	$23,222	$74,030	$74,030
CONTRACTUAL SERVICES	33,608	34,900	34,900
COMMODITIES	2,789	7,442	7,442
OTHER EXPENDITURES	0	500	500
TOTAL EXPENDITURES	**$59,619**	**$116,872**	**$116,872**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**1.50**	**1.50**	**1.50**

HEALTH DISTRICT

SAN ANTONIO REGIONAL DETOXIFICATION PROGRAM

PROGRAM INFORMATION:

This program constitutes a subcontract with The Patrician Movement to provide nursing services in a detox setting. This grant program covers the period of 09/01/03 through 08/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of people admitted to detoxification	702	750	750
Output:			
Number of people discharged from detoxification	698	750	750
Efficiency:			
% of People Discharged Successfully from Detoxification	63%	63%	63%
Effectiveness:			
% of People Admitted into Long Term Treatment Following Detoxification	58%	58%	58%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
OTHER	$245,655	$224,969	$224,969
TOTAL FUNDING	**$245,655**	**$224,969**	**$224,969**
EXPENDITURES			
PERSONAL SERVICES	$214,663	$215,149	$215,149
CONTRACTUAL SERVICES	29,481	8,020	8,020
COMMODITIES	1,511	1,800	1,800
TOTAL EXPENDITURES	**$245,655**	**$224,969**	**$224,969**
AUTHORIZED POSITIONS	**8**	**8**	**8**
FULL-TIME EQUIVALENT	**6.00**	**6.00**	**6.00**

STATE TB GRANT

PROGRAM INFORMATION:

This grant funds direct patient services offered at the City Chest Clinic. Services provided at the Clinic includes 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. This grant program (36-07-04) covers the period of 9/1/2003 through 8/31/2004. TB disease is reduced in our community by ensuring that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to treatment (Directly Observed Therapy (DOT)) & complete treatment. Also, the program must ensure people exposed to patients with TB disease are medically evaluated. 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.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Contacts Exposed to Someone w/Active TB Disease	875	875	875
Number of People Suspected of Active TB Disease	148	148	130
Number of People Diagnosed Active TB Disease	71	66	61
Output:			
Number of contacts medically evaluated	700	700	700
Number of People Suspected of TB Disease on medication	141	140	124
Number of TB cases Completing Therapy	71	66	61
Efficiency:			
% of TB Cases/Suspects on Therapy	95%	95%	95%
% of TB Cases Completing Therapy	100%	100%	100%

FUNDING SOURCES & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
State - Funding provided by the State (TDH)	$216,787	$216,787	$205,292
Other	19,783	0	0
TOTAL FUNDING	**$236,570**	**$216,787**	**$205,292**
EXPENDITURES			
PERSONAL SERVICES	$192,793	$194,211	$183,406
CONTRACTUAL SERVICES	41,708	20,465	10,197
COMMODITIES	2,069	2,111	2,111
OTHER EXPENDITURES	0	0	9,578
TOTAL EXPENDITURES	**$236,570**	**$216,787**	**$205,292**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**5.5**	**5.5**	**5.5**

STD STAFF SUPPORT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health Department Sexually Transmitted Program (STD) provides clinical services for clients seeking examination and treatment for sexually transmitted diseases. The program also interviews clients with STD's and provides referral methods for the sex partners of these clients. The STD Program routinely works with other health care providers and laboratories to ensure accurate and timely reporting of STD's. In addition, counseling and testing for HIV and partner notification for sex and needle sharing contacts of HIV infected individuals in provided. This grant program covers the period of 9/01/03 through 8/31/04 for state funding and 1/01/04 through 12/31/04 for federal funding.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Clinic Client Visits	12,027	12,500	13,000
Number of Early Syphilis Cases Reported	154	175	160
Number of syphilis reactors reported	3,487	3,500	3,400
Output:			
Number of Clinic Clients Eligible for HIV Testing	6,805	8,000	8,100
Number of Early Syphilis Cases Interviewed	150	170	155
Number of Syphilis Reactors Examined	275	280	260
Efficiency:			
% of Clinic Clients Tested for HIV	98%	98%	99%
% of Syphilis Reactors Reported to the STD Program within 7 days of Test Result	85%	88%	89%
Effectiveness:			
% of HIV Positive Clients receiving Test Results and Partner Notification	92%	94%	95%
% of Early Syphilis Cases with Disease Intervention	60%	65%	70%
% of Syphilis Reactors Examined within 7 days	56%	70%	75%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE – Funding provided by the State (TDH)	$7,046	$77,046	$77,046
FEDERAL	310,523	235,282	235,282
TOTAL FUNDING	**$387,569**	**$312,328**	**$312,328**
EXPENDITURES			
PERSONAL SERVICES	$328,018	$303,656	$303,656
CONTRACTUAL SERVICES	46,576	7,983	7,983
COMMODITIES	3,328	589	589
OTHER EXPENDITURES	100	100	100
CAPITAL OUTLAY	9,547	0	0
TOTAL EXPENDITURES	**$387,569**	**$312,328**	**$312,328**
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENT	10.00	10.00	10.00

TITLE V FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services for clients who do not qualify for Medicaid and have an income of less than 185% of the Federal Poverty Level. Services reimbursed through this grant include assessment and physical examinations by nurses and MD/NP, health education and counseling, care coordination, laboratory testing. This grant program covers the period of 09/01/03 to 8/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Number of Clients Seeking Family Planning Services	19,512	15,326	16,500
Output:			
Number of Qualified Title V Visits – Family Planning Services	7,048	7,216	7,350

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE	$691,470	$729,458	$729,458
OTHER – Title V Patient Co-Pay	0	1,000	1,000
TOTAL FUNDING	**$691,470**	**$730,458**	**$730,458**
EXPENDITURES			
PERSONAL SERVICES	$559,550	$571,659	$571,659
CONTRACTUAL SERVICES	$32,300	10,100	10,100
COMMODITIES	$90,120	141,699	141,699
OTHER EXPENDITURES	$2,000	2,000	2,000
CAPITAL OUTLAY	$7,500	5,000	5,000
TOTAL EXPENDITURES	**$691,470**	**$730,458**	**$730,458**
AUTHORIZED POSITIONS	**N/A**	**24**	**24**
FULL-TIME EQUIVALENT	**N/A**	**22.00**	**22.00**

TITLE V MATERNAL & CHILD HEALTH

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Maternal and Child Health services for clients who do not qualify for Medicaid and have a income of less than 185% of the Federal Poverty Level. Services reimbursed through this grant include assessment and physical examinations by nurses and MD/NP, health education and counseling care coordination, laboratory testing, and a subcontract for obstetrical sonograms for qualified pregnant women. The grant program covers the period of 09/01/03 to 08/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Number of Clients Seeking Services from SAMHD for Prenatal, Well Child & Dental	50,165	37,555	38,000
Output:			
Number of Qualified Title V Visits– Maternal, Child Health, Dental	12,342	12,500	12,500
Effectiveness:			
% of Title V Maternity Patients Delivering Infants Weighing Less than 5 lbs.	4%	4%	4%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – (TDH)	$434,745	$278,735	$278,735
OTHER – Title V Patient Co-Pay	1,000	1,500	1,500
OTHER – Carryover from previous fiscal year	503,270	350,000	350,000
TOTAL FUNDING	**$939,015**	**$630,235**	**$630,235**
EXPENDITURES			
PERSONAL SERVICES	$418,681	$313,850	$313,850
CONTRACTUAL SERVICES	213,814	120,115	120,115
COMMODITIES	189,520	150,270	150,270
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	115,000	44,000	44,000
TOTAL EXPENDITURES	**$939,015**	**$630,235**	**$630,235**
AUTHORIZED POSITIONS	38	18	18
FULL-TIME EQUIVALENT	34.00	13.00	13.00

HEALTH DISTRICT

TITLE V POPULATION BASED

PROGRAM INFORMATION:

This grant funds a community-based initiative to address teen pregnancy, sexually transmitted diseases and healthy pregnancies. This grant program covers the period of 9/01/03 through 08/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Output:			
Teen Pregnancy Presentations	N/A	100	100
Healthy Pregnancy Presentations	N/A	80	80
Sexually Transmitted Disease Presentations	N/A	60	60

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	$267,064	$100,000	$100,000
TOTAL FUNDING	**$267,064**	**$100,000**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	$220,108	$91,112	$91,112
CONTRACTUAL SERVICES	44,641	6,843	6,843
COMMODITIES	2,315	2,045	2,045
TOTAL EXPENDITURES	**$267,064**	**$100,000**	**$100,000**
AUTHORIZED POSITIONS	7	2	2
FULL-TIME EQUIVALENT	7.00	2.00	2.00

TITLE XX FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from the Texas Department of Health funds family planning services for women whose income is less than 150% of the federal poverty level. This grant provides comprehensive reproductive health care assessment by a Physician/Nurse Practitioner, appropriated lab test, counseling and contraceptive supplies. This funding includes Medicaid reimbursement and private insurance for all family planning clients. This grant program covers the period of 9/01/03 through 08/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Number of Clients Seeking Family Planning Services	2,588	2,692	2,692

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
STATE	$350,000	$350,000	$350,000
OTHER	138,400	$115,000	$115,000
TOTAL FUNDING	**$488,400**	**$465,000**	**$465,000**
EXPENDITURES			
PERSONAL SERVICES	$352,278	$366,303	$366,303
CONTRACTUAL SERVICES	32,122	14,486	14,486
COMMODITIES	99,800	84,211	84,211
OTHER EXPENDITURES	2,500	0	0
CAPITAL OUTLAY	1,700	0	0
TOTAL EXPENDITURES	**$488,400**	**$465,000**	**$465,000**
AUTHORIZED POSITIONS	**15**	**13**	**13**
FULL-TIME EQUIVALENT	**15.00**	**13.00**	**13.00**

HEALTH DISTRICT
WOMEN, INFANT, CHILDREN(WIC) SUPPLEMENTAL NUTRITION PROGRAM

PROGRAM INFORMATION:

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), provides food vouchers (redeemable at grocery stores for certain nutritious foods), nutrition education and counseling, breastfeeding promotion and support, and health care referrals. This program is provided at no cost to low income pregnant, postpartum, and breastfeeding women, infants and children under the age of five, who are determined to be at nutritional risk.

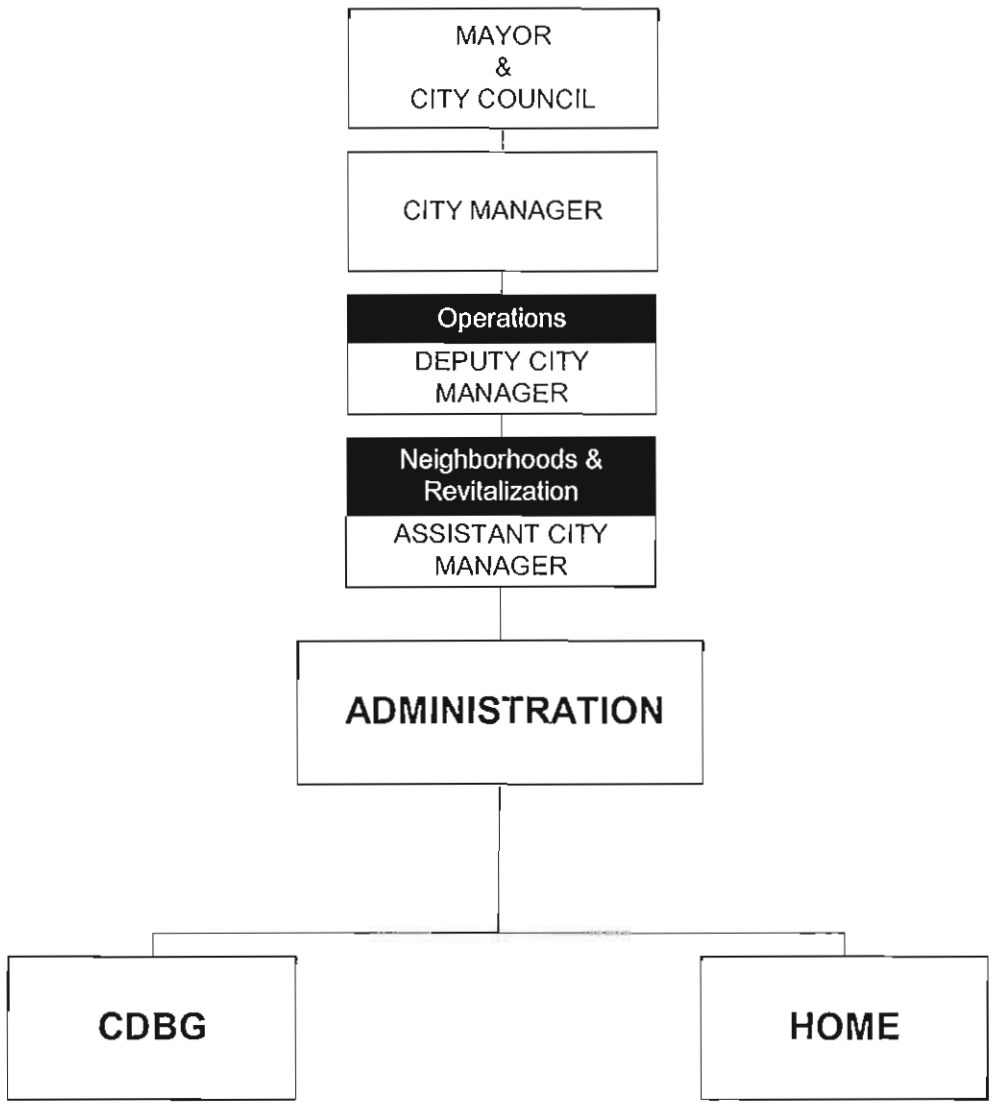
PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Proposed 2003-2004
Input:			
Clinic Locations (Including a Mobile Team and 2 Satellite Locations)	16	16	16
Number of Weekly Clinic Hours (Day/Evening/Saturday)	2,362	2,368	2,280
Output:			
Number of Infants Served Monthly (1 year and under)	11,747	12,000	12,240
Number of Children Served Monthly (1 year to 5 years)	23,094	23,250	23,750
Number of Women Served Monthly	11,158	11,250	11,500
Efficiency:			
Average Number of Participants Served per Day	2,100	2,114	2,160
Effectiveness:			
Total Number of Families Receiving Vouchers and Nutrition Education per Month	11,258	11,300	11,530
% of Families Receiving Nutrition Education/Counseling Services per Month	99%	99%	99%
% of Infants Breastfed (Born to WIC)	47%	48%	50%
Number of Dollars Spent within the Local Economy (Voucher Redemption)	$37,404,619	$38,530,000	$39,300,00

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Proposed 2003-2004
FUNDING SOURCES			
FEDERAL - Texas Department of Health	$5,207,051	$5,384,500	$5,589,000
TOTAL FUNDING	**$5,207,051**	**$5,384,500**	**$5,589,000**
EXPENDITURES			
PERSONNEL SERVICES	$3,966,046	$4,067,500	$4,200,000
CONTRACTUAL SERVICES	719,487	763,900	825,000
COMMODITIES	207,806	198,100	202,000
CAPITAL OUTLAY	50,000	60,000	61,000
INDIRECT COSTS	263,712	295,000	301,000
TOTAL EXPENDITURES	**$5,207,051**	**$5,384,500**	**$5,589,000**
AUTHORIZED POSITIONS	131	132	132
FULL-TIME EQUIVALENT	129.00	126.00	126.00

HOUSING & COMMUNITY DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Community Development Block Grant	25.00	$1,095,943
HOME Grant	6.00	661,501
Total Funding	**31.00**	**$1,757,444**

HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT

MISSION STATEMENT

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

PROGRAM INFORMATION

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

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.

In addition to the administration of the grant programs mentioned previously, the H&CD is responsible for identification, development, implementation, oversight and administration of additional program resources that support the City Council's neighborhood revitalization and housing goals.

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.
- 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.
- Provide for continued professional development and training for employees.
- Develop an internal work group (composed of mid-level management personnel) to review unique issues presented by outside agencies or issues germane to the City's internal operations for the purpose of making resolution recommendations to the H&CD Director.

GOALS & OBJECTIVES CONTINUED

- 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.
- 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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]	657	1,085	881	1,092
	Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements	No. of Residents Benefiting from Funds[2]	107,490	38,839	59,272	30,481
		No. of Low/Moderate Residents Benefiting	71,107	27,328	46,036	23,227
	Implement Human Development Clients					
	Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, healthcare and the elderly	No. of Human Development Clients[3]	152,302	95,000	85,000	80,000
		No. of Program Graduates Completing with High School Diploma, GED or Training Certificate (All Programs)	135	155	159	172
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)	1.35	1.00	1.00	0.95
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage[4]	$1:$7	$1:$240	$1:$10	$1:$12
	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 SCORECRD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	Improve Community Outreach					
	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	125	140	114	140
	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)	18	30	35	40
		No. of Site Visits Conducted (Analysts)	226	162	302	186
Employee Learning & Growth	Public Trust and Awareness of Citizens					
	Provide continued professional development and training for employees	No. of Staff Receiving Professional License or Certificates[5]	8	10	25	6

EXPLANATORY INFORMATION

[1] The FY 2003 estimate decreased due to a Tax-credit project that fell through and funds were reprogrammed which resulted in a decrease in the number of Multi-family housing units.

[2] The FY 2003 estimate was a result of an increase in the number of Street and sidewalk improvement projects funded in reprogramming actions, which increased the number of low-income neighborhoods assisted.

[3] The FY 2003 estimate number of Human Development clients is based on the number of clients the sub-grantees indicate they can serve with the level of funding.

[4] This percentage includes 20% administration from CDBG and 10% administration from HOME funds.

[5] This proposition may increase as opportunity for training that is provided locally at low or no cost is identified.

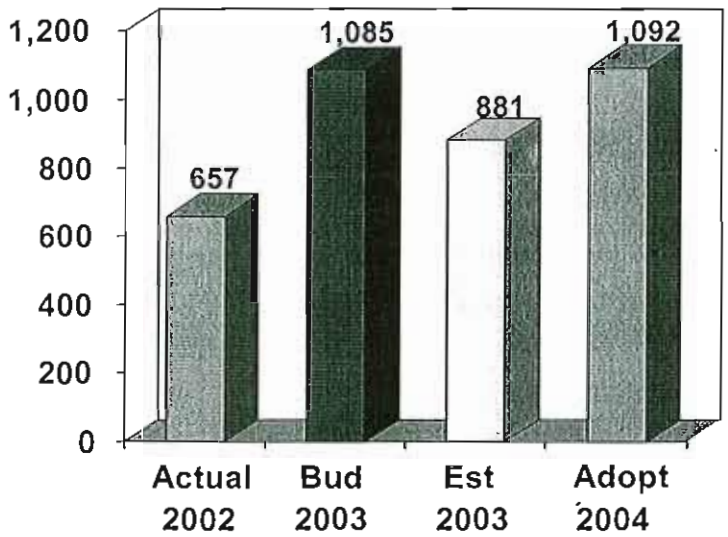
COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$974,636	$1,017,931	$837,738	$1,031,233
CONTRACTUAL SERVICES	206,349	224,797	350,250	59,710
COMMODITIES	16,922	8,400	7,147	5,000
CAPITAL OUTLAY	3,043	11,418	67,411	0
TOTAL EXPENDITURES	**$1,200,950**	**$1,262,546**	**$1,262,546**	**$1,095,943**
AUTHORIZED POSITIONS	23	25	25	25
FULL-TIME EQUIVALENTS	23.00	25.00	25.00	25.00

HOME GRANT EXPENDITURES BY CHARACTER

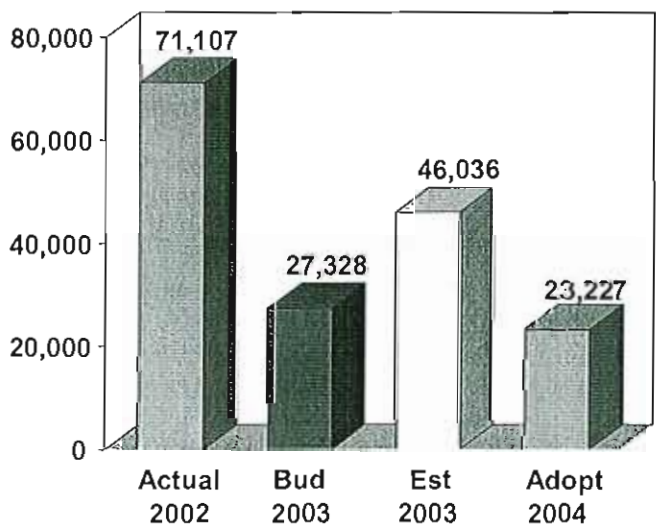
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$219,627	$517,515	$517,515	$517,515
CONTRACTUAL SERVICES	98,479	219,573	231,573	125,287
COMMODITIES	3,190	6,982	6,982	7,081
CAPITAL OUTLAY	2,274	11,289	18,000	11,618
TOTAL EXPENDITURES	**$395,570**	**$755,359**	**$744,070**	**$661,501**
AUTHORIZED POSITIONS	6	6	6	6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00

No. of Housing Units Produced



✓CDBG & HOME funds Pro vide affordable, safe, and decent housing opportunities for low and moderate income residents

No. of Low/Mod Income Citizens Benefiting from HUD Funds



✓CDBG funds provides adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements to residents of low/moderate income neighborhoods

HOUSING & COMMUNITY DEVELOPMENT

GRANT SUMMARY

The Consolidated Plan, Action Plan/Budget for FY 2004 constitutes an application for federal funds provided to the City by the U.S. Department of Housing and Urban Development (HUD) for four (4) separate formula programs: the Community Development Grant (CDBG) [$17,717,000], the HOME Investment Partnership Grant (HOME) [$7,370,756], the Emergency Shelter Grant [$703,000], and the Housing Opportunities for Persons with Aids Grant [$1,006,000] programs.

Listed below is a comprehensive listing of all the grants the Housing & Community Development Department coordinated for FY 2004. The ESG and HOPWA Grants are administered by the Community Initiatives Department.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Community Development Block Grant (CDBG)	$17,717,000	$0	$0	$0	$17,717,000
Home Investment Partnership Program	7,370,756	0	644,085	921,345	8,936,186
Emergency Shelter Grant (ESG)	703,000	0	0	703,000	1,406,000
Housing Opportunities for Persons with Aids Grant (HOPWA)	1,006,000	0	0	0	1,006,000
TOTAL	**$26,796,756**	**$0**	**$644,085**	**$1,624,345**	**$29,065,186**

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, developed, secure 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.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. CD Monitors	8	8	8
Amount of Entitlement Grant	$21,009,000	$20,511,000	$17,717,000
No. CDBG Contracts	256	246	93
Output:			
No. Monitoring Visits Scheduled	140	302	186
No. Projects Complete	175	196	79
Efficiency:			
Avg. No. Contracts per Analyst	32	31	12
Effectiveness:			
% Contracts Monitored	79%	100%	100%
% Contracts Complete	75%	80%	85%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL	$21,009,000	$20,511,000	$17,717,000
TOTAL FUNDING	**$21,009,000**	**$20,511,000**	**$17,717,000**
EXPENDITURES			
PERSONAL SERVICES	$928,351	$1,017,931	$1,031,233
CONTRACTUAL SERVICES	184,796	224,795	59,710
COMMODITIES	22,976	8,401	5,000
CAPITAL OUTLAY	12,403	11,411	0
SUBGRANTING	19,860,474	19,248,462	16,621,057
TOTAL EXPENDITURES	**$21,009,000**	**$20,511,000**	**$17,717,000**
AUTHORIZED POSITIONS	23	25	25
FULL-TIME EQUIVALENT	23.00	25.00	25.00

PROGRAM INFORMATION:

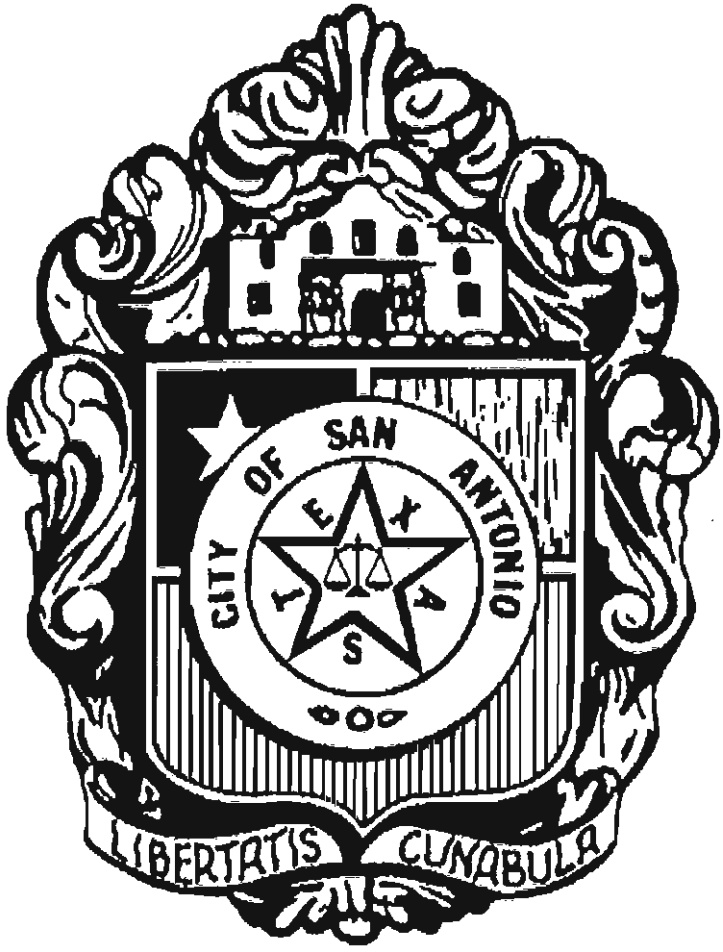
The HOME Division of the Department of Housing & Community Development is responsible for the planning and oversight of the City's HOME Entitlement Grant program. All activities result in the renovation or production of housing affordable to low and moderate-income households. This division provides 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. The Adopted FY 2003-2004 amount includes the $772,501 allocated for administration and $7,242,340 allocated for program activities for a total of $8,014,841.

PERFORMANCE MEASURES

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
Input:			
No. CD Monitors	4	4	4
Amount of Entitlement Grant	$7,909,000	$7,874,000	$8,014,841
Total Housing Units Adopted	600	705	1152
Output:			
No. Housing Units Complete	350	529	1,152
Efficiency:			
Avg. No. Contracts per Analyst	150	176	920
Effectiveness:			
% Contracts Complete	58%	75%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL	$7,909,000	$7,874,000	$7,370,756
FEDERAL – Reprogramming Funds	0	0	250,000
City – Program Income	0	0	394,085
TOTAL FUNDING	**$7,909,000**	**$7,874,000**	**$8,014,841**
EXPENDITURES			
PERSONAL SERVICES	$296,939	$519,094	$512,344
CONTRACTUAL SERVICES	90,565	249,994	130,458
COMMODITIES	3,816	6,982	7,081
CAPITAL OUTLAY	2,990	11,289	11,618
SUBGRANTING	7,514,690	7,086,641	7,353,340
TOTAL EXPENDITURES	**$7,909,000**	**$7,874,000**	**$8,014,841**
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENT	6.00	6.00	6.00


CITY OF SAN ANTONIO
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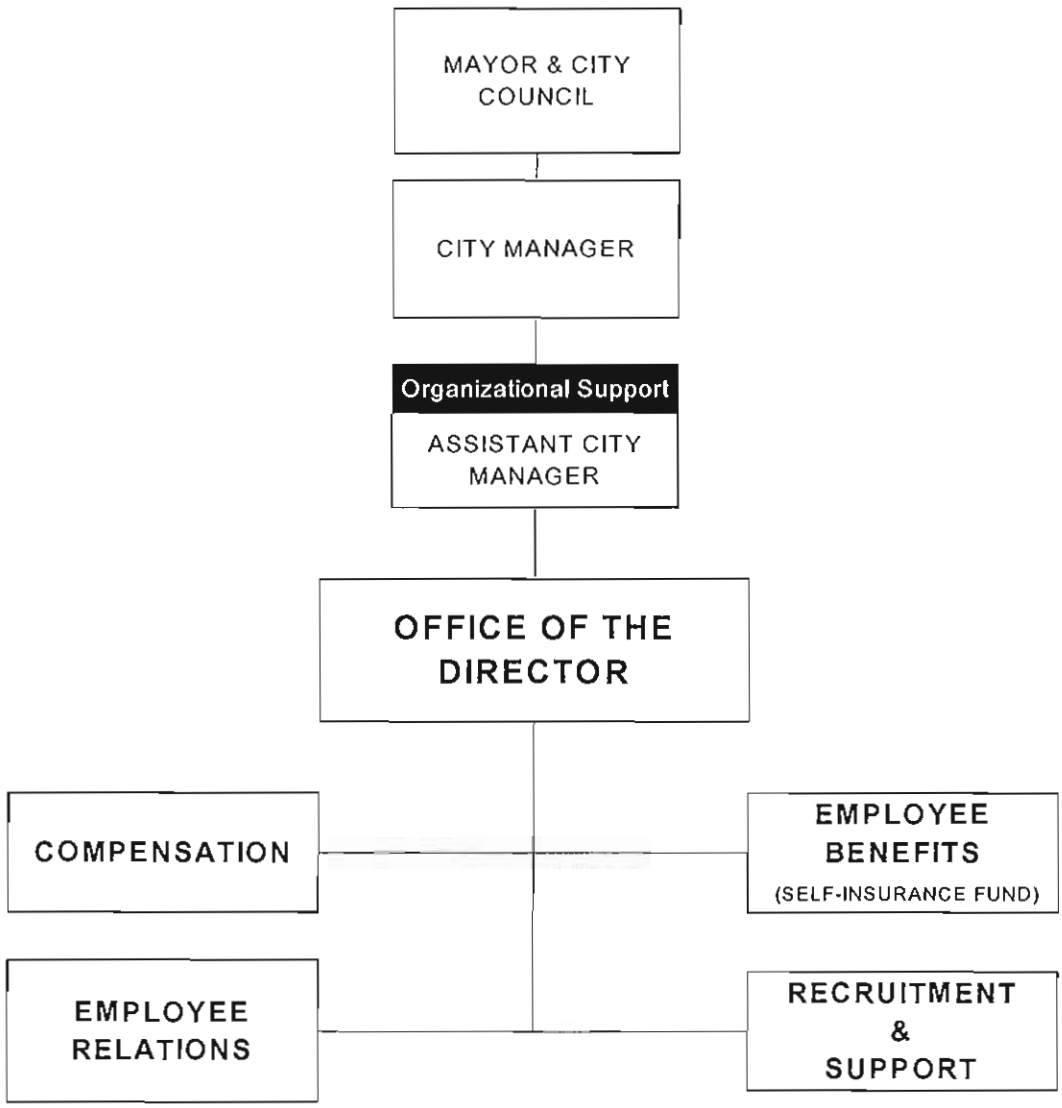


APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	34.00	$2,360,208
Employee Benefits Fund	16.00	73,627,414
Unemployment Compensation Fund	0.00	450,000
Extended Sick Leave Fund	0.00	30,000
Occupational Health Fund	1.00	209,594
Workers' Compensation	1.00	*
Alternate Services Employee Fund	1,946.00	2,067,110
Total Funding	**1,998.00**	**$78,744,326**

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

HUMAN RESOURCES

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. The Human Resources Department consists of the following five divisions: Administration, Recruitment and Support, Employee Relations (uniformed/non-uniformed), Classification & Compensation, and Employee Benefits (Self-Insurance Fund).

GOALS & OBJECTIVES

To provide human resource tools that will assist departments in hiring, promoting, retaining, recognizing employee value, rewarding high performance, and assisting employees in meeting their full career potential.

- Maintain and enhance a proactive recruiting program that aggressively recruits qualified, competent individuals through coordination with educational institutions, job fairs and searches; reaffirm the City's commitment to a diverse workforce and maximize the employees' contribution toward the City's organizational objectives; and provide more effective recruitment and customer services to City Departments with the anticipated implementation of the Human Resources component of the Enterprise Resource Management (ERM) system.
- Maintain a civilian classification and compensation system that reflects internal alignment and market competitiveness; provide equitable compensation in order to attract and retain competent, qualified employees at all levels; provide guidance in the administration of the Employee Performance and Development System which better links employee performance with organization mission and goals.
- Continue to coordinate and develop City sponsored training initiatives including customized training through the ACCD Interlocal Agreement.
- Continue to coordinate and monitor contracts for testing of uniformed personnel; administer examinations in accordance with Civil Service requirements and collective bargaining agreements in order to minimize appeals and grievances; seek creative automation opportunities for more efficient uniformed personnel application and testing processes.
- Continue coordination of the development and maintenance of all Administrative Directives and Municipal Civil Service Rules in compliance with Federal, State and Local laws; ensure that City management and employees are trained on policies and procedures and participate in mandatory training program.
- Continue preparation for the implementation of the ERM system through data conversion and infrastructure improvements in personnel records management.
- Continue training youth working for the City on the six core values developed by the Better Jobs Initiative Employer Education Task Force "Live It" campaign in support of the City Manager's "Customer First" mission. The six core values are Integrity, Respect, Dependability, Fairness, Caring and Civic Responsibility.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	87,511	79,461	68,653	74,384
		-City Employees	12,847	15,358	10,561	10,920
		-Non-City Employees	74,664	64,103	58,092	63,464
		Fire and Police Entry Applications	4,219	4,735	5,802	5,279
		No. of Applications Manually Entered into SAP	N/A	N/A	N/A	37,192
		Avg. No. of Workdays it takes HR Analyst to Fill a Non-Uniform Vacant Pos. [1]	18	14	15	17
		-HR Analysts	9	9	10	10
		-Outside Agencies	9	5	5	7
	Enhance customer service through implementation of ERM reporting capabilities	No. of Application Status Checks Performed Utilizing SAP	N/A	N/A	N/A	18,596
Financial	**Provide Accountability to the Public**					
	Continue to efficiently process non-uniform applicants	No. of Advertised Positions	1,236	1,497	939	1,051
		No. of New Hires Processed	1,582	2,047	885	1,345
	Continue to foster well-trained employees	No. of Training Hours Provided	52,017	50,448	49,700	51,191
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	16	18	16	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists	174	236	165	161
		No. Hired from Fire/Police Promotional Eligibility List	222	141	148	139
		% Fire/Police Promotional Exam Questions Appealed	8.4%	12.0%	9.1%	10.0%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
Employee Learning and Growth	Improve Employee Compensation					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested	341	305	219	275
		No. of In-Lieu-Of/Reclassification Requests Approved	278	212	113	138
		Avg. Turnaround Time for Evaluation of In-Lieu-Of/Reclass Requests (workdays)	26/56	20/25	16/17	30/45
		No. of Regrade Job Studies Requested and Initiated (job class)	36	27	16	20
		No. of Regrade Requests Approved (New and Previous FYs)	30	27	4	4
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City-Sponsored Training Programs	14,508	10,056	10,618	10,937

EXPLANATORY INFORMATION

[1] Total average number work days required to fill a vacant position includes time required by Human Resource 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.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $3,175

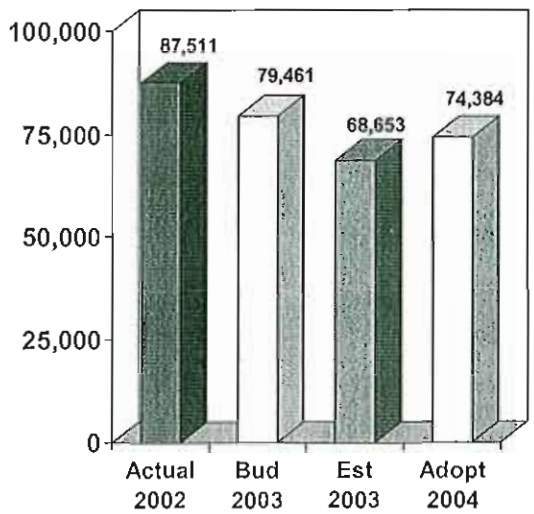
EMPLOYEE SERVICES – REDUCE TEMPORARY SERVICES

This ***reduction*** will result in the Temporary Services line item within the Recruitment and Support Division. This reduction will reduce funding available for temporary services to assist with workload increases, special projects and employment opportunities for Summer Youth within the Human Resources Department. This reduction will result in savings on $3,175 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

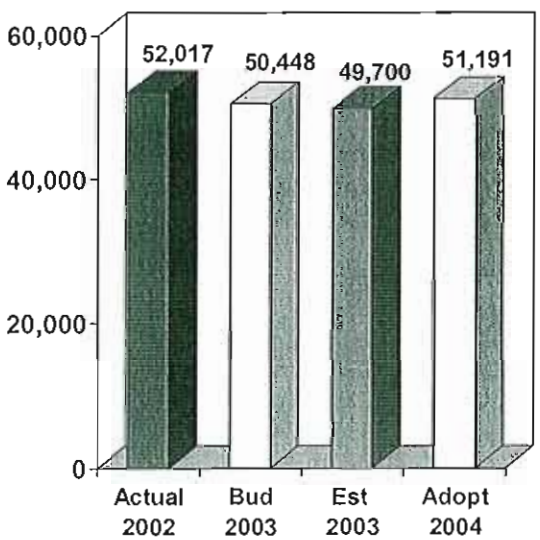
	ACTUAL FY 2002-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,844,492	$1,746,191	$1,708,474	$1,832,260
CONTRACTUAL SERVICES	374,941	456,809	400,392	496,321
COMMODITIES	33,878	32,988	32,025	26,422
OTHER EXPENDITURES	512	5,205	5,205	5,205
CAPITAL OUTLAY	5,518	4,247	7,847	0
TOTAL EXPENDITURES	**$2,259,341**	**$2,245,440**	**$2,153,943**	**$2,360,208**
AUTHORIZED POSITIONS	**35**	**33**	**33**	**34**
FULL-TIME EQUIVALENTS	**35.00**	**33.00**	**33.00**	**34.00**

NO. OF APPLICATIONS PROCESSED



✓ Measures the total number of City and Non-City applications processed

NO. 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 Division*** implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The division 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 division organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees.

GOALS & OBJECTIVES

- Provide direct professional customer service and education for all active and retired employees and their eligible family members, on health, retirement and wellness programs.
- Maintain a strong self insurance fund by utilizing prudent financial management principles in evaluating the design of the indemnity and health maintenance organization plans, and by making required plan adjustments based on cost containment and industry trends.
- Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost to attract and retain employees.
- Coordinate annual internal audits of Third Party Administrator to ensure contract compliance and quality customer service.
- Execute cost containment practices to contain CitiMed medical claim expenses by conducting ongoing hospital bill audits and utilization review.
- Conduct annual Open Enrollment briefings to educate active employees, retirees, and their eligible family members on the benefits package.
- Plan, organize and conduct an annual Health Fair to educate and promote wellness in the work place.
- Facilitate systematic benefit reviews, surveys, vendor reviews and request for proposals to maintain credible and competitive programs.
- Conduct and implement approved changes as a result of actuarial and plan design review.
- Administer benefits for qualified unemployment claims and protest disputable claims to control cost of program.
- Track unemployment claims and identify potential problem areas and determine appropriate solutions.
- 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, Worker's Compensation or any law of similar intent.
- Provide accessible and confidential short-term counseling through an Employee Assistance Program to facilitate early recognition, intervention, and resolution of personal or work related problems that affect employees and eligible family members.
- Provide training to managers, supervisors, and City employees on how to access Employee Assistance Program services and the appropriate means to facilitate referrals.
- Assist the ERM Project team by providing relevant benefits data and information leading to the design of an effective and efficient enrollment, billing, and benefits tracking system.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Week	522	621	588	594
		Avg. No. of Walk-in Customers per Week	105	127	120	121
		No. of Civilian Retirements Processed Annually	140	138	151	159
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	287	272	312	343
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Extended Sick Leave Program	7	10	8	10
	Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization	13%	10%	13%	13%
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)	$40.36	$42.22	$41.82	$46.84
		Avg. Citimed Cost per Employee/Retiree	$4,899	$4,940	$5,043	$5,483
		Total HMO Cost (millions)	$14.77	$19.37	$19.85	$21.82
		Avg. HMO Cost per Employee/Retiree	$4,371	$5,570	$5,666	$6,357
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	$420,671	$450,000	$450,000	$450,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Long-Term Disability Payments	$14,614	$30,000	$15,000	$30,000
	Provide accountability for cost and efficiency of EAP Program	Cost of EAP Program	$115,688	$149,031	$149,302	$151,017

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Innovative and Proactive City Government**					
	Coordinate annual internal audits of Third Party Administrator (TPA) to ensure contract compliance and quality customer service	Avg. No. of Claims Processed per Week by TPA[1]	4,235	4,239	3,910	4,301
		Avg. No. of Claims Pended per Week [2]	126	424	274	301
		Avg. No. of Claims Paid per Week [3]	4,109	3,815	3,636	4,000
		Avg. Turnaround Time for Claims Paid (days) [4]	14	10	18	15
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested	118	92	90	95
		No. Favorable UC Decisions	88	58	57	61
	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 Cases Coordinated with Other Disability Programs Resulting in a Zero Dollar Pay Out [5]	2	8	4	4
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	8,238	8,548	8,293	8,542
		No. of Employees/Retirees Enrolled in HMO	3,380	3,478	3,503	3,433
		% of Employees Completing Annual Enrollment Online	1%	40%	9%	20%
	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	43	45	6	10
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	1,653	3,945	6,240	6,563
	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	N/A	210	104	115

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning & Growth	Conduct seminars to educate Supervisors on the Extended Sick Leave Program	No. of Attendees at Supervisory Seminars on Disability Program	N/A	95	149	120
	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	653	1,008	569	626

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.
5 Coordination with other disability programs including Social Security, TMRS, Rehabilitative Employment and Texas Workers' Compensation.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $2,100

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $2,100 in savings a line item expense budget. The savings reflect a 25% reduction in the department's office supply budget. The Department would manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS $67,926

EMPLOYEE SERVICES – ENHANCEMENT OF EMPLOYEE BENEFITS UTILIZATION REVIEW PROGRAM

This ***improvement*** will create one Utilization Review Specialist position to augment the current audit and review of health benefit claims. The total FY 2004 cost for this improvement will be $46,560. It is estimated that a total of $138,887 in claims expense savings will be generated by the improvement, with a net savings of $80,806 to the Employee Benefits fund.

EMPLOYEE SERVICES – WORKFORCE COMPENSATION ENHANCMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Employee Benefits fund will total $21,366 in FY 2004.

♦ MANDATES $200,000

EMPLOYEE SERVICES– HEPATITIS A IMMUNIZATIONS

This recurring ***mandate*** will provide for costs associated with required Hepatitis A immunizations. The Texas Department of Health added several counties to the 32 counties already requiring Hepatitis A immunizations for certain children attending school or child-care facilities effective August 1, 2003. The cost of the mandate in FY 2004 will total $200,000. The full year cost for FY 2005 will total $228,000.

EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$718,099	$859,813	$785,930	$953,711
CONTRACTUAL SERVICES	44,918,230	46,802,943	46,413,095	51,262,479
COMMODITIES	7,729	13,051	9,704	10,322
OTHER EXPENDITURES	149,265	7,479	4,494	7,479
CAPITAL OUTLAY	0	4,570	4,570	0
TRANSFERS	14,939,766	19,132,780	19,132,780	21,393,423
TOTAL EXPENDITURES	**$60,733,089**	**$66,820,636**	**$66,350,573**	**$73,627,414**
AUTHORIZED POSITIONS	14	**15**	15	**16**
FULL-TIME EQUIVALENTS	14.00	**15.00**	15.00	**16.00**

UNEMPLOYMENT COMPENSATION FUND

PROGRAM INFORMATION

The ***Unemployment Compensation Program*** is administered in-house to pay for unemployment benefits to qualified individuals and to protest disputable claims through the Texas Workforce Commission.

GOALS & OBJECTIVES

- Administer benefits for qualified unemployment claims.
- Protest disputable claims to control cost of program.
- Track unemployment claims and identify potential problem areas and determine appropriate solutions.

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
CONTRACTUAL SERVICES	$420,671	$450,000	$445,000	$450,000
TOTAL EXPENDITURES	$420,671	$450,000	$445,000	$450,000

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 FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$14,392	$30,000	$14,972	$30,000
CONTRACTUAL SERVICES	0	147	100	0
TOTAL EXPENDITURES	**$14,392**	**$30,147**	**$15,072**	**$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.

- **IMPROVEMENTS** **$1,482**

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employee effective October 1, 2003. The cost of this improvement for the Occupational Health fund will total $1,482 in FY 2004.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

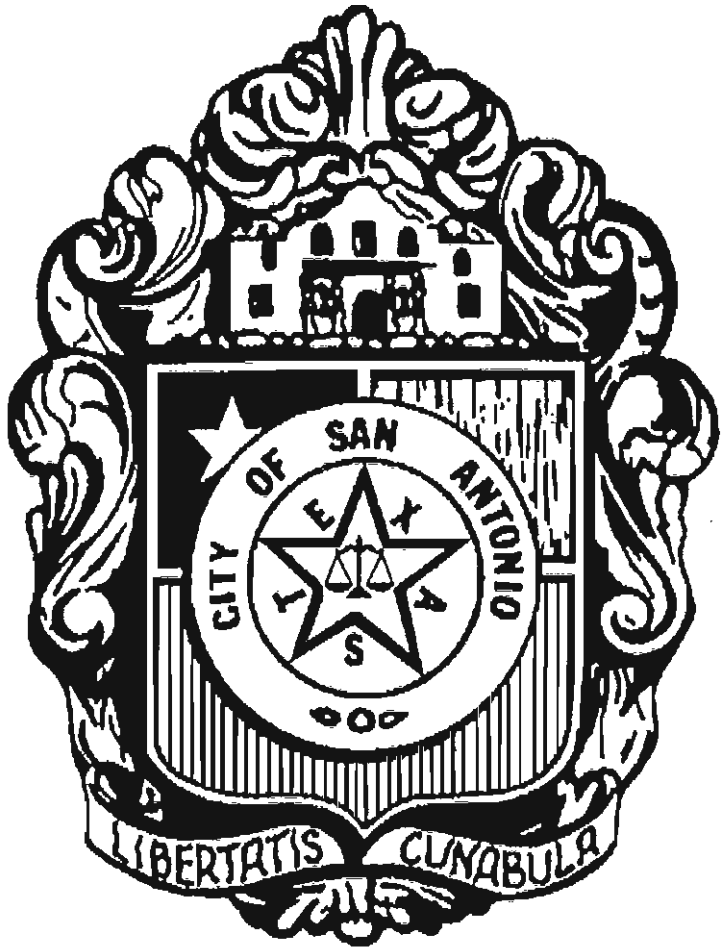
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$56,550	$54,247	$54,197	$56,309
CONTRACTUAL SERVICES	118,567	152,947	152,292	152,947
COMMODITIES	0	500	490	338
CAPITAL OUTLAY	0	1,174	1,161	0
TOTAL EXPENDITURES	**$175,117**	**$208,868**	**$208,140**	**$209,594**
AUTHORIZED POSITIONS	1	1	1	1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

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 FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$3,850,638	$2,039,106	$9,112,347	$2,063,592
CONTRACTUAL SERVICES	16,424	1,173	770	3,518
TOTAL EXPENDITURES	**$3,687,062**	**$2,040,279**	**$9,113,117**	**$2,067,110**
AUTHORIZED POSITIONS	**1946**	**1,946**	**1,946**	**1,946**
FULL-TIME EQUIVALENTS	**1,946.00**	**1,946.00**	**1,946.00**	**1,946.00**


CITY OF SAN ANTONIO
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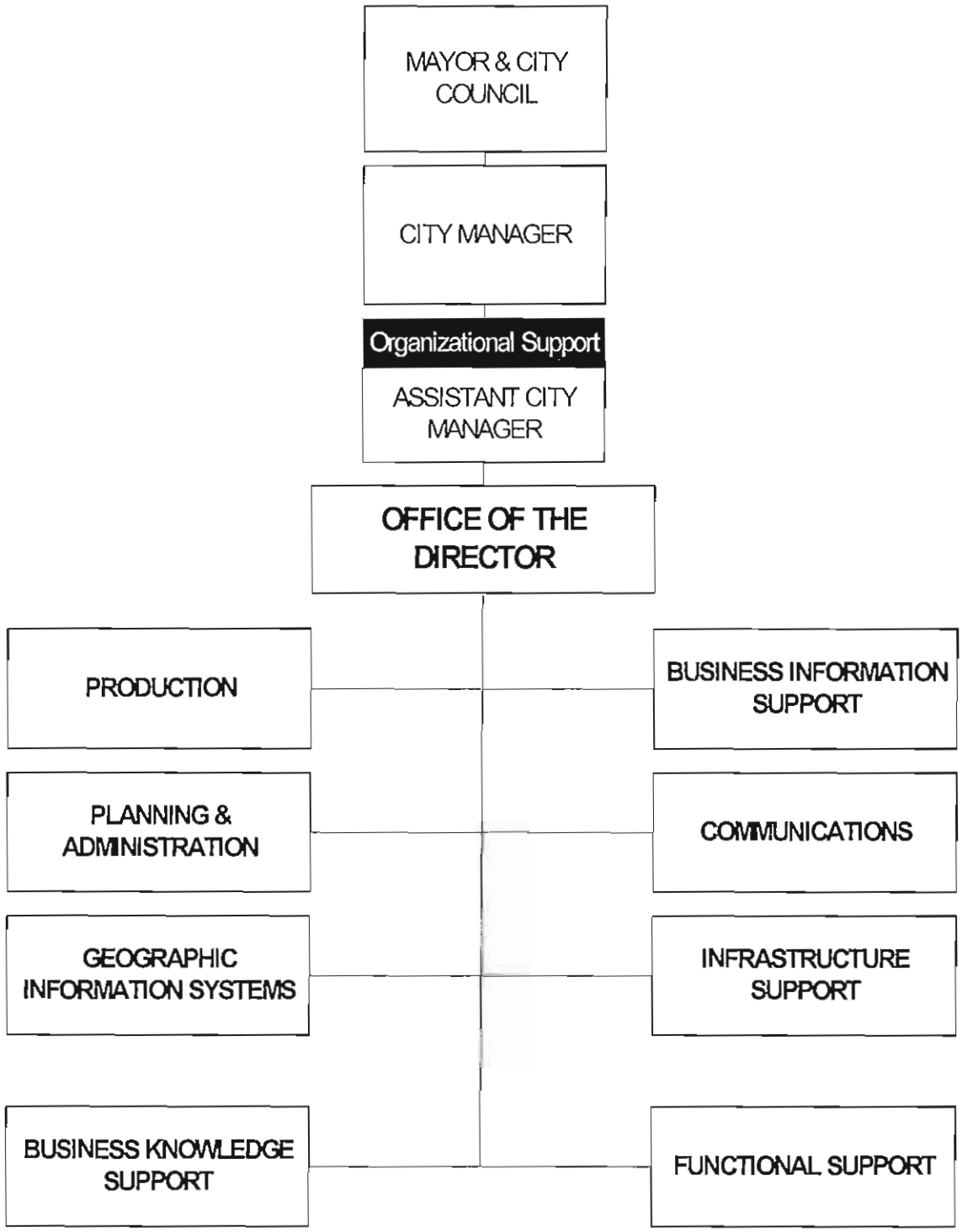
INFORMATION TECHNOLOGY SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Information Technology Services Fund	204.00	$24,994,573
Total Funding	**204.00**	**$24,994,573**

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)

The divisions of ITSD are: the Office of the Director, Planning & Administration, Production, Communications, Geographic Information Systems (GIS), Business Information Support, Infrastructure Support, Business Knowledge Support, and Functional Support.

GOALS & OBJECTIVES

- *Leasing/Seat Management Program and Desktop Enterprise Licensing* - To standardize and improve technology performance, reliability and service across City departments by establishing a 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.
- *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 implement 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 Geographic Information System (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 & 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.
- *Homeland Defense & 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.
- *Public Safety Radio System* - To serve City and County law enforcement and other government agencies to provide highly reliable communications through the use of a new 800 MHz trunked radio system implemented in 2003.
- *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.
- *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. The City's E-mail storage has doubled in size during the past nine months. An archive solution would dramatically reduce disk space by up to 50% and backup and recovery time would be drastically reduced.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Provide for Safety & Welfare of San Antonio**					
	Public Safety Radio System	% of County Wide Radio Coverage	75%	75%	98%	98%
	Customer Service Initiative	No. of Customers Supported (City & Others)	12,452	11,850	12,600	12,750
		% of City Staff Using Communication Services	81%	80%	82%	82%
	Geographic Information Systems (GIS/Mapping)	Internet Mapping Services	N/A	N/A	5	7
	Improve Community Outreach					
	San Antonio Community Portal	No. of City Web Pages (thousands)	20.18	N/A	27.50	30.00
		No. of City Web Pages Browsed (millions)	30	36	40	44
		Number of E-Payment Transactions	551	N/A	6,000	7,500

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Financial	**Provide Accountability to the Public**					
	Customer Service Initiative	No. of Dollars Collected, E-Payment Transactions (in millions)	N/A	N/A	$1.1	$1.4
		Avg. Days to Process Data Work Order (intake to completion)	21	16	20	19
		Avg. Days to Complete Telephone Work Order (intake to completion)	14	8	9	9
		No. of Help Desk Calls Processed (207-8888)	59,553	67,000	58,500	68,500
		Avg. No. of Mainframe Transactions per Day (millions)	N/A	1.3	1.2	1.0
Internal Processes	**Innovative and Proactive City Government**					
	Customer Service Initiative	Total Devices Supported	30,581	29,965	30,590	31,200
		No. of E-mail Accounts	N/A	N/A	7,550	7,700
		No. of E-mail Messages Sent/Received per Month (millions)	N/A	N/A	1.0	1.2
	ERM Project	No. of Interfaces to ERM	N/A	N/A	4	15
	Seat Management	No. of PC's Leased per Year	N/A	960	960	1,920
	Geographic Information Systems (GIS/Mapping)	GIS Overlays Converted	N/A	220	215	242
	Geographic Information Systems (GIS/Mapping)	Regional GIS Participation (City and outside agencies)	2	2	2	6
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Customer Service Initiative	No. of City Personnel Provided IT Training (internal & external)	1,621	2,400	1,500	1,600
	Knowledge & Info. Mgmt. Support	No. of Crystal Reports Written by ITSD Staff	N/A	N/A	80	350
	Knowledge & Info. Mgmt. Support	No. of Business Warehouse (BW) Information Cubes	N/A	N/A	4	15

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$28,395**

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $28,395 in savings in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- **IMPROVEMENTS** **$586,641**

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Information Technology Services fund will total $276,641 in FY 2004.

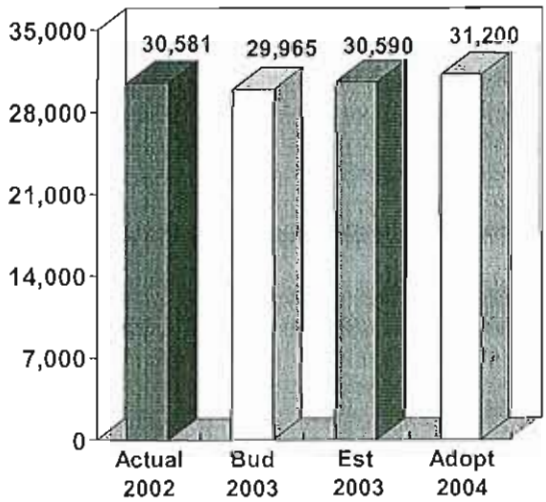
TECHNOLOGY – EXCHANGE ARCHIVE SYSTEM

This ***one-time improvement*** will provide for a system that will allow the Department to extract data from E-mail storage and offload this data to another storage medium, therefore reducing disk space requirements by up to 50%. In addition, backup and restore windows will be reduced and individual E-mail items that have been lost or deleted will be able to be recovered in a fraction of the time currently required. The cost for this improvement will total $310,000 in FY 2004.

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CHARACTER

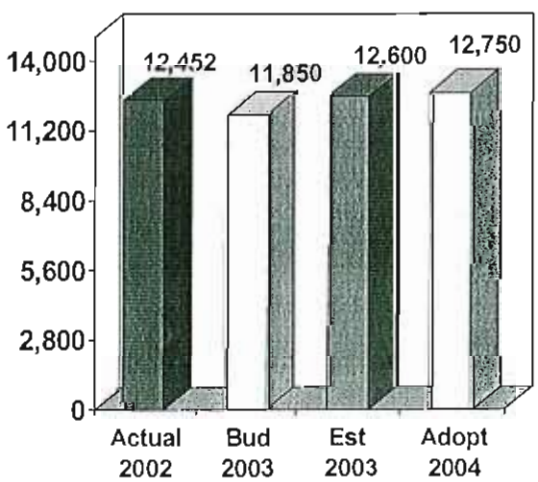
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$10,070,180	$10,786,691	$10,497,963	$12,403,278
CONTRACTUAL SERVICES	2,907,070	4,367,792	4,375,711	6,626,909
COMMODITIES	3,395,023	3,409,952	3,397,248	3,545,300
OTHER EXPENDITURES	415,915	389,385	389,385	185,295
CAPITAL OUTLAY	458,007	474,682	474,682	1,204,182
INVENTORIES	572,595	344,100	344,100	344,100
TRANSFERS	472,941	569,752	872,119	685,509
TOTAL EXPENDITURES	**$18,291,731**	**$20,342,354**	**$20,351,208**	**$24,994,573**
AUTHORIZED POSITIONS	**183**	**193**	**193**	**204**
FULL-TIME EQUIVALENTS	**183.00**	**193.00**	**193.00**	**204.00**

TOTAL DEVICES SUPPORTED



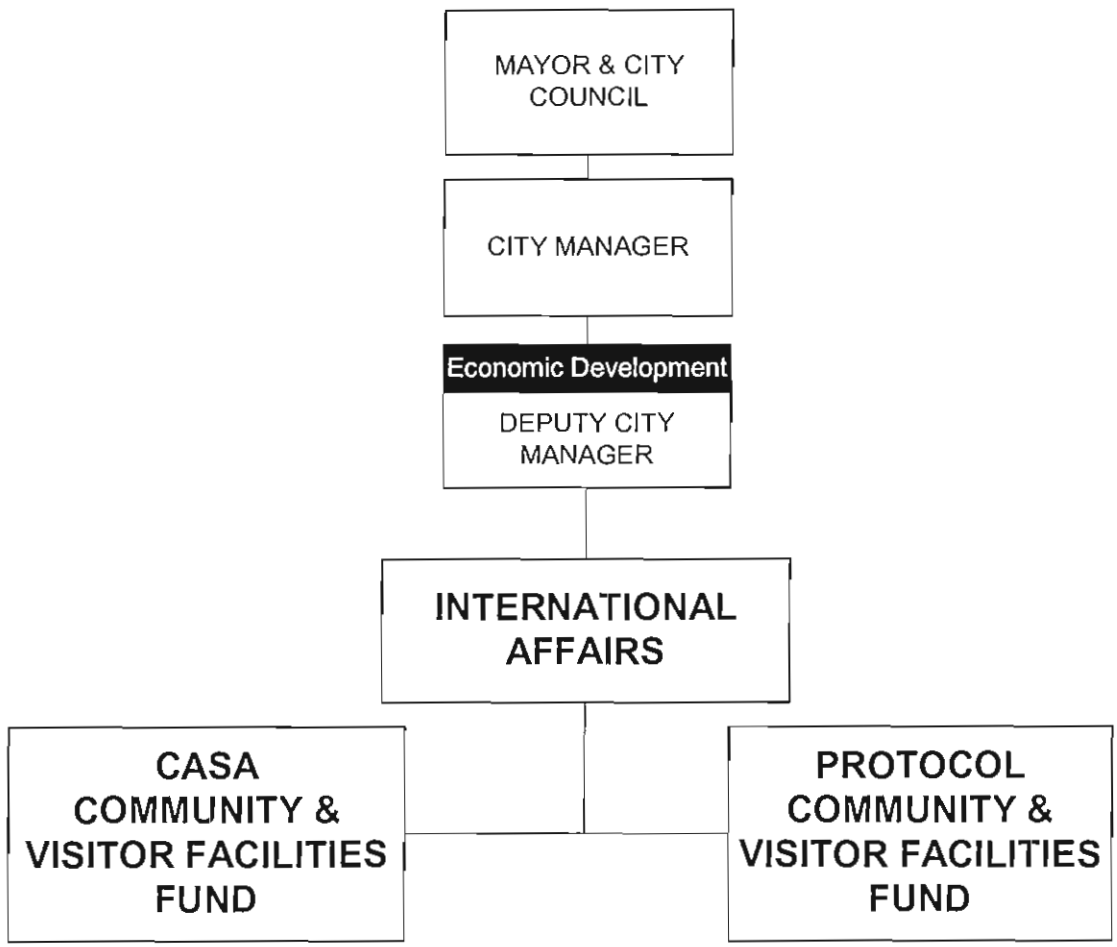
- ✓ Number includes PC's, servers, MDT's, CDPD laptops, terminals, printers, telephones, cellular phones, radios, and pagers.

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.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	5.00	$387,469
Community & Visitor Facilities Fund	7.00	898,623
Total Funding	**12.00**	**$1,286,092**

MISSION STATEMENT

The International Affairs Department develops foreign relations, fosters 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 VIP visits, presentations to prospective businesses, business counseling, match making, conferences and seminars, the foreign office program, marketing materials, trade missions, hosting international dignitaries and visitors.

Among its global relationships, San Antonio has sister cities in Mexico, Japan, Korea, Spain and Taiwan, and has established economic alliances 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, UNAM, Instituto de México, Free Trade Alliance, the World Affairs Council, the 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 interface with: 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.
- Partner with HEB to identify and screen potential manufacturers in Mexico for HEB Own Brand. This project would identify three manufacturing companies for each product. It is foreseen that 300 products will be targeted for inclusion in the Mexico and U.S. HEB stores.
- Continue to facilitate the international needs of Toyota Motor Corporation in San Antonio.
- Develop 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. The Casas assist participants with one-on-one business meetings with counterparts in Mexico.
- 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: "Global Municipal Development Institute" focusing on security and disaster preparedness; "2003 Trilateral Technology Summit in Monterrey Mexico" in collaboration with the North and South San Antonio Chambers of Commerce; "Access Japan"; "Doing Business with the United States"; "Latin American Trade Show", other collaborations with the CVB and briefings to the San Antonio community by Casa Directors.
- Partner with the International School of the Americas on their Model United Nations Youth Program that educates San Antonio area high school students on global issues.
- Promote international economic development partnerships locally with the San Antonio Economic Development Foundation, Free Trade Alliance, U.S. Department of Commerce Export Assistance Center, export training with UTSA International Trade Center, local chambers of commerce, Greater Austin-San Antonio Corridor Council, Laredo-San Antonio Corridor Coalition, as well as City departments such as the Economic Development (Foreign Trade Zone), Convention & Visitors Bureau and Parks & Recreation.
- Provide specialized training to improve job related skills and development of staff.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Expand Community/Cultural Initiatives**					
	Develop foreign relations	No. of international Protocol Delegations	86	90	90	92
	Promote San Antonio as the Center of Americas for trade	No. of Business Delegations	101	85	87	100
Financial	**Leverage Other Funding Sources**					
	Sponsor International events	Private Sector in-kind Support for International Projects	$103,085	$65,000	$70,000	$111,000
		Direct Expenditures by Official Guests to San Antonio (In Millions)[1]	$1.49	$1.50	$1.55	$1.60
	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	$7,050	$10,500	$7,500	$8,000
		Dollar Value of Business Generated and Rate of Return per $1 Invested in the Casa Program (In Millions)	$8.40M/ $15.75	$15.00M / $29.25	$8.00M / $15.00	$16.00M/ $30.00
Internal Processes	**Improve Community Outreach**					
	Promote local partnerships	No. of Presentations, Site Visits, and Speeches	52	65	158	215
		Number of Newsletters	N/A	N/A	3,400	3,500
Employee Learning & Growth	**Employee Learning and Growth**					
	Provide specialized training to improve job-related skills and development	Hours of Technical Training Received Per Employee	N/A	N/A	567	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.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $50,846

ORGANIZATIONAL SUPPORT – CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $2,678 in savings in two line items expense budgets within the Community & Visitor Facilities Fund. The total savings reflect a 25% reduction in the department's office supply budget and a reduction in the vehicle management fee. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – CASA SAN ANTONIO-SOUTHEAST MEXICO OFFICE

This ***reduction*** will close the Casa San Antonio-Southeast Mexico Office located in Mexico City. The remaining Casa San Antonio offices located in Mexico will serve the immediate needs of this region. The total savings towards the Community & Visitor Facilities Fund in FY 2004 will be $48,168.

- IMPROVEMENTS $11,867

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Community and Visitor Facilities Fund will total $11,867 in FY 2004.

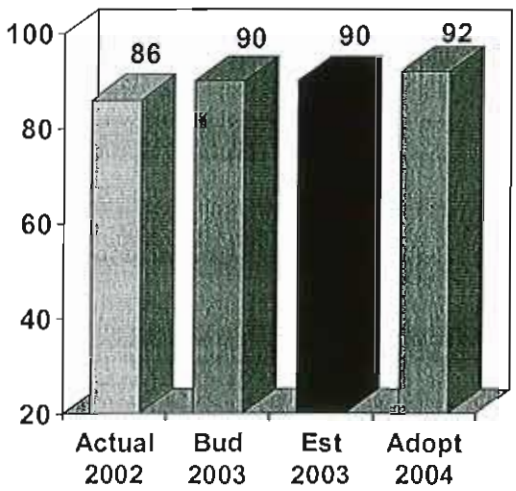
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$331,536	$306,168	$283,923	$318,746
CONTRACTUAL SERVICES	126,534	55,010	59,126	65,812
COMMODITIES	4.648	2,027	3,172	1,575
OTHER EXPENDITURES	708	1,336	1,336	1,336
CAPITAL OUTLAY	0	837	831	0
TOTAL EXPENDITURES	$463,426	$365,378	$348,388	$387,469
AUTHORIZED POSITIONS	6	5	5	5
FULL-TIME EQUIVALENTS	6.00	5.00	5.00	5.00

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CHARACTER

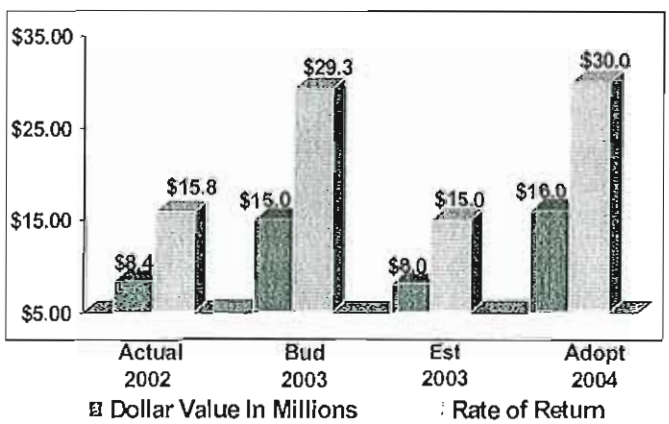
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$479,193	$447,385	$450,700	$461,821
CONTRACTUAL SERVICES	377,069	407,083	418,877	381,301
COMMODITIES	63,479	56,058	53,320	52,773
OTHER EXPENDITURES	1,214	2,728	2,728	2,728
CAPITAL OUTLAY	25,743	5,557	5,457	0
TOTAL EXPENDITURES	$946,698	$918,811	$931,082	$898,623
AUTHORIZED POSITIONS	8	7	7	7
FULL-TIME EQUIVALENTS	8.00	7.00	7.00	7.00

NO. OF INTERNATIONAL PROTOCOL DELEGATES

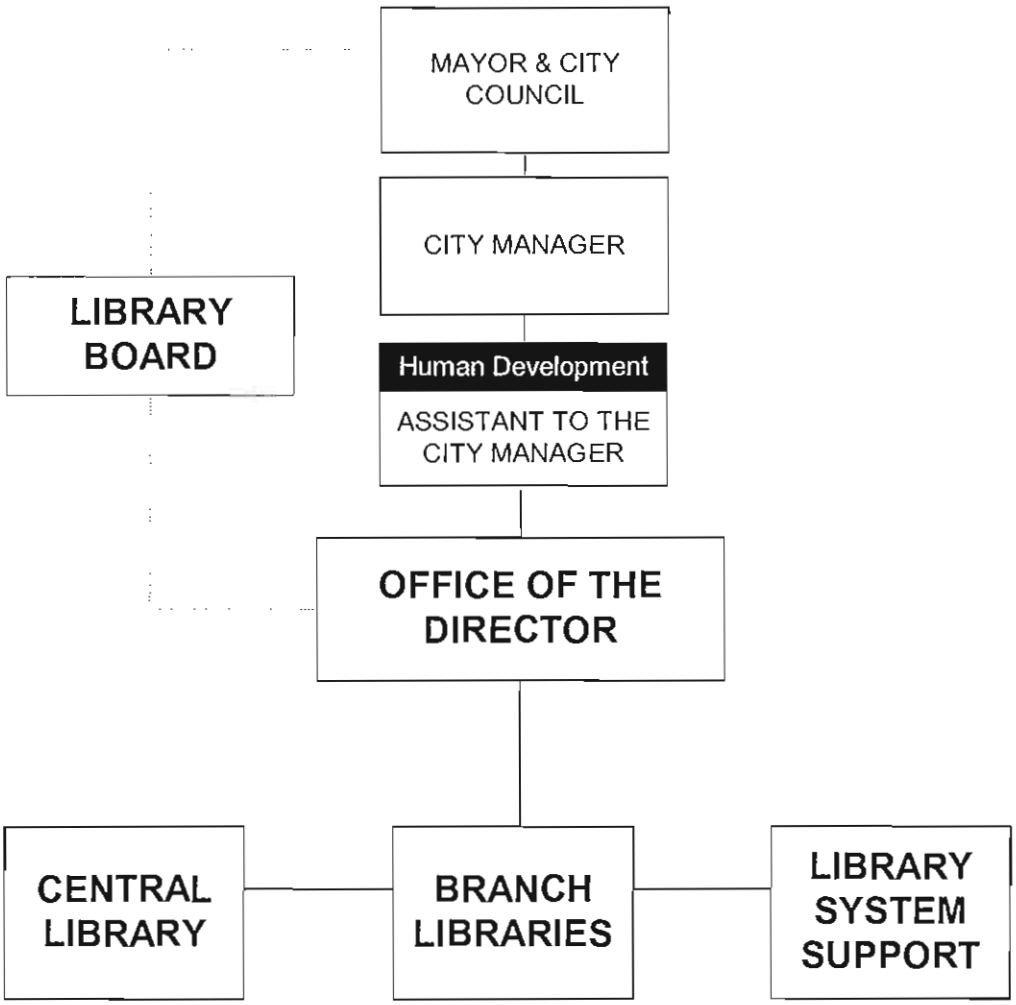


✓ Protocol Delegations assist with promoting international tourism and new business development.
✓ The delegations totaled an estimated 1,100 delegate visitors to San Antonio in FY 2003.

DOLLAR VALURE OF BUSINESS GENERATED AND RATE OF RETURN PER $1 INVESTED IN THE CASA PROGRAM



LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	429.50	$19,375,141
Categorical Grants	12.50	2,308,088
Capital Projects	0.00	8,815,000
Total Funding	**442.00**	**$30,498,229**

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 nineteen libraries, two bookmobiles and a partnership agreement with the Northeast School District at Reagan High School. Materials and services include books, magazines, newspapers, microfilm, compact disks, books on tape, videotapes, electronic databases, access to the Internet, reference services, child-oriented programming and a center oriented to young adults. Funding sources include the City of San Antonio, State and Federal grants, corporate and individual grants, and contributions from 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 fines and fees and meeting room use charges.

GOALS & OBJECTIVES

- Children, youth and adults using the San Antonio Public Library would have access to resources and services that support and enhance their efforts to succeed.
  - To develop a system wide plan that targets services to children under age five and their parents and caregivers by December 2002.
  - To develop a plan to work in partnership with local organizations to better utilize library space for literacy, ESL, GED and citizenship classes by June 2003.
- To make our diverse community fully aware of the wide range of services available from the San Antonio Public Library System.
  - Create and implement a San Antonio Public Library marketing plan by April 2003.
  - Identify partners for the purpose of increasing public awareness and usage of library services by June 2003.
  - Increase awareness of library services among target populations (Hispanic community, parents, children, and senior citizens) by at least 5% for each of the next five years by June 2007.
- The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources.
  - Develop specifications for and acquire an integrated library automation system that is easy to use and provides the functionality required by customers, staff and administration by September 2003.
  - Deploy current staff to ensure maximum service to customers by June 2004.
  - Establish a staff-training program that ensures high quality service by May 2004.
- The San Antonio Public Library would actively support economic development.
  - Determine and prioritize options to enhance job readiness in the community by April 2003.
  - Evaluate business-related resources at all locations and establish quality collections that meet economic development needs of the community by December 2003.
  - Provide enhanced small business resources in those libraries that serve targeted City enterprise zones by June 2004.
- The San Antonio Public Library would provide quality accessible services, collections and programs that anticipate and meet the needs of the Hispanic community.
  - Develop a plan to implement essential bilingual signage and promotional materials and activities in every library facility by September 2004.
  - 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Implement Better Jobs Initiative**					
	The San Antonio Public Library actively supports economic development	Number of Children and Adults Attending Children's Events	120,030	125,000	120,000	134,500
		Number of Children and Teenagers Participating in Summer Reading Program	25,079	32,600	32,600	35,000
		Number of Children and Caregivers Using Little Read Wagon Resources [1]	5,812	7,200	20,000	24,000
	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	Number of Items Borrowed	4,863,676	5,107,773	5,108,000	5,360,000
		Number of Reference Questions Answered	1,127,237	1,066,728	1,214,500	1,250,000
		Number of Electronic Access Uses & Home Page Hits	2,193,879	3,000,000	3,113,000	3,300,000
		Number of Visits by Library Customers	3,459,221	3,541,027	3,541,000	3,647,000
		Number of New Library Cards Issued	85,933	90,000	90,000	92,000
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	9.13%	10.40%	10.40%	10.90%
		Materials Budget per Capita [2]	$1.94	$2.10	$1.91	$1.91
Internal Processes	**Implement and Institutionalize Performance Reviews**					
	The San Antonio Public Library will actively support economic development	Number of Grants and Contracts Reviewed Monthly	N/A	30	68	70

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning & Growth	Improve Employee Training					
	Establish a staff-training program that ensures high quality service by May 2004	Number of Training Opportunities for Staff	N/A	50	160	170

EXPLANATORY INFORMATION

1 The Little Read Wagon Grant Project was not fully staffed until FY 2003. The Re-estimate for FY 2003 and the Adopted FY 2004 reflect the outreach that can be accomplished with the full staffing level.

2 The Re-estimate FY 2003 and the Adopted FY 2004 assumes a flat Fund 11 materials budget. Any major increase or decrease in either the materials budget or the population would change the Adopted FY 2004.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS $424,099

LIBRARIES – ELIMINATE SEVEN LIBRARY POSITIONS

This ***reduction*** will result in savings of $323,929 by eliminating two public service desks and seven vacant positions at the Central Library. This reduction will impact the Fiction and the Periodicals desks only. The customers will have to be directed to the main service desks. This reduction will create more demand at the main service desks which could lead to longer waiting periods for service.

LIBRARIES – HERTZBERG CIRCUS MUSEUM BUILDING CLOSURE

This ***reduction*** will result in savings of $5,500 by disconnecting all utilities at the Hertzberg Circus Museum as of September 30, 2003. Elevator maintenance and gas and electricity will be discontinued. All collections will be relocated prior to elimination of services and the building's closure to a climate controlled storage facility that is under contract with the Witte Museum.

LIBRARIES – REDUCE OPERATING COST AT REAGAN HIGH SCHOOL PUBLIC LIBRARY

This ***reduction*** will result in savings of $28,228 by reducing public service hours at the Reagan High School Public Library during the school year by a total of four hours a week. The library will operate until 9:00 PM instead of 9:30 PM Monday through Thursday. On Saturday and Sunday, the library will close at 5:00 PM instead of 6:00 PM.

LIBRARIES – REDUCE THE LIBRARY RESOURCE BUDGET

This ***reduction*** will result in savings of $66,442 by reducing the General Fund Library resource budget. The administration will strive to adjust the materials reduction so that patrons continue to have access to materials. The Department will use grants secured by the Library Foundation to support purchases of materials.

PROGRAM CHANGES CONTINUED

♦ MANDATES $259,659

LIBRARIES – JULIA YATES SEMMES BRANCH LIBRARY

This ***mandate*** will provide one month funding to add the following positions: one Librarian III, two Librarian II, two Librarian I, one Library Assistant II, two part-time Library Assistant II, one Library Circulation Attendant II, two Library Circulation Attendant I, and two part-time Library Circulation Attendant I. Additionally, this mandate will provide funds for operating costs for a new library branch to be located in the Comanche Lookout area. The branch will be completed in December 2004 and will open to the public in January 2005. This mandate will result in a total cost of $31,114 for FY 2004.

LIBRARIES – MYSTIC PARK ROAD BRANCH

This ***mandate*** will provide six months funding to add the following positions: one Librarian III, two Librarian II, two Librarian I, one Library Assistant II, two part-time Library Assistant II, one Library Circulation Attendant II, two Library Circulation Attendant I, two part-time Library Circulation Attendant I. It also adds four months funding for four part-time Library Aide, one Building Custodian, and one part-time Building Custodian. Additionally, this mandate will provide funds for operating costs for a new library branch to be located in the Mystic Park area and will be completed in August 2004. This mandate will result in a total cost of $228,545 in FY 2004.

♦ IMPROVEMENTS $41,220

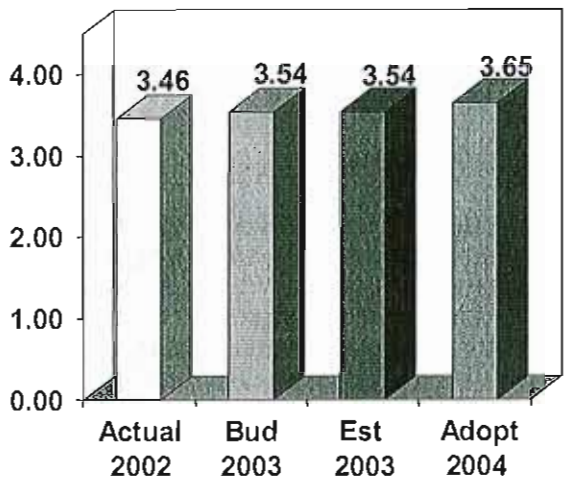
LIBRARIES – HERTZBERG COLLECTION STORAGE LEASE

This ***improvement*** will allow preservation of valuable historical information by renewing the lease for storage of the Hertzberg collection. The lease and utilities will be budgeted for ten months in FY 2004 at a monthly rate of $3,220 for the lease and $9,000 for utilities. The total amount for this improvement will be $41,220 for FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

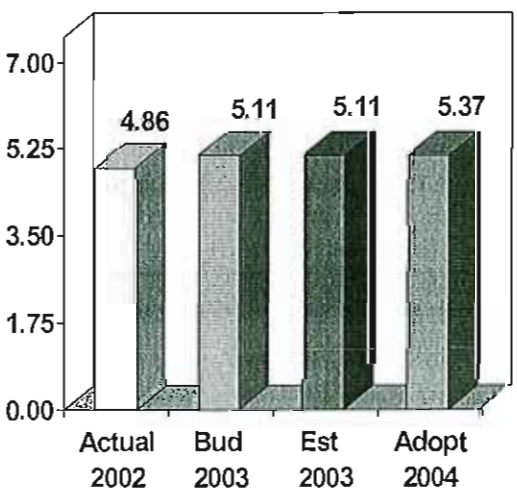
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$13,032,862	$13,564,276	$12,969,454	$14,001,483
CONTRACTUAL SERVICES	2,546,220	2,597,712	2,455,795	2,573,911
COMMODITIES	2,403,549	2,514,375	2,494,248	2,379,009
OTHER EXPENDITURES	97,573	259,068	259,068	420,738
CAPITAL OUTLAY	0	29	0	0
TOTAL EXPENDITURES	**$18,080,204**	**$18,935,460**	**$18,178,566**	**$19,375,141**
AUTHORIZED POSITIONS	509	506	506	531
FULL-TIME EQUIVALENTS	413.00	411.00	411.00	429.50

NUMBER OF VISITS BY LIBRARY CUSTOMERS (In Millions)



✓The 3% increase from FY 2003 Budget to FY 2004 Adopted in visits by Library customers results from the Library's continued centennial activities and from the Guerra Branch Library opening in January.

NUMBER OF ITEMS BORROWED (In Millions)



✓The 5% increase in circulation of materials from FY 2003 Budget to FY 2004 Adopted is a result of the Guerra Branch Library opening in January 2004.

During FY 2003, the Library Department utilized grants totaling $2,197,795 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 $2,308,088 for FY 2004.

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 2004, the Library will 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 2004. 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 2004
Interlibrary Loan Services Alamo Area Library System	$250,000	$0	$0	$0	$250,000
Library Systems Operation Alamo Area Library System	523,292	193,546	0	0	716,838
Technical Assisted Negotiated Grant, Alamo Area Library System	80,000	0	0	0	80,000
Lone Star Libraries Grant *	0	100,250	0	0	100,250
San Antonio Public Library Foundation (various Restricted donations) *	0	100,250	0	1,161,000	1,161,000
TOTAL	**$853,292**	**$293,796**	**$0**	**$1,161,000**	**$2,308,088**

PROGRAM INFORMATION:

Interlibrary Loan provides services to public, special, and academic libraries in a 21 county service area designated by the Texas State Library and Archives Commission. Library materials are borrowed and loaned for the needs of patrons in these libraries, including the San Antonio Public Library. Materials are also loaned to and borrowed from other libraries worldwide, including those members of an international cooperative library network known as OCLC. This grant program covers the period from 9/1/03 through 8/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of service area libraries	52	57	57
No. of potential lending/ borrowing libraries, national and International locations	12,000	12,000	12,000
Output:			
No. of Interlibrary Loan requests received from all sources [1]	52,349	61,723	64,800
No. of Interlibrary Loan requests filled from all sources [2]	35,910	42,000	44,000
No. of materials loaned from San Antonio Public Library	25,542	27,300	28,500
Efficiency:			
Cost per request [3]	$4.36	$3.83	$3.86
Cost per filled request [4]	$6.36	$5.63	$5.68
Effectiveness:			
% of requests filled from all sources	69%	68%	68%
% of requests from other libraries filled from the San Antonio	61%	61%	60%

EXPLANATORY INFORMATION

[1] 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 for 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 processes. 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 No. 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$228,359	$236,582	$250,000
TOTAL FUNDING	**$228,359**	**$236,582**	**$250,000**
EXPENDITURES			
PERSONAL SERVICES	$170,107	$172,865	$180,390
CONTRACTUAL SERVICES	27,280	36,380	39,780
COMMODITIES	7,300	7,000	7,500
CAPITAL OUTLAY	12,750	1,600	0
INDIRECT COSTS	10,922	18,737	22,330
TOTAL EXPENDITURES	**$228,359**	**$236,582**	**$250,000**
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, collection development, and continuing education programs. This grant program covers the period 9/1/03 through 8/31/04.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of workshops held	37	25	30
No. of libraries with literacy grant programs [1]	10	8	7
Budget allocation for materials [2]	$435,257	$241,417	$319,264
Output:			
No. of people attending system-sponsored programs [3]	1,009	5,100	2,889
No. of students attending workshops	328	250	399
No. of materials purchased	28,249	16,491	17,199
No. of people attending literacy grant classes	2,882	2,500	2,740
Efficiency:			
Average No. of staff assisted per consultant	505	5,100	1,445
Average No. of students per workshop	9	10	13
Cost per materials purchased	$1	$14	$18
Effectiveness:			
% of libraries having literacy grants	22%	17%	15%

EXPLANATORY INFORMATION

[1] AALS grants are given to literacy programs, which include literacy, English as a Second Language (ELS), and GED classes.
[2] The book lease plan may be purchased with Collection Development funds.
[3] System-sponsored programs are program attendance for AALS storytime kits and BiFolkal kits.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Texas State Library and Archives Commission	$273,713	$282,912	$193,546
FEDERAL – Institute of Museum and Library Services	481,715	481,715	523,292
TOTAL FUNDING	**$755,428**	**$764,627**	**$716,838**
EXPENDITURES			
PERSONAL SERVICES	$189,413	$335,281	$250,310
CONTRACTUAL SERVICES	84,079	79,852	53,600
COMMODITIES	426,677	283,475	363,464
OTHER EXPENDITURES	12,226	36,019	49,464
CAPITAL OUTLAY	43,033	30,000	0
TOTAL EXPENDITURES	**$755,428**	**$764,627**	**$716,838**
AUTHORIZED POSITIONS	8	8	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 are used for consultant personnel, training (including training materials) and technical assistance. This grant programs covers the period from 9/1/03 through 8/31/04.

PERFORMANCE MEASURES

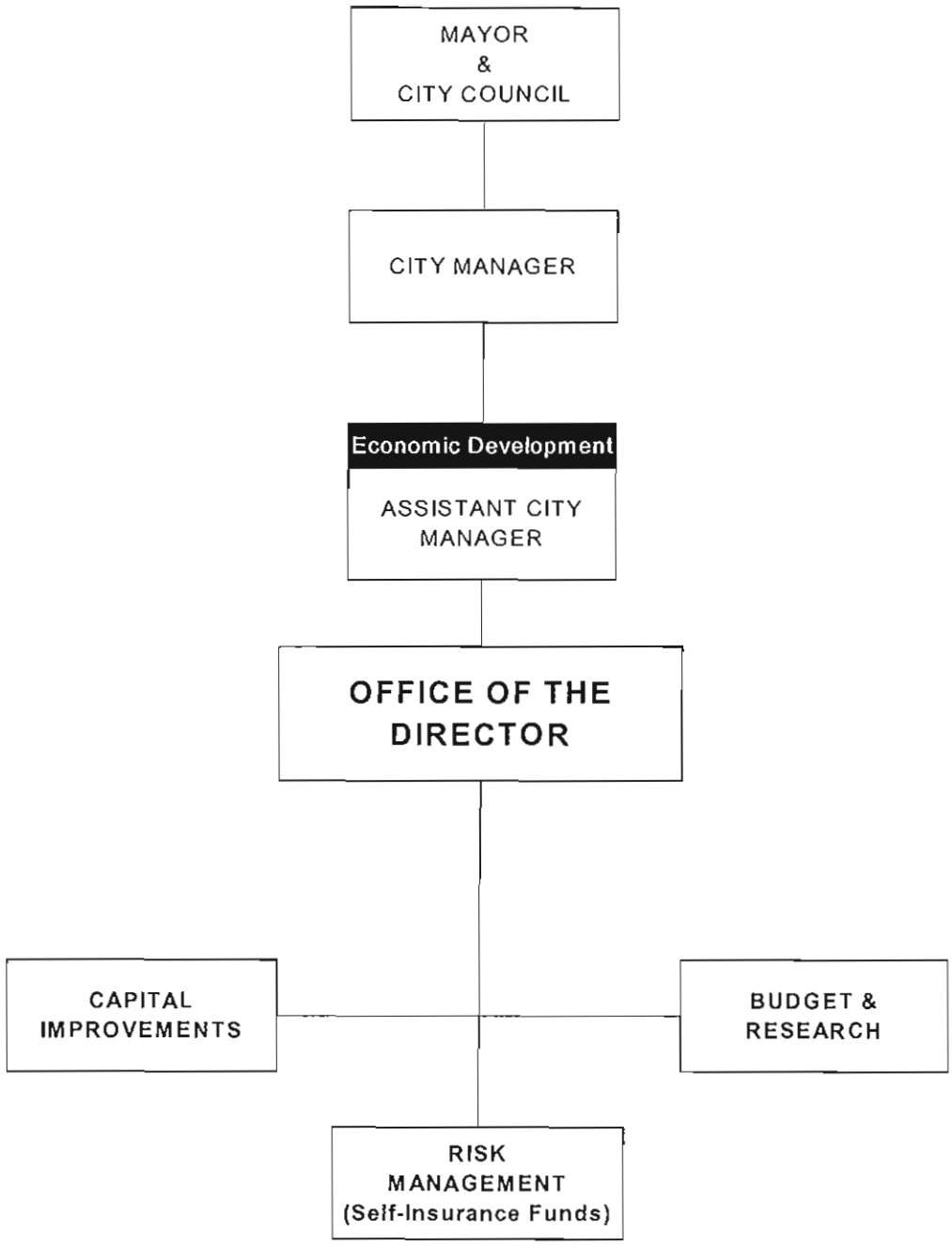
	Actual 2001 – 2002	Estimated 2002 – 2003	Adopted 2003 – 2004
Input:			
No. of service area libraries [1]	45	45	46
Output:			
No. of library staff assisted [2]	492	597	550
No. of library staff trained [3]	27	48	50
No. of instructional materials processed [4]	126	183	180
Efficiency:			
No. of library staff assisted per library	11	13	12
No. of instructional materials processed per library	3	4	1

EXPLANATORY INFORMATION

[1] Eagle Pass Public Library expected to join in FY 2004.
[2] Librarians assisted by phone, mail, fax or e-mail.
[3] Librarians trained by workshops or one-on-one training.
[4] Instructional materials consist of workshop materials, technical books/manuals and technical worksheets.

FUNDING BY SOURCE & EXPENDURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$76,457	$77,286	$80,000
TOTAL FUNDING	**$76,457**	**$77,286**	**$80,000**
PERSONAL SERVICES	$34,020	$58,118	$60,184
CONTRACTUAL SERVICES	20,470	10,000	10,790
COMMODITIES	19,680	1,000	865
OTHER EXPENDITURES	2,287	8,168	8,161
TOTAL EXPENDITURES	**$76,457**	**$77,286**	**$80,000**
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	17.00	$1,131,598
Self-Insurance Liability Fund	5.00	10,570,499 *
Self-Insurance Workers' Compensation Fund	15.00	14,164,897 *
Total Funding	**37.00**	**$25,866,994**

* Total appropriated funds include funding for positions in City Attorney, Finance, Human Resources, and Management & Budget, as well as Workers' Compensation and Liability claims costs.

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, capital improvement management and risk 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 division provides guidance and technical support to City departments in developing mission statements, goals, objectives and balanced scorecards. The division performs cost-benefit analyses for the Three-Year Annexation Plan. The division 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 analyses 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 monthly budget status report to be delivered to City Council on a monthly basis.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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	87%	94%	85%	94%
		% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Capital Budget	88%	94%	90%	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	51	55	55	53
	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	98%	100%	95%	100%
		Liquor-by-the-Drink Tax Revenue Projection Accuracy	104%	100%	100%	100%
		Hotel/Motel Occupancy Tax Revenue Projection Accuracy	98%	100%	92%	100%
		Building Permit Fees Revenue Projection Accuracy	115%	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]	341	359	359	592
		No. of FIMP Projects Coordinated[2]	83	38	45	33
	Provide quality municipal services, including guidance and technical support	% of Internal Customers who Agree that Budget Staff Provided Services in a Professional Manner	95%	N/A	92%	95%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning and 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	84%	90%	88%	90%
		No. of Departmental Counterparts Trained [3]	390	410	203	247

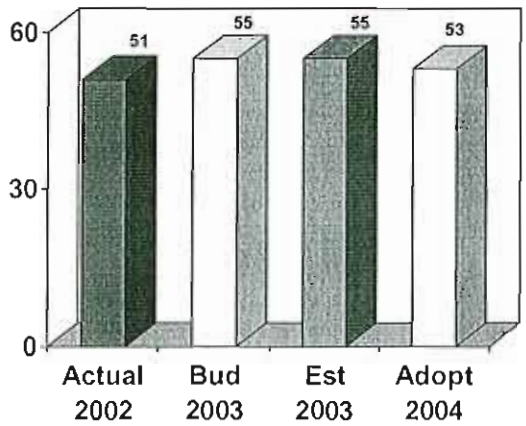
EXPLANATORY INFORMATION

[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.
[3] Training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

GENERAL FUND EXPENDITURES BY CHARACTER

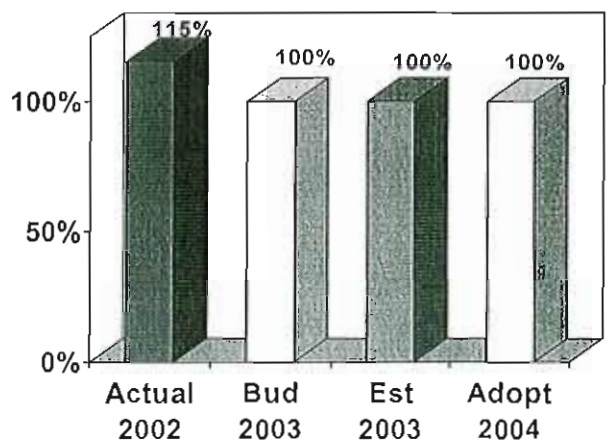
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$936,390	$943,023	$816,179	$898,937
CONTRACTUAL SERVICES	208,358	212,494	212,183	217,049
COMMODITIES	34,074	24,575	13,060	12,234
OTHER EXPENDITURES	1,564	3,378	3,518	3,378
CAPITAL OUTLAY	10,889	1,250	1,233	0
TOTAL EXPENDITURES	**$1,191,275**	**$1,184,720**	**$1,046,173**	**$1,131,598**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

NO. 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.

PROGRAM INFORMATION

The **Liability Section'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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust & Awareness**					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program	Cost of Risk (millions) [1]	$11.26	$11.73	$11.63	$11.70
		% Cost of Risk vs. Total City Budget [2]	0.80%	0.84%	0.83%	0.83%
Financial	**Provide Accountability to the Public**					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties [3]	94.2%	100.0%	96.3%	97.5%
		Amount Recovered From Negligent Third Parties [3]	$179,032	$258,940	$108,000	$225,000
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	77%	90%	82%	83%
		No. of Cases Resolved at Claims Board	9	15	9	10
Employee Learning & Growth	**Improve Information Service Delivery**					
	Reduce frequency of motor vehicle accidents involving City owned vehicles	Vehicle Accident Rate per 1,000,000 miles [4]	15.4	12.3	15.1	15.0
	Provide interaction and training with City departments	No. of Employees Trained in Defensive Driving	1,731	1,650	1,703	1,723
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Inspections/ Investigation Hours[5]	313	462	438	445
	Have staff members obtain and/or maintain professional certifications/licenses	Number of Training Hours Received	87	N/A	60	64

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 $2,498

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $2,498 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the associated departments' office supply budgets and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive, rent of rolling equipment and cellular phones. The Departments will manage resources to minimize the impact of this reduction on their current level of service.

- IMPROVEMENTS $25,880

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The combined cost to all Departments in the Self-Insurance Liability fund will total $25,880 in FY 2004.

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,966,153	$1,131,283	$995,698	$1,116,886
CONTRACTUAL SERVICES	643,205	677,046	641,599	714,813
COMMODITIES	12,129	30,240	20,631	27,994
OTHER EXPENDITURES	8,633,448	9,889,600	9,464,548	8,436,278
CAPITAL OUTLAY	3,378	2,950	2,950	0
TRANSFERS	35,868	142,177	164,010	274,528
TOTAL EXPENDITURES	$11,294,181	$11,873,296	$11,289,436	$10,570,499
AUTHORIZED POSITIONS	18	18	18	17
FULL-TIME EQUIVALENTS	18.00	18.00	18.00	17.00

PROGRAM INFORAMTION

The **Workers' Compensation Section'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 Section'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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust & Awareness**					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program	Cost of Risk (millions) [1]	$17.40	$13.38	$13.34	$13.39
		% Cost of Risk vs. Total City Budget [2]	1.24%	0.96%	0.95%	0.95%
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	16.3	16.1	16.5	16.4
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	6.7	N/A	6.7	6.6
		Average Cost Per Claim	$3,703	N/A	$4,225	$4,150
Financial	**Provide Accountability to the Public**					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties [3]	143.0%	100.0%	95.6%	97.5%
		Amount Recovered from Negligent Third Parties [3]	$321,859	$215,600	$257,000	$257,000
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	153	130	130	135
		% of Modified Duty Released to Full Duty	95%	80%	80%	83%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours [4]	4,038	4,578	4,580	4,633
Employee Learning & Growth	**Improve Information Service Delivery**					
	Continue to train departmental employees on a wide variety of safety and health topics	No. of Employees Trained (Workers' Compensation & Safety)	3,267	3,780	3,825	3,850
		No. of Safety Training Contact Hours	16,913	15,780	40,250	46,750
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	204	N/A	227	230

EXPLANATORY INFORMATION

[1] Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs. Actual FY 2002 figure reflects a $2.5 Million one time assessment to City Departments and a $4.5 Million payment to the City's actuarial account.

[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 2002 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.

PROGRAM CHANGES

- REDIRECTION/REDUCTIONS $2,234

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $1,875 in savings in a line item expense budget. The total savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

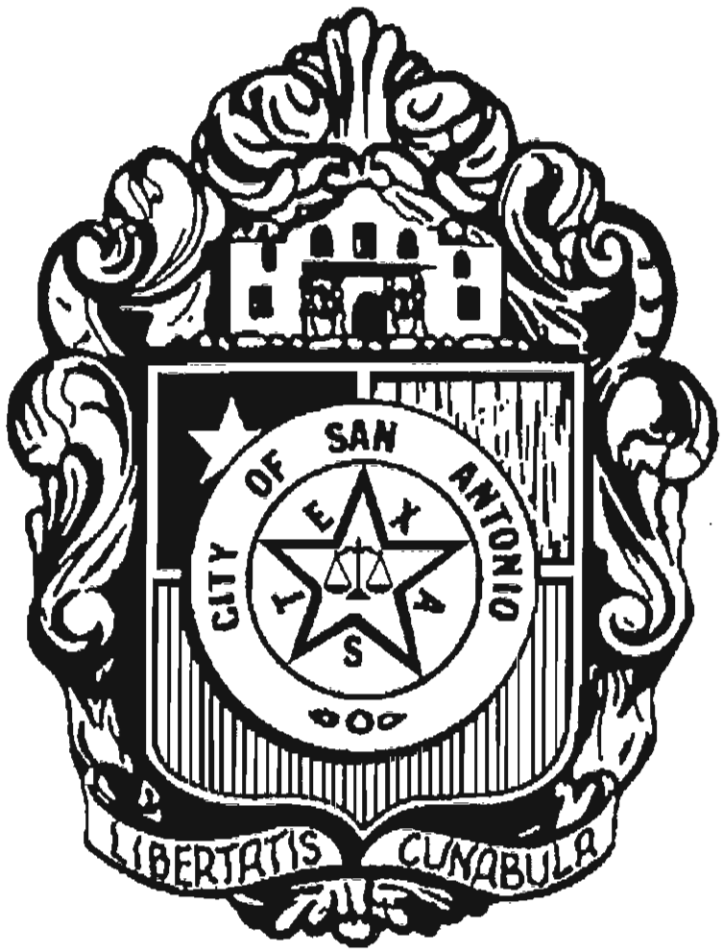
- IMPROVEMENTS $36,529

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The combined cost to all Departments in the Self-Insurance Workers' Compensation fund will total $36,529 in FY 2004.

WORKERS' COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$1,368,548	$1,354,690	$1,331,676	$1,424,800
CONTRACTUAL SERVICES	1,157,717	1,316,900	331,034	1,410,969
COMMODITIES	178,819	43,704	1,014,657	42,367
OTHER EXPENDITURES	14,662,538	10,646,056	10,120,256	10,603,206
CAPITAL OUTLAY	109,138	16,524	16,312	0
TRANSFERS	751,088	928,294	922,563	683,555
TOTAL EXPENDITURES	**$18,227,848**	**$14,306,168**	**$13,736,498**	**$14,164,897**
AUTHORIZED POSITIONS	**27**	**26**	**26**	**26**
FULL-TIME EQUIVALENTS	**27.00**	**26.00**	**26.00**	**26.00**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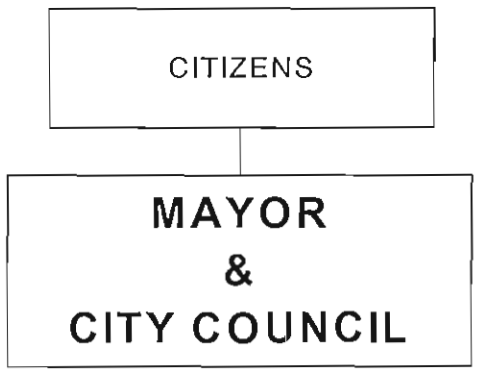
MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	17.00	$3,242,179
Total Funding	**17.00**	**$3,242,179**

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, the 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.

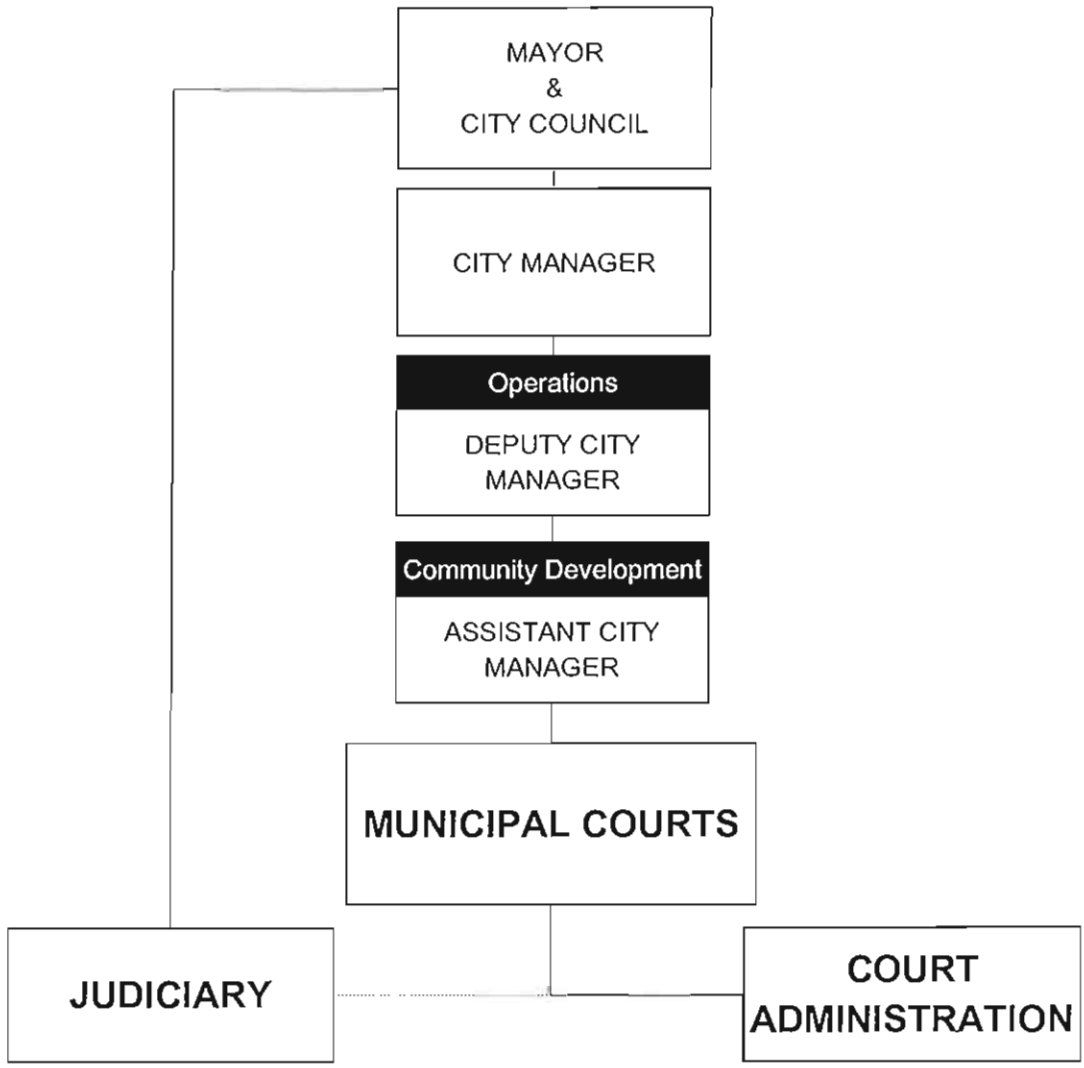
GOALS & OBJECTIVES

- 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 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$833,000	$850,107	$846,167	$861,285
CONTRACTUAL SERVICES	731,597	736,190	724,547	758,283
COMMODITIES	57,121	50,802	50,027	62,157
OTHER EXPENDITURES	1,656,872	1,602,996	1,602,996	1,560,454
CAPITAL OUTLAY	52,113	128,650	128,650	0
TOTAL EXPENDITURES	**$3,330,703**	**$3,368,745**	**$3,352,387**	**$3,242,179**
AUTHORIZED POSITIONS	17	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	197.10	$11,023,008
Total Funding	**197.10**	**$11,023,008**

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 judiciary 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 which 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, which place 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.
- To enhance customer service and responsiveness.
  - Advance employee professional growth to ensure 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.
- Promote efficiency and increase productivity through the utilization of technology.
  - Install an Interactive Voice Response (IVR) system for public information and ability to pay fines through credit card payment.
  - Evaluate the feasibility of paying a warrant/ticket via check over the phone and on-line.
  - In coordination with San Antonio Police Department and Information Technology Services Department, implement computerized handheld ticket writers.
  - Complete the Imaging Project to include the scanning of all documents.
- Increase the efficiency of the magistration process for the expeditious movement and processing of defendants.
  - Evaluate the City/County consolidation of Pre-Trial Services to determine if additional City/County functions can be integrated with the magistration process.
  - Evaluate the City/County consolidation of defendant identification to determine the effect on SAPD patrol availability.
  - Coordinate with San Antonio Police Department for the implementation of an automated "Public Safety Integrated Technology System," which will decrease the time for the magistrate booking process.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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 10min	2hr 05 min	2hr 05 min	2hr
		Percentage of Defendants Bonded and Released from Detention Center	38%	42%	45%	60%
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	Number of Open Cases	1,033,200	1,092,700	1,073,773	1,084,869
		Percentage of Open Cases Adjudicated and Reported to Office of Court Administration	37.7%	34.4%	37.9%	38.0%
		Avg. Revenue Collected per Case Paid	$89	$104	$95	$95
		Avg. Number of Warrant Cases Cleared per Roundup (Avg. 2 Roundups per Year)	11,001	7,160	12,650	13,100
		Avg. Warrant Revenue per Roundup	$474,854	$372,750	$524,100	$534,600
Internal Processes	**Innovative and Proactive City Government**					
	Complete the Imaging Project to include the scanning of all court documents	No. of Documents Imaged	688,462	1,100,000	1,400,000	2,300,000
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	498	N/A	450	475
		No. of Educational Events Attended by Court Personnel	79	84	80	80
	Improve Information Technology Service Delivery					
	Ensure employees are trained on technological enhancements	% of Employees Trained on San Antonio Municipal Court Imaging System (SAMCIS)	30%	N/A	45%	75%
		% of Employees Trained on Applicable ERM Usage	N/A	N/A	24%	100%

PROGRAM CHANGES

- REDIRECTIONS/ REDUCTIONS $32,514

PUBLIC SAFETY - ELIMINATE ONE MUNICIPAL COURT ASSISTANT POSITION

This ***reduction*** will eliminate one Municipal Court Assistant in the Magistrate Administration Section. Due to minimum staffing requirements for security, eliminating this position will hinder scheduling flexibility, and could increase overtime requirements. The FY 2004 savings from this reduction totals $32,514.

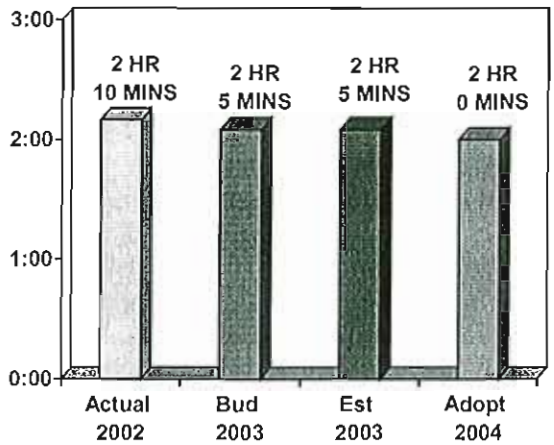
ORGANIZATIONAL SUPPORT - ELIMINATE ONE ASSISTANT MUNICIPAL COURT DIRECTOR POSITION

This ***reduction*** will eliminate one vacant Assistant Municipal Court Director position. This position is currently unfunded and has not been filled in several years. This reduction will have no impact on Department operations.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$7,268,281	$7,450,448	$7,291,752	$7,544,698
CONTRACTUAL SERVICES	3,083,451	2,987,164	2,968,496	3,278,097
COMMODITIES	227,636	151,814	178,521	118,757
OTHER EXPENDITURES	35,586	81,456	81,456	81,456
CAPITAL OUTLAY	63,406	17,352	16,250	0
TOTAL EXPENDITURES	$10,678,360	$10,688,234	$10,536,475	$11,023,008
AUTHORIZED POSITIONS	222	210	210	208
FULL-TIME EQUIVALENTS	206.50	199.10	199.10	197.10

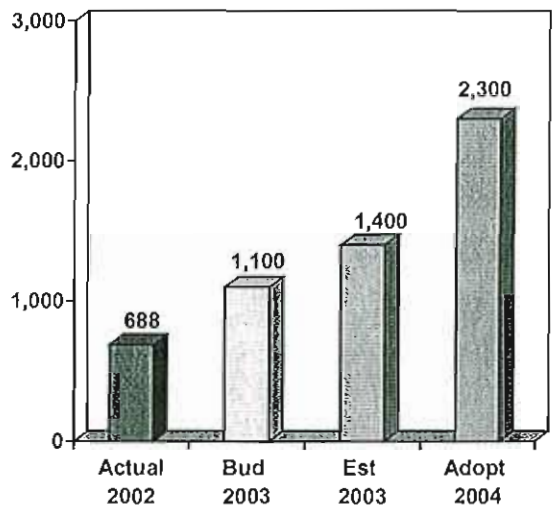
SAPD OFFICERS' AVERAGE TIME FROM ARREST TO MAGISTRATE INTAKE TIME



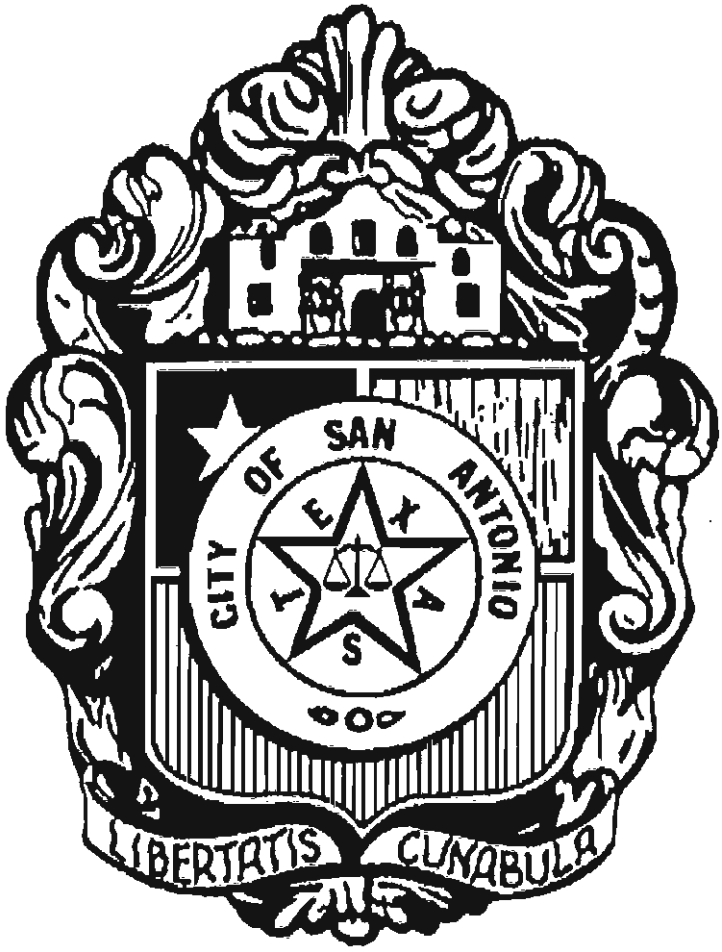
✓ FY 2004 represents an anticipated decrease in arrest processing time resulting from relocating the County ID Section to the City Detention Center.

NUMBER OF DOCUMENTS IMAGED

(IN THOUSANDS)



✓ It is anticipated that Municipal Courts will scan 64% more documents in FY 2004 than what was estimated to be scanned in FY 2003. The Imaging Project is entering its final phases of development.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MUNICIPAL ELECTIONS

APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	0.00	$778,766
Total Funding	**0.00**	**$778,766**

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 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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 election results[1]	3 hrs. 41 min	3 hrs 30 min	3 hrs 30 min	4 hours
Financial	**Leverage Other Funding Sources**					
	To work closely with other governmental entities by having joint elections to present the most efficient and cost-effective elections	Election contract costs per year[2]	$325,000/ (One Election)	$653,300/ (Two Elections)	$585,009/ (Two Elections)	$625,000/ (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	30,274	425,000	150,000	300,000
Employee Learning & Growth	**Improve Employee Compensation (Training)**					
	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	15	20	20	20
		No. of election officials trained	792	1,200	1,100	1,200

EXPLANATORY INFORMATION

[1] Turnaround time for release of election results vary each time due to the number of entities that will be joining election.

[2] Election contract costs will vary each time due to the number of entities that will be joining election. For next year, additional costs will be incurred due to the use of new electronic voting equipment.

PROGRAM CHANGES

♦ IMPROVEMENT **$778,766**

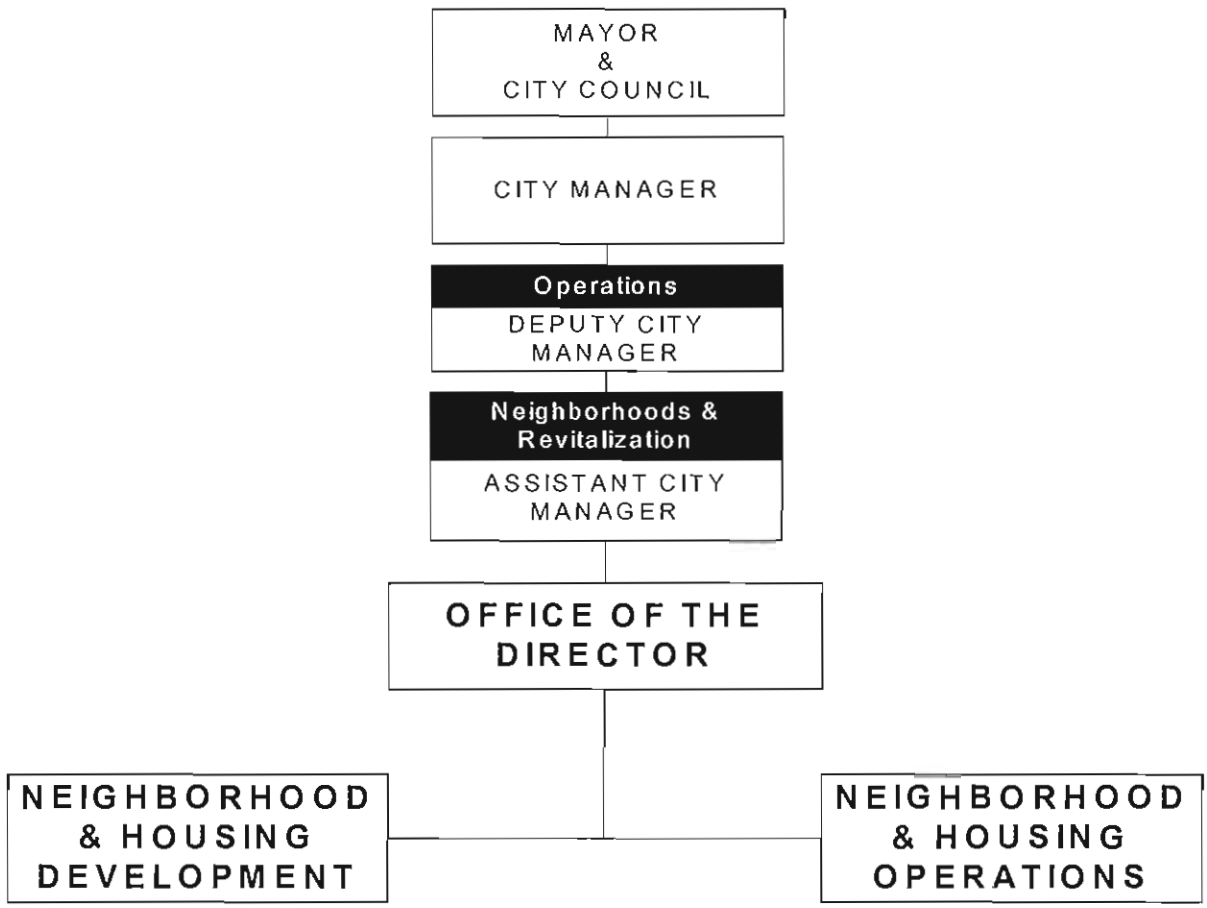
ACCOUNTABILITY – MUNICIPAL ELECTIONS

This ***one-time improvement*** will support the administration of two elections in FY 2004. The estimated cost for FY 2004 total $778,766.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$306,612	$214,614	$299,681	$319,801
CONTRACTUAL SERVICES	199,658	431,486	329,386	454,103
COMMODITIES	4,174	5,000	2,500	1,883
OTHER EXPENDITURES	1,289	0	0	2,979
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$511,733**	**$651,100**	**$631,567**	**778,766**
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	15.00	$1,333,814
Community Development Block Grant	28.00	1,492,552
Tax Increment Financing	8.00	512,890
Total Funding	**51.00**	**$3,339,256**

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 or 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 require creating and sustaining of partnerships with various City departments, profit/non-profit agencies, and neighborhoods engaged in community revitalization. A recent re-organization has established two divisions in addition to the Office of the Director: the Neighborhood & Housing Development, and the Neighborhood & Housing Operations. The Neighborhood & Housing Operations Division manages housing programs such as Single-family/Multi-family Rental Rehabilitation, Owner-Occupied Rehabilitation and Reconstruction, Lead-Based Paint Hazard Control Reduction Program, Homeownership Incentive Program, and Homebuyer's Club Counseling Program. This division also manages loan processing and loan servicing activities. 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 & Super 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. 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.

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.
- Education and assistance to the community concerning 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	Foster effective communication with residents requesting local government services through administration of neighborhood sweeps	Cumulative Property Owners Served by Sweeps	17,667	25,000	20,159	20,100
	Provide education and assistance to the community concerning home-buying	No. of Home-Buyers' Club Participants	486	450	474	485
	Restore and preserve existing housing stock	No. of Units Addressed That Contain Lead-Based Paint Hazards	62	N/A	163	170
	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)	$69,643	N/A	$73,400	$70,000
		No. of Families Served Through Homeownership Incentive Program (HIP)	39	N/A	80	85
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Units Completed Through All Housing Programs[1]	365	N/A	209	255
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	$1:$7	N/A	$1:$3	$1:$3
		Ratio of Public to Private Funds Invested for Rental Rehabilitation	$1:$4	N/A	$1:$6	$1:$6
	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[2]	$1,805,850	N/A	$20,618,000	$2,475,000
	Restore and preserve existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling Unit Rehabilitated/ Reconstructed[3]	$42,570	$42,759	$45,147	$51,900

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Implement CRAG Initiatives**					
	Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps	Avg. Cost for Target Sweeps	$98,369	$98,380	$97,065	$98,611
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	51	45	89	67

EXPLANATORY INFORMATION

1 Excludes Lead-Based Paint Units.

2 The Estimated FY 2003 estimate assumes $20,618,000 for the completion of Lowe's ($5 million estimated amount of investment) on Austin Hwy. The Adopted FY 2004 of $2,475,000 is based on $275,000 per project for nine projects (assumes promotion of one partnership project to full Revitalization Project status).

3 Beginning in 2003, the HUD Program is no longer available to absorb cost for Lead Base Paint cases, therefore increasing amount to $51,500. Estimated average cost for rehabilitation and reconstruction is $30,640 and $52,430 respectively.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$844,275	$939,154	$941,961	$975,299
CONTRACTUAL SERVICES	531,176	330,470	324,860	341,980
COMMODITIES	18,910	13,768	14,468	11,502
OTHER EXPENDITURES	1,232	5,033	5,033	5,033
CAPITAL OUTLAY	2,580	3,019	2,667	0
TOTAL EXPENDITURES	**$1,398,173**	**$1,291,444**	**$1,288,989**	**$1,333,814**
AUTHORIZED POSITIONS	17	15	15	15
FULL-TIME EQUIVALENTS	17.00	15.00	15.00	15.00

CDBG EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$939,376	$1,222,422	$1,188,064	$1,271,049
CONTRACTUAL SERVICES	246,573	215,928	215,928	179,597
COMMODITIES	27,916	24,675	24,675	26,906
CAPITAL OUTLAY	24,659	21,690	21,690	15,000
TOTAL EXPENDITURES	$1,238,524	$1,484,715	$1,450,357	$1,492,552
AUTHORIZED POSITIONS	28	28	28	28
FULL-TIME EQUIVALENTS	28.00	28.00	28.00	28.00

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $1,754

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $1,754 in savings in a line item expense budget. The total savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- IMPROVEMENTS $11,965

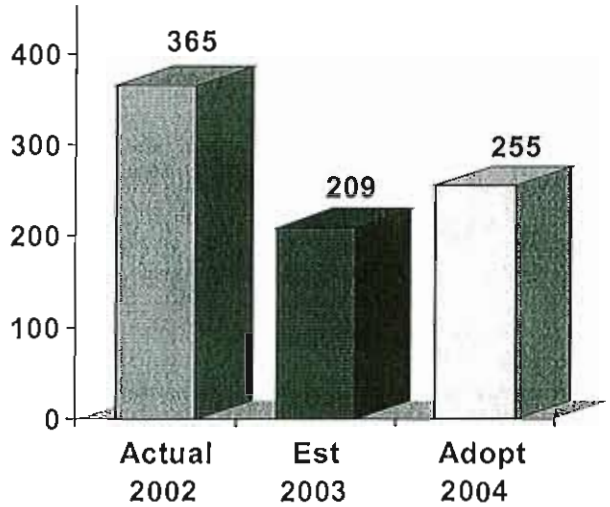
EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three precent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the TIF fund will total $11,965 in FY 2004.

TIF FUND EXPENDITURES BY CHARACTER

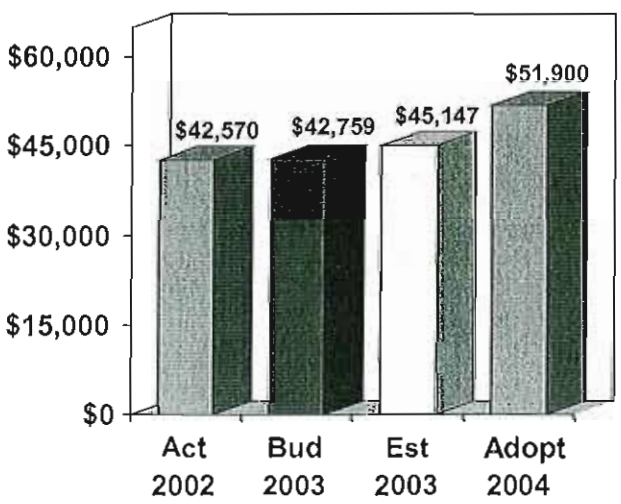
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	N/A	$353,221	$308,230	$452,993
CONTRACTUAL SERVICES	N/A	39,538	20,397	50,445
COMMODITIES	N/A	11,731	9,850	9,452
CAPITAL OUTLAY	N/A	27,860	12,497	0
TOTAL EXPENDITURES	N/A	$432,350	$350,974	$512,890
AUTHORIZED POSITIONS	N/A	8	8	8
FULL-TIME EQUIVALENTS	N/A	8.00	8.00	8.00

NO. OF UNITS COMPLETED THROUGH ALL HOUSING PROGRAMS

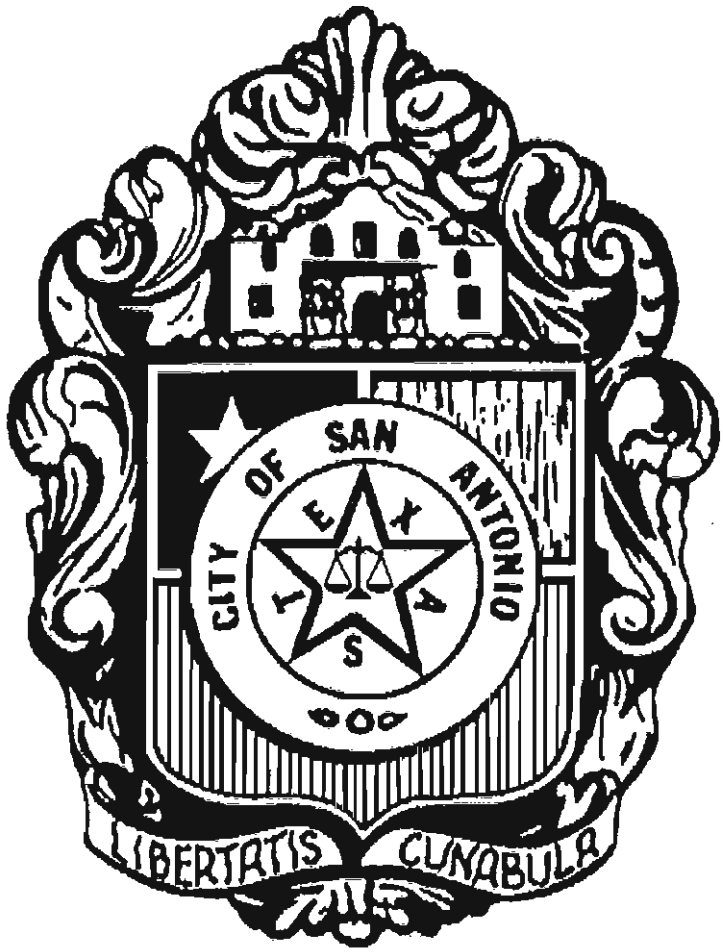


- ✓ The objective is to revitalize neighborhoods by creating safe, decent, and affordable housing
- ✓ Excludes housing units completed through TIRZ
- ✓ The Actual FY 2002 number includes lead based paint units

Average Public Cost for Owner-Single-Family Dwelling Rehabilitated/Reconstruct



- ✓ This program is for restoration and preservation of existing housing stock
- ✓ The 21% increase from the FY 2003 Budget to the FY 2004 Proposed Budget is due to an increase of $9,141
- ✓ Per unit for lead base paint hazard control as required by HUD regulations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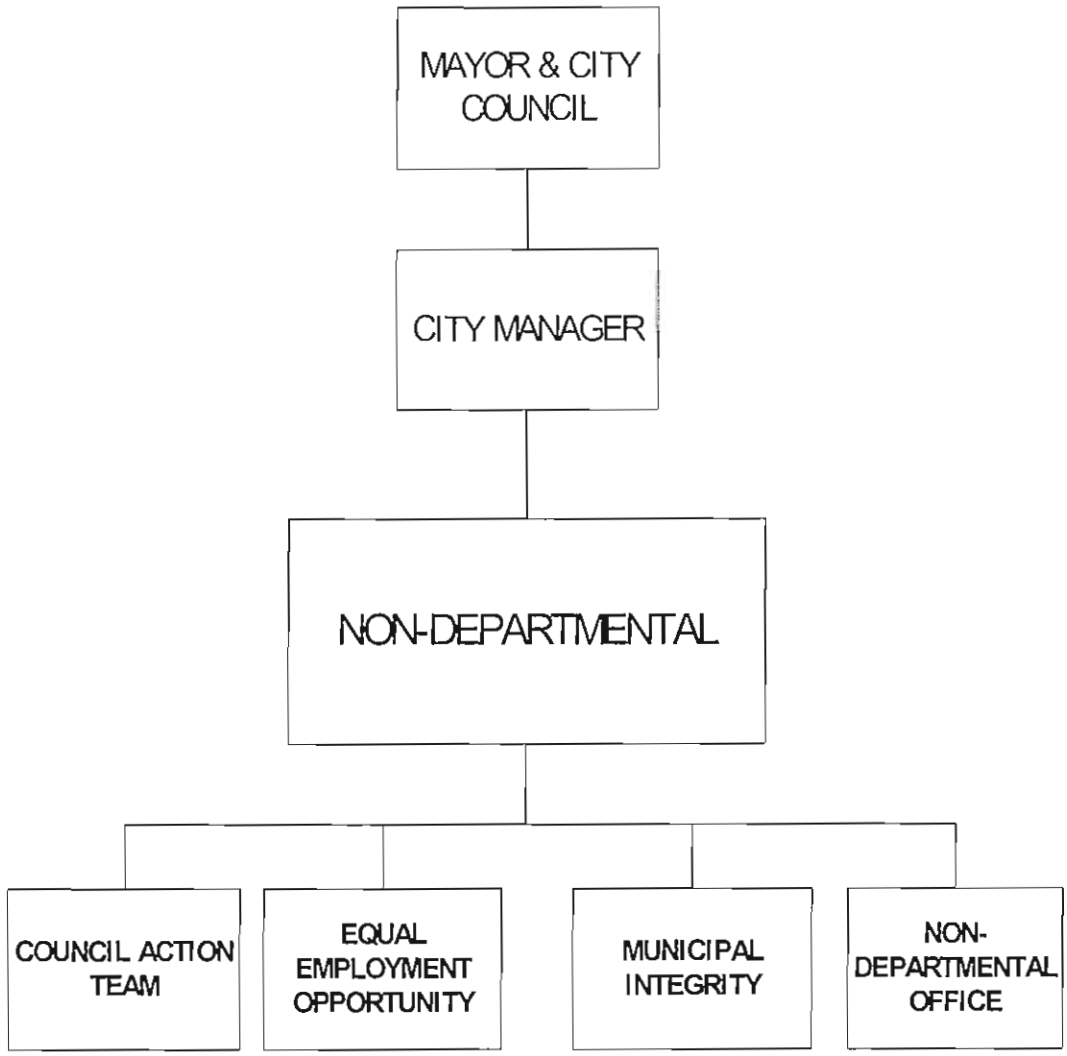
NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	23.00	$1,631,517
Total Funding	**23.00**	**$1,631,517**

NON-DEPARTMENTAL
COUNCIL ACTION TEAM

GENERAL FUND

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 the Deputy 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of Visits with Residents	1,653	1,625	1,850	2,200
		% of Issues Addressed [1]	73%	75%	75%	75%
Financial	**Provide Accountability to the Public**					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Cost of Volunteer Hours [2]	$16,243	$31,000	$24,000	$23,800
Internal Processes	**Innovative and Proactive Government**					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of Issues Investigated	2,268	2,400	3,000	3,100
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive Requests Identified in the Field	4,725	4,800	4,500	4,800
Employee Learning & Growth	**Improve Employee Compensation (Training)**					
	Enhance existing service delivery systems	No. of Training Hours Attended	26	80	76	78

EXPLANATORY INFORMATION

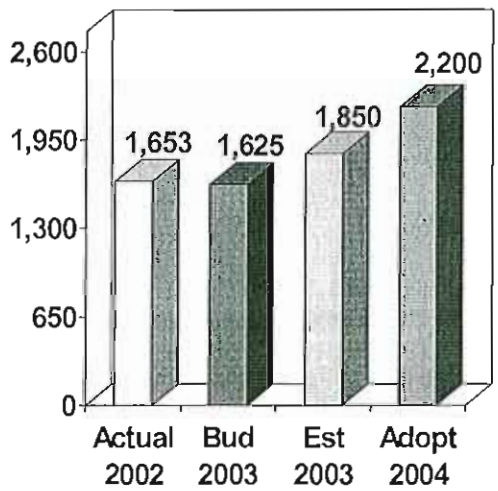
[1] The Estimated FY 2003 and the Adopted FY 2004 remain at 75% because some of the issues have to undergo due process for resolution.

[2] The source for volunteers is the Bexar County Applewhite/Drug and Alcohol Counseling (DAC) facility. Currently, this facility is experiencing the need for cuts and/or elimination of the program.

GENERAL FUND EXPENDITURES BY CHARACTER

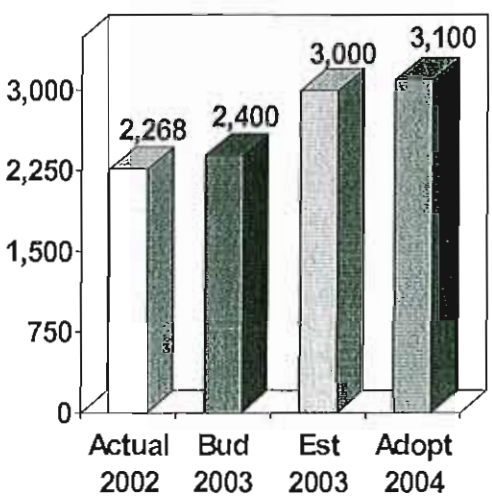
	ACTUAL FY 2001-2002	REVISED BUDGT FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$314,455	$302,265	$263,690	$300,397
CONTRACTUAL SERVICES	37,368	18,463	25,940	13,849
COMMODITIES	4,611	18,132	5,769	17,564
TOTAL EXPENDITURES	**$356,434**	**$338,860**	**$295,399**	**$331,810**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

NO. OF VISITS WITH RESIDENTS



✓ The 33% increase in number of visits from FY 2002 Actual to the FY 2004 Budget is attributed to the increase in citizen awareness of city services that are available to them.

NO. OF ISSUES INVESTIGATED



✓ The 37% increase in number of issues investigated from the FY 2002 Actual to the FY 2004 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 (EEO) 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Innovative & Proactive City Government**					
	To start and complete investigations in a timely manner	% of EEO Investigations Started within 30 Days of Complaint	81%	68%	70%	68%
		% of EEO Investigations Completed within Estimated Completion Date	78%	90%	80%	85%
Financial	**Provide Accountability to the Public**					
	Resolve EEO complaints internally	% of EEO Complaints Resolved Internally	86%	81%	82%	82%
Internal Processes	**Public Trust & Awareness**					
	To complete investigations of EEO complaints and at the lowest possible level	% of EEO Investigations Closed [1]	63%	60%	60%	60%
Employee Learning & Growth	**Innovative & Proactive City Government**					
	Increase employee awareness of and education on Equal Employment and related issues	% of Participants Ranking EEO Training from "Good" to "Excellent"	96%	93%	93%	93%
		No. of EEO Training Hours Provided	6,137	N/A	3,000	3,000

EXPLANATORY INFORMATION

[1] EEO Investigations Closed includes complaints resolved internally as well as complaints from complainants who filed with the Federal Equal Employment Opportunity Commission (EEOC).

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **$6,662**

ORGANIZATIONAL SUPPORT – OPERATIONAL SAVINGS

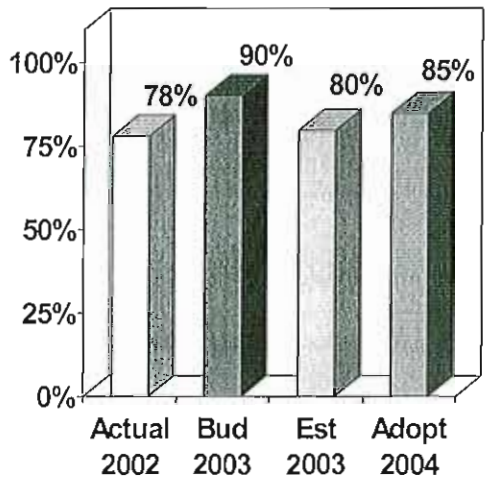
This ***reduction*** will result in savings by reducing the Rental of Facility line item by $6,662. There are sufficient funds to pay for office space for the Equal Employment Opportunity Office and the Municipal Integrity Office. The FY 2004 savings will total $6,662.

NON-DEPARTMENTAL
EQUAL EMPLOYMENT OPPORTUNITY — GENERAL FUND

GENERAL FUND EXPENDITURES BY CHARACTER

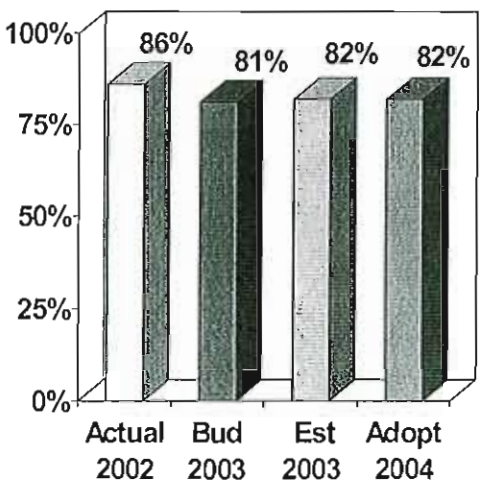
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$165,262	$166,181	$168,330	$168,494
CONTRACTUAL SERVICES	26,933	54,640	48,021	49,378
COMMODITIES	1,725	702	930	981
OTHER EXPENDITURES	243	560	560	560
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$194,163**	**$222,083**	**$217,841**	**$219,413**
AUTHORIZED POSITIONS	3	3	3	3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	3.00

INVESTIGATIONS COMPLETED WITHIN ESTIMATED COMPLETION DATE



✓The 7% increase from FY 2002 Actual to the FY 2004 Adopted is due to an increased emphasis on resolving complaints quickly and to the addition of one employee.

COMPLAINTS RESOLVED INTERNALLY



✓The 4% decrease from the FY 2002 Actual to the FY 2004 Adopted is due to increased complexity in complaints and the Counselor selection process.

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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	Innovative & Proactive City Government					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided	1,522	1,100	1,200	1,300
Financial	Provide Accountability to Public					
	Reduce loss to the City resulting from employee fraud	% of Fraud Related Municipal Integrity Investigations	31 %	28%	40%	45%
Internal Processes	Public Trust & Awareness					
	Investigate complaints and allegations of non-uniformed employee misconduct	No. of Municipal Integrity Investigations Resolved	119	105	150	160
		% of Municipal Integrity Investigations Resolved [1]	69%	83%	86%	91%
Employee Learning & Growth	Innovative & Proactive City Government					
	Train employees, supervisors and managers on fraud prevention and awareness	% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent" [2]	100%	N/A	95%	97%

EXPLANATORY INFORMATION

[1] Result of cases forwarded from previous years to include year 2002 new cases that have been closed.
[2] This measure is measured by surveys completed in fraud prevention training classes, not to include new employee orientation.

PROGRAM CHANGES

- **REDIRECTION/REDUCTIONS** **$5,302**

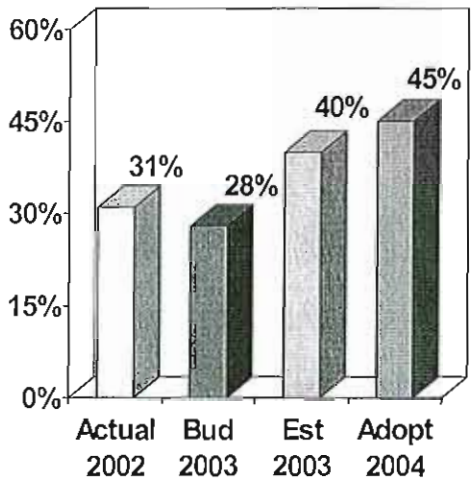
ORGANIZATIONAL SUPPORT – OPERATIONAL SAVINGS

This ***reduction*** will result in savings by reducing the Rental of Facilities line item. This proposed reduction will not have an adverse impact on the Municipal Integrity Office's operations. The FY 2004 savings will total $5,302.

GENERAL FUND EXPENDITURES BY CHARACTER

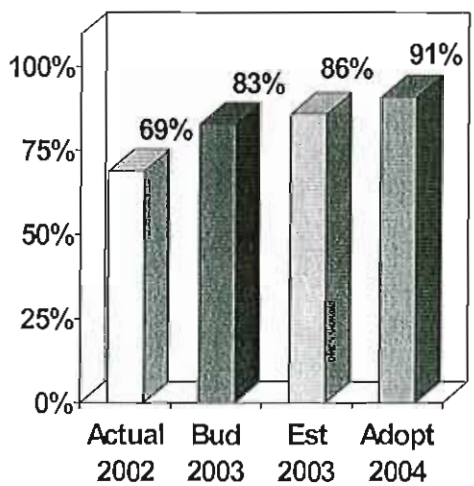
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	ADOPTED FY 2003-2004
PERSONAL SERVICES	$150,338	$151,307	$159,645	$154,771
CONTRACTUAL SERVICES	25,565	24,049	9,199	16,440
COMMODITIES	3,003	824	2,153	1,994
OTHER EXPENDITURES	243	560	560	560
TOTAL EXPENDITURES	**$179,149**	**$176,740**	**$171,557**	**$173,765**
AUTHORIZED POSITIONS	3	3	3	3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	3.00

FRAUD RELATED MUNICIPAL INTEGRITY INVESTIGATIONS

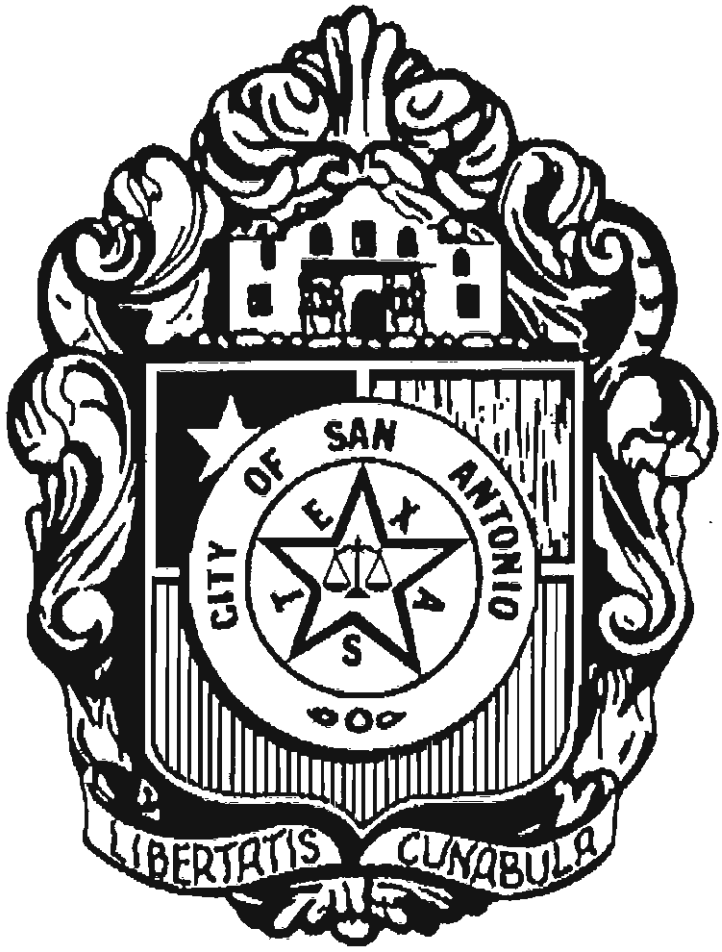


✓The 5% increase in fraud related investigations from the FY 2003 Estimate to the FY 2004 Adopted is due to training new employees in cash handling, fraud prevention, and liaison participation with the Police Department.

MUNICIPAL INTEGRITY INVESTIGATIONS RESOLVED



✓The 5% increase in investigations resolved from the FY 2003 Estimate to the FY 2004 Adopted is due to training new employees in cash handling, fraud prevention, and liaison participation with the Police Department.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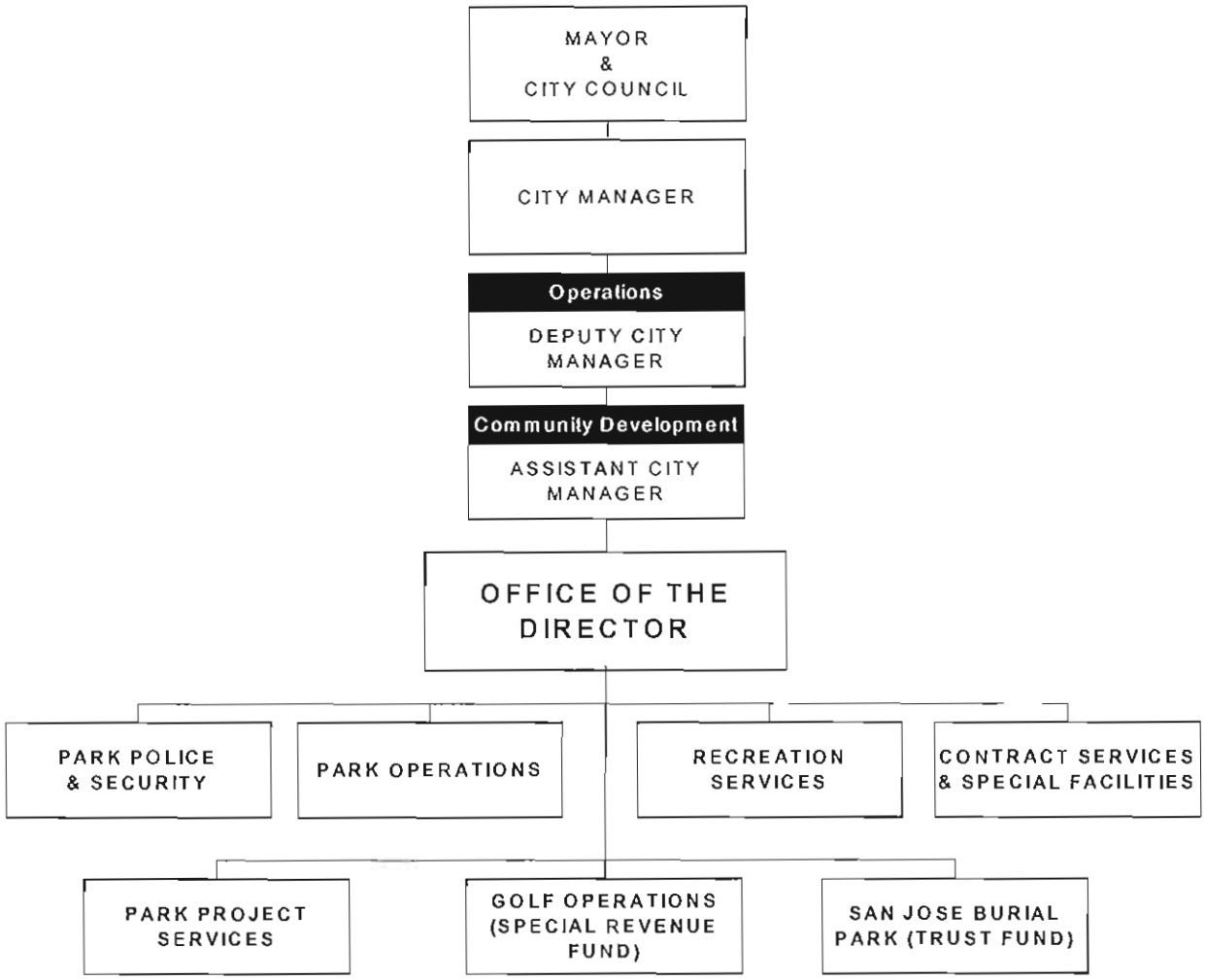
PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	904.18	$48,693,893
Golf Operations Special Revenue Fund	133.70	6,469,271
San Jose Burial Park (Trust Fund)	8.00	411,813
Community Development Block Grant	6.00	437,283
Categorical Grants	0.00	610,446
Recreation Athletics Special Revenue Fund	24.50	676,951
Parks Expansion O&M Fund	0.00	11,627,629
Capital Projects	0.00	47,574,000
Total Funding	**1,076.38**	**$116,501,286**

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, Tower of the Americas, historic facilities, downtown improvements and Market Square.

GOALS & OBJECTIVES

- Plan, develop and sustain a diversified, balanced, and accessible citywide system of public parks and recreation facilities.
  - Complete the required five-year update and continue implementation of the Parks and Recreation 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, Library Department, Library 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.
  - Initiate planning phases for 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 and the Better Jobs Initiative.
  - Enhance 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.

GOALS & OBJECTIVES CONTINUED

- Increase the number of learn to swim and water aerobics class locations, and provide new programs/activities to encourage participation.
- 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.
- Implement the recommendations of the Park Police Performance Review.
- 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 in collaboration with other City departments and outside entities.
- Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.

♦ Continue to ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair, Market Square, Witte Museum, San Antonio Zoo leases, and over 500 license agreements and contracts.
- Continue on going monitoring of financial and performance milestones as stipulated in these contractual obligations through automated systems.
- Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and Asset Management Department.
- Work cooperatively with lessees and tenants to ensure that the best public interests of these contractual arrangements are met.

♦ 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. To 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	To provide easily accessible information to the public regarding the programs offered by the Department	Average Number of Web Site Requests Per Year [1]	528,911	385,000	700,000	720,000
		Total Park/Facility Reservations and Percentage of Reservations Made at Community Link Centers	14,194 38%	12,714 42%	14,200 45%	14,300 46%
	Expand Community/Cultural Initiatives					
	To plan, develop and sustain a diversified, well-conditioned and accessible city-wide system of public parks and recreation facilities	Number of Parks/Facilities	187/72	188/72	194/72	196/75
		Total Park Acreage [2]	13,896	16,048	15,287	16,319
	Become Premier Visitor & Convention Destination					
	To enhance the City's prominence as a major tourist destination	River Walk Capital Improvement Fund Expenditures	$0	$500,000	$50,000	$500,000
		Departmental Tourist Facilities' Ticketed Attendance/Revenue (In Millions) [3]	411,322/ $1.467	428,000/ $1.436	425,812/ $1.416	369,291/ $1.423
	Implement Better Jobs Initiative					
	To implement quality enhancements to the After School Challenge Program's 147 sites	Average Daily Attendance per After School Challenge Site	110	110	109	111
		Percentage of School Days After School Challenge Program Operates (per site average)	86% (153/177)	86% (153/177)	85% (151/177)	86% (153/177)
		Percentage of Parental Survey Results Reflecting Satisfaction with Program	88%	88%	90%	90%
Financial	**Continue San Antonio River Improvements**					
	Coordinate park operations of the San Antonio River Improvement Project as improvements are made	Linear Feet of Improved RiverWalk (both river banks) [4]	23,608	29,195	29,195	29,195
		Miles of Waterway Maintenance	2.27	2.76	2.76	2.76
	Improve Water Resource Planning					
	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 Recharge Acreage/Acres Maintained per Field Employee	4,661/ 1,165	7,319/ 1,830	5,875/ 1,469	6,725/ 1,345
		Improved Creekway Trail Miles	0.00	6.10	3.75	3.75

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Financial	**Provide Accountability to the Public**					
	To continue to ensure the financial and operational compliance of contractual obligations	Number of Contracts Monitored	532	540	539	544
		Percentage of Revenue Contracts in Arrears	7.0%	5.0%	2.8%	2.7%
	Complete the Capital Improvements Projects (CIP) Program	Number of Projects Monitored per Project Manager	23	N/A	22	24
	Leverage Other Funding Sources					
	To increase park maintenance through community partnerships with individuals, corporations and government agencies	Dollar Value of Restitution/Volunteer Program (In Millions) [5]	$2.22	$2.55	$2.46	$2.60
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[6]	6,821/ 6,241	N/A	7,192/ 6,308	7,007/ 6,275
		Percentage of High Priority Work Orders Completed	91%	N/A	88%	90%
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square Footage of Graffiti Abated [7]	299,617	491,483	490,924	500,000
Employee Learning & Growth	**Improve Employee Compensation or Education**					
	To enhance Park Police skills by providing increased training	Park Police Academy Completion Rate (percentage)	67%	85%	N/A	85%

EXPLANATORY INFORMATION

1 Increase in Adopted FY 2004 web site requests is due to increased marketing of City's website and an increase in the number of Internet users relying on website for departmental information.

2 Includes Proposition 3 acreage of 4,661 in Actual FY 2002; 5,875 in Estimated FY 2003; and 6,725 in Adopted FY 2004.

EXPLANATORY INFORMATION CONTINUED

[3] 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. Increase in attendance and revenue from August 31-November 30, 2002 due to Dinosaurus Tex Exhibit at Botanical Gardens; decrease in attendance and revenue for Adopted FY 2004 due to Tower renovation interruptions for approximately one month.

[4] Takes into consideration areas under construction. It is not anticipated that any new construction will take place in FY 2004.

[5] Actual FY 2002 = 181,535 hours worked @ $8.50/hour x 44.15% fringe benefits = $12.25/hour; Estimated FY 2003 = 191,910 hours @ $12.80/hour; Adopted FY 2004 = 203,113 hours @ $12.80/hour. Decrease in dollar value in Estimated FY 2003 is due to fewer volunteer projects undertaken by the private sector.

[6] 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).

[7] Increase in square footage of graffiti abated for Adopted FY 2004 is due to the consolidation of our Graffiti Program into one division and the addition of four graffiti corridors, for a total of 20.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$1,374,784**

ORGANIZATIONAL SUPPORT – REDUCE LINE ITEM BUDGETS

This ***reduction*** totaling $137,827 will reduce the funding of various line items. The Parks and Recreation Department does not foresee an impact to service delivery as a result of this reduction.

ORGANIZATIONAL SUPPORT – REDIRECT ONE GRAPHICS DESIGNER

This ***reduction*** will redirect one Graphics Designer position to the External Relations Department. This position will coordinate External Relations printing operations and will be supported by the Purchasing Fund for savings to the General Fund amounting to $46,731.

ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. These savings will be accomplished through the management of vacant positions. A total of $500,000 in savings will result from this reduction for FY 2004.

RECREATION – RESTRUCTURE THREE THERAPEUTIC RECREATION LEADER I POSITIONS FROM FULL-TIME TO PART-TIME

This ***reduction*** will restructure three Therapeutic Recreation Leader I positions from full-time to part-time positions, resulting in savings of $50,270. Full-time staff members are no longer needed since the program length is five hours per day. The part-time positions will assist with the Adult Therapeutic Recreation program from 9 a.m. to 2 p.m. at the Frank Garrett Community Center.

RECREATION – REDUCE BOTANICAL AND AGRICULTURAL SUPPLY LINE ITEM

This ***reduction*** will reduce the line item of Botanical and Agricultural Supplies from the current budget of $65,810 to $50,810. A minimal impact to the budget would be expected. This reduction will result in savings of $15,000.

PROGRAM CHANGES CONTINUED

RECREATION – ELIMINATE FUNDING SUPPORT FOR COUNTY HORTICULTURIST

This *reduction* will eliminate annual support of the County Horticulturist position within the Texas Extension Service based out of Texas A&M University and Bexar County, resulting in savings of $9,950. This position is housed in the Extension Offices in North San Antonio and is not directly responsible for providing programming, resource materials, or other services directly back to the Botanical Garden or other city departments or programs.

RECREATION – ELIMINATE TWO MAINTENANCE WORKERS AND CONTRACT JANITORIAL SERVICES AT THE BOTANICAL GARDENS

This *reduction* will eliminate one filled and one vacant Maintenance Worker positions and contract janitorial services at the Botanical Gardens. The current janitorial contract is $10,200. This reduction will create savings of $43,928.

RECREATION – CONVERT LIGHTS AT MCFARLIN TO HALIDE LIGHTS

This *reduction* will convert the lighting at the McFarlin Tennis Center from quartz lights to metal halide lights for a reduction of $16,905. The one-time cost of the conversion is $70,000 and will be funded by the Recreation Athletic Fund.

RECREATION – ELIMINATE ONE SR. RECREATION SPECIALIST

This *reduction* will eliminate one filled Sr. Recreation Specialist. This position is responsible for assisting with supervising the McFarlin Tennis Center, manages court reservations, league play, and overall operation of the tennis court. Reducing this position will reduce the full-time staff from three to two. This reduction will result in savings of $33,686.

RECREATION – SHIFT POOL OPENING TIMES

This *reduction* will shift staffing hours at all pools. All pools will be staffed beginning at 12:00 p.m. rather than 11:00 a.m. A shift in staffing hours for all pools will create savings of $113,734 for FY 2004.

RECREATION – REDUCE MCFARLIN TENNIS CENTER HOURS

This *reduction* will close the McFarlin Tennis Center on Mondays and Tuesdays. The closure will necessitate the elimination of five positions (three filled and two vacant) and will result in savings of $74,000.

RECREATION – CLOSE LOCKWOOD COMMUNITY CENTER

This *reduction* will close the Lockwood Community Center resulting in annual savings of $70,000 and the elimination of three filled positions. This center is a relatively low-use facility and other facilities such as Fairchild Community Center with extensive programs will provide programs for participants who have used the Lockwood Center.

DOWNTOWN – ELIMINATE ONE MAINTENANCE WORKER I FROM RIVER OPERATIONS

This *reduction* will reduce River Operations personnel from its second shift, which will reduce the shift from a five person to four-person crew. River Operations anticipates no loss in programs and a minimal loss of 20% in service delivery. This reduction of one vacant position will result in savings of $26,649.

PROGRAM CHANGES CONTINUED

PARKS – ELIMINATE ONE ELECTRICIAN HELPER

This ***reduction*** will eliminate one vacant Electrician Helper assigned to the Parks Construction Crew. An existing Electrician will assume the duties assigned to the eliminated Electrician Helper. This reduction will result in savings of $26,778.

PARKS – FREEZE ONE VISITOR SERVICES REPRESENTATIVE AND ONE MAINTENANCE WORKER AT THE TOWER OF AMERICAS

This ***reduction*** will freeze one vacant Visitor Services Representative and one vacant Maintenance Worker at the Tower of Americas during its anticipated renovation phase in FY 2004. Two Visitor Services Representatives and three Maintenance Workers will remain after this decrease in staffing. This reduction will result in savings of $38,847.

PARKS – ELIMINATE ONE EQUIPMENT OPERATOR I

This ***reduction*** of a filled Equipment Operator I will eliminate the only position paid out of the General Fund for city cemeteries. This reduction will result in savings of $26,870.

PARKS – ELIMINATE ONE EQUIPMENT OPERATOR I FROM NATURAL AREAS

This ***reduction*** will eliminate one vacant Equipment Operator I for savings of $28,609. Six positions remain to provide maintenance services.

PARKS – ELIMINATE ONE FILLED POSITION IN PARKS RESERVATIONS

This ***reduction*** will eliminate one filled Office Assistant position in the Parks Reservations office for savings of $27,000. Three positions will remain in this office to continue providing the service in addition to the City's Community Link Centers.

PARKS – ELIMINATE ONE FILLED POSITION IN PARKS WAREHOUSE OPERATIONS

This ***reduction*** will eliminate one filled position in Parks Warehouse Operations for savings of $54,000. Ten positions will remain in Warehouse Operations after this reduction.

YOUTH SERVICES – REALIZE SAVINGS ANTICIPATED FROM KID QUEST SITE UNAVAILABILITY

The Adopted Budget includes funding to support 46 summer Kid Quest sites at various schools throughout the community in the summer of 2004. Due to ongoing capital improvements occurring at various schools, it is anticipated that at least two of the sites are likely to be unavailable next summer. Site unavailability will result in $34,000 in projected savings in FY 2004.

- **MANDATES** **$1,137,208**

PUBLIC SAFETY – ADDITIONAL PARK POLICE OFFICERS

This ***mandate*** provides for two new Park Police Officer positions for three months to effectively patrol new and improved parkland and facilities that are located in the Outer District. The total cost of this mandate in FY 2004 will be $32,131. This mandate includes $8,960 of one-time costs. The full year cost for FY 2005 will total $82,041.

PROGRAM CHANGES CONTINUED

PARKS – BRACKENRIDGE GROUNDS CREW

This ***mandate*** will add two Gardener I positions to maintain improvements within Brackenridge Park for three months. Park improvements, including landscape and erosion control, river bend and wilderness area restoration, conversion of paved roads to pedestrian trails, extensive irrigation and construction of a grand entrance from Broadway are scheduled for completion in August 2004. The total cost of this mandate in FY 2004 will be $30,503. This mandate includes $10,050 of one-time costs. The full year cost for FY 2005 will total $60,391.

PARKS – ADDITIONAL SANITATION SUPPORT CREW

One additional Maintenance Worker I position will be added for nine months by this ***mandate***. The acquisition and subsequent development to newly acquired parks and recreation facilities and improvements of existing facilities has necessitated the need for an additional sanitation staff member. The total cost of this mandate in FY 2004 will be $32,773. This mandate includes $2,900 of one-time costs. The full year cost for FY 2005 will total $36,529.

PARKS – LEON AND SALADO CREEK MAINTENANCE

This ***mandate*** will add two Equipment Operator I positions, one Maintenance Crew Leader, and one Landscape Construction Supervisor for nine months at the Leon and Salado Creek Parklands acquired through Proposition 3. The mandate addresses the maintenance and possible renovation of existing trails and the development of additional trails all within the floodplain. The total cost of this mandate in FY 2004 will be $207,038. This mandate includes $87,880 of one-time costs. The full year cost for FY 2005 will total $148,347.

PARKS – PROPOSITION THREE: EDWARDS AQUIFER

This ***mandate*** will provide for enhanced management and maintenance of Edwards Aquifer Parklands acquired through Proposition 3. Four Maintenance Worker I positions, one Park Maintenance Crew Leader, and one Office Assistant will be added for nine months to the department by this mandate. The total cost of this mandate in FY 2004 will be $228,162. This mandate includes $76,927 of one-time costs. The full year cost for FY 2005 will total $192,200.

PARKS – PROPOSITION THREE: CROWNRIDGE CANYON NATURAL AREA

This ***mandate*** will provide for the management and maintenance of the Crownridge Canyon and Natural Area acquired through Proposition 3 for three months. The improvement to the property is estimated to be completed and open to the public in March 2004. Two additional Maintenance Worker I positions and one Park Maintenance Crew Leader will be included with this mandate. The total cost of this mandate in FY 2004 will be $173,559. This mandate includes $137,755 of one-time costs. The full year cost for FY 2005 will total $98,792.

PARKS – MEDINA RIVER PARK

This ***mandate*** provides for one Horticultural Education Coordinator, one Parks Naturalist, two Maintenance Worker I positions, and one Office Assistant for nine months. The acquisition and subsequent development of Medina River Park has necessitated the need for additional staff. The staff will be responsible for all daily functions, including maintenance and extensive public education programming. The total cost of this mandate in FY 2004 will be $210,522. This mandate includes $65,690 of one-time costs. The full year cost for FY 2005 will total $187,946.

PROGRAM CHANGES CONTINUED

PARKS – SANITATION SUPPORT CREW FOR SALADO AND LEON CREEK LINEAR PARKS

Two additional Maintenance Worker I positions will be included for nine months with this ***mandate***. The acquisition and planned development to the newly acquired parkland along Leon and Salado Creeks has necessitated this need for additional sanitation staff. The total cost of this mandate in FY 2004 will be $44,738. The full year cost for FY 2005 will total $58,051.

PARKS – PLAYGROUND SUPPORT CREW

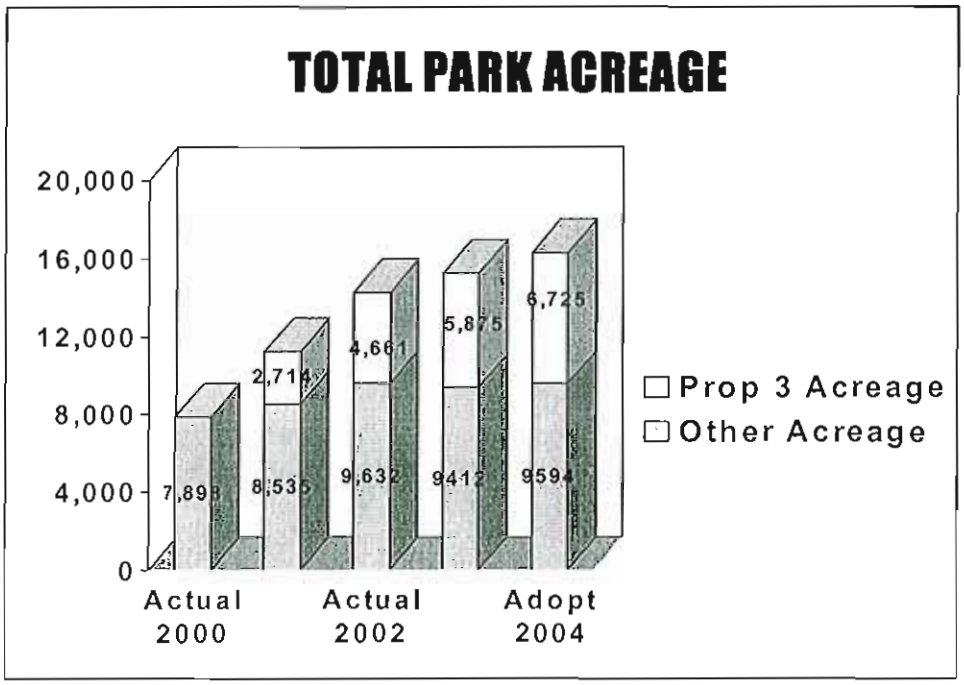
This ***mandate*** will provide for one Maintenance Crew Leader and two Maintenance Worker I positions for nine months to efficiently and effectively maintain the growing number of playgrounds, skate parks, tennis courts, and basketball courts. The total cost of this mandate in FY 2004 will be $118,346. This mandate includes $25,000 of one-time costs. The full year cost for FY 2005 will total $114,439.

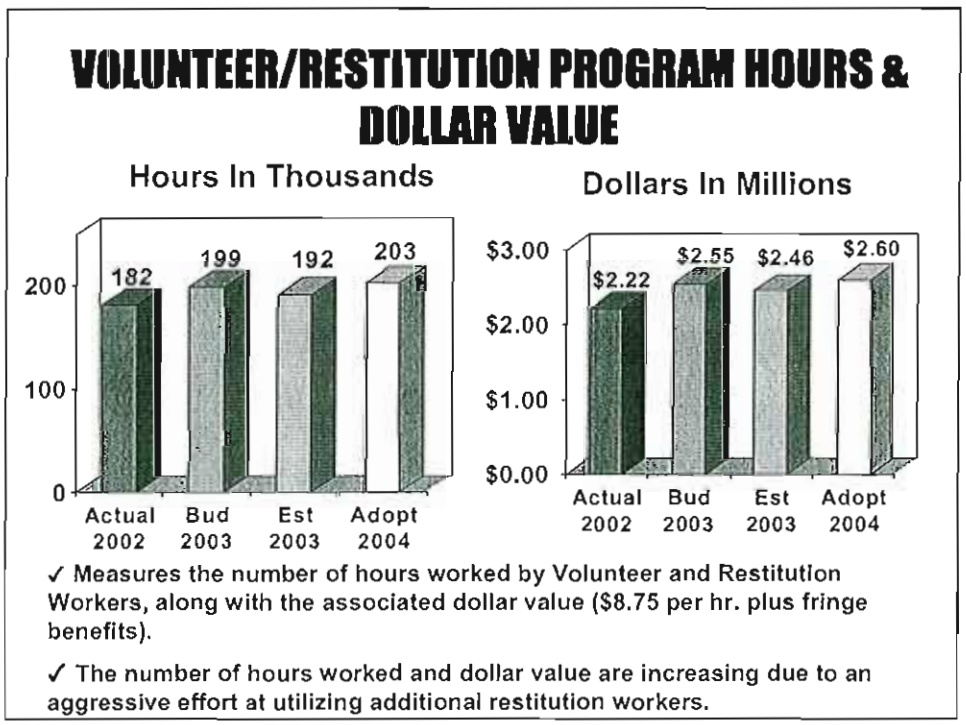
RECREATION – LADY BIRD JOHNSON PARK/POOL AND SKATEBOARD FACILITY

This ***mandate*** will add six Lifeguards, one Pool Supervisor, and one Community Center Leader I at the new multi-use Lady Bird Johnson Park/Pool and Skateboard Facility. The Lifeguards and Pool Supervisor will be funded at ten weeks, while the Community Center Leader I will be funded for nine months. From April to September the facility will be utilized for public aquatics programs. Construction of the 25-meter junior Olympic pool and other water features requires a staff of seven to operate during the summer pool season. During the off-season, the facility will be utilized for skating activities. The additional Community Center Leader I position is needed for the Lou Hamilton Community Center to address the anticipated increase of participation due to the addition of the skate park. The total cost of this mandate in FY 2004 will be $59,436. This mandate includes $1,500 of one-time costs. The full year cost for FY 2005 will total $64,592.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$34,598,903	$30,408,205	$28,429,825	$30,579,061
CONTRACTUAL SERVICES	10,228,122	14,406,572	14,805,665	14,331,374
COMMODITIES	2,390,444	2,750,569	2,721,426	2,783,434
OTHER EXPENDITURES	323,899	717,664	717,664	717,664
CAPITAL OUTLAY	622,910	670,602	782,900	282,360
TOTAL EXPENDITURES	**$48,164,278**	**$48,953,612**	**$47,457,480**	**$48,693,893**
AUTHORIZED POSITIONS	**1,223**	**956**	**956**	**974**
FULL-TIME EQUIVALENTS	**951.74**	**904.05**	**904.05**	**904.18**





✓ Measures the number of hours worked by Volunteer and Restitution Workers, along with the associated dollar value ($8.75 per hr. plus fringe benefits).

✓ 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 pro shop professionals that attain PGA/LPGA certification.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
Customer	**Become a Premier Visitor & Convention Destination**					
	To continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination	Average Annual Ranking of Municipal Golf Courses by Golf Digest [1]	3.08	3.17	3.08	3.17
		Number of Regulation Rounds Played	268,178	305,000	246,230	250,000
Financial	**Provide Accountability to Public**					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total Revenue per Round	$23.87	$24.40	$25.22	$26.69
		Total Expenses per Round	$24.79	$22.59	$25.74	$25.88
Internal Processes	**Safe & Clean Community for San Antonio**					
	To ensure that municipal golf course facilities are safe for all users	Number of Safety Inspections Performed at Golf Course Facilities	99	95	93	93
Employee Learning & Growth	**Improve Employee Compensation or Education**					
	To increase the number of Pro-shop professionals that attain PGA / LPGA certification	Percentage of Pro-Shop Staff with PGA / LPGA Certification	37%	46%	29%	29%

EXPLANATORY INFORMATION

[1] Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$1,246,674**

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** would result in $55,648 in savings in several line item expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, and maintenance & repair automotive. The Department would manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED

RECREATION – ELIMINATE 47 POSITIONS IN GOLF OPERATIONS

This ***reduction*** will eliminate 47 positions in the Golf System: two vacant Sr. Office Assistants, one vacant Office Assistant, one vacant Administrative Aide, one vacant Agronomist, ten vacant and eight filled Golf Activity Attendants, one vacant Golf Course Equipment Maintenance Supervisor, three vacant Golf Course Equipment Mechanic, two filled Golf Course Equipment Operator, nine filled and four vacant Maintenance Workers, one filled and two vacant Golf Course Maintenance Supervisor I, one vacant Maintenance Supervisor II, one filled Golf Course Manager. The total cost for these positions is $991,796. The reduction of these positions is due to the restructuring of the Golf Operating System. Associated line items in contractual services and commodities will be reduced totaling $199,230. This reduction will result in total savings of $1,191,026.

♦ **IMPROVEMENTS** **$188,552**

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Golf Fund will total $68,552 in FY 2004.

RECREATION – POINT OF SALE GOLF SYSTEM

This ***improvement*** will acquire a New Point of Sale Golf System to integrate tee times, financial data, reservations, golf merchandise inventory and accommodate future capacity with ERM compatibility. The cost of this improvement in FY 2004 is $70,000.

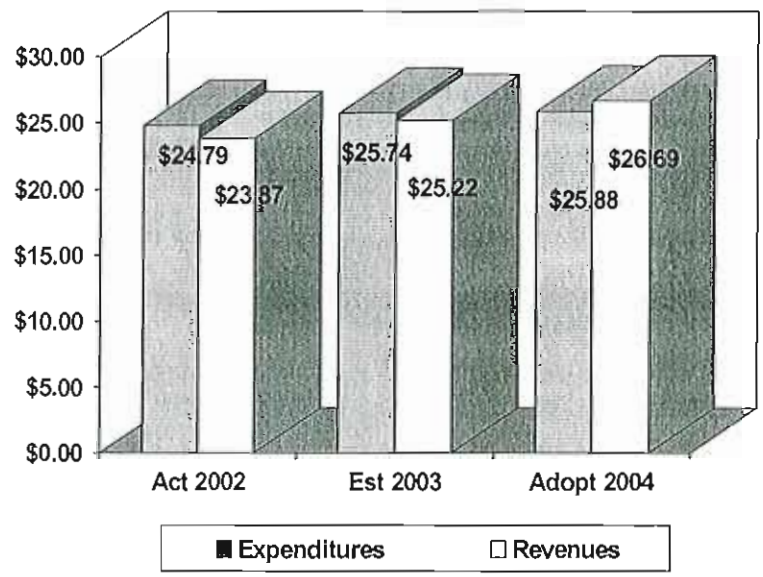
RECREATION – CONSULTANT SERVICE FEES

This ***improvement*** will add $50,000 for consultant service fees to study privatization opportunities within the City's Golf Operations.

GOLF SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$3,661,896	$3,590,569	$3,459,351	$3,374,654
CONTRACTUAL SERVICES	1,570,633	1,823,875	1,494,612	1,656,645
COMMODITIES	832,279	768,661	704,634	797,960
OTHER EXPENDITURES	175,468	319,301	319,301	271,177
CAPITAL OUTLAY	23,181	22,707	9,888	0
TRANSFERS	383,651	363,835	349,805	368,835
TOTAL EXPENDITURES	**$6,647,108**	**$6,888,948**	**$6,337,591**	**$6,469,271**
AUTHORIZED POSITIONS	153	148	148	101
FULL-TIME EQUIVALENTS	138.30	133.70	133.70	133.70

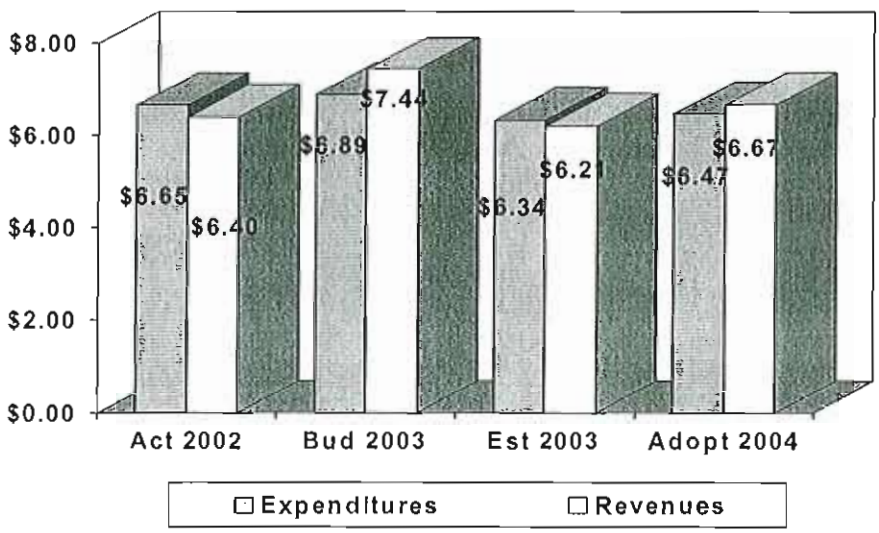
TOTAL REVENUE AND EXPENSES PER ROUND



✓ Measures the revenue collected per round of golf and the expenditures made per round of golf.

✓ While revenue per round has increased, expenses per round are decreasing due to a deliberate effort to cut costs.

GOLF FUND BUDGET (In Millions)



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

- **IMPROVEMENTS** **$5,570**

  EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

  This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the San Jose Burial Fund will total $5,570 in FY 2004.

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$337,153	$272,502	$307,609	$274,389
CONTRACTUAL SERVICES	54,737	93,058	90,740	86,800
COMMODITIES	25,217	20,587	23,918	20,425
OTHER EXPENDITURES	3,127	0	0	0
CAPITAL OUTLAY	241,376	16,873	0	0
TRANSFERS	18,404	42,344	47,799	30,199
TOTAL EXPENDITURES	**$680,014**	**$445,364**	**$470,066**	**$411,813**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**9**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**9.00**

The Parks & Recreation Department provides nutritional meals during the summer months to children age eighteen and below who would not otherwise have the food assistance they receive during the school year through the National School Lunch and Breakfast Program.

Shown below is the grant expected by the Parks and Recreation Department in FY 2004. Details for this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Summer Food Service Program	$610,446	0	0	0	$610,446
TOTAL	**$610,446**	**$0**	**$0**	**$0**	**$610,446**

SUMMER FOOD SERVICE PROGRAM

PROGRAM INFORMATION:

The Summer Food Service Program provides free meals to children ages 18 years and younger. Funding for these meals originates from USDA and monitored through TDHS. This grant program covers the period of 10/01/03 through 09/30/04.

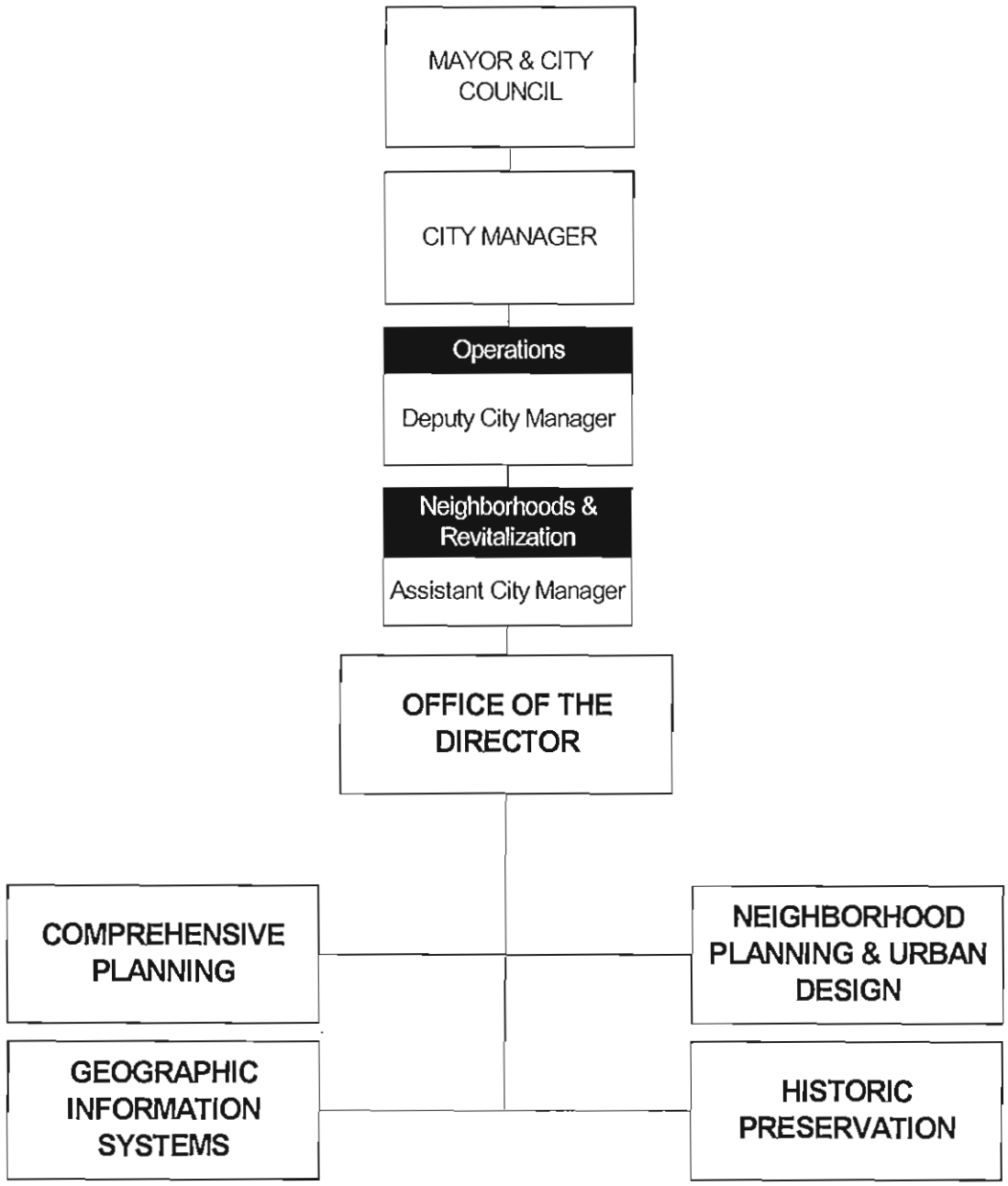
PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
Number of food sites	95	96	95
Number of serving days	44	39	39
Output:			
Total lunches served	208,233	188,642	190,544
Total snacks served	215,258	203,107	205,156
Total meals served	423,491	391,749	395,700
Efficiency:			
Average number of meals per site per day	101	105	107
Effectiveness:			
Annual % increase/decrease of meals served per site.	13.48%	3.96%	1.87%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL	647,241	760,681	610,446
TOTAL FUNDING	**647,241**	**760,681**	**610,446**
EXPENDITURES			
PERSONAL SERVICES	37,010	70,681	46,832
CONTRACTUAL SERVICES	2,109	15,000	3,000
COMMODITIES	608,122	675,000	560,614
TOTAL EXPENDITURES	**647,241**	**760,681**	**610,446**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0	0	0

PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	43.00	$2,679,540
Community Development Block Grant	2.50	127,356
Categorical Grants	1.00	80,000
Capital Projects	0.00	449,000
Total Funding	**46.50**	**$3,335,896**

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

- Develop a Public Education Program to promote the Planning Department activities.
- To continue to make the Unified Development Code (UDC) more effective and consistent with the City Master Plan Policies.
- Develop ordinances that expand on the concept of the Unified Development Code.
- Update comprehensive perimeter, community, and neighborhood plans as prescribed by the UDC.
- Continue coordination of all Master Development Plans, Planned Unit Developments (PUDS), and Vested Rights permits to ensure conformance to the Unified Development Code (UDC) and City Master Plan.
- To prepare and implement long-range comprehensive plans that establish a land use policy direction for the City.
  - Continue the development of a long-range comprehensive plan by developing perimeter plans to anticipate future growth and annexations.
  - Prepare conceptual development plans promoting revitalization supporting the Neighborhood Commercial Revitalization (NCR) areas and Neighborhood Enterprise Zone (NEZ) areas.
  - Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
- Implement the Southside Initiative by promoting the new smart growth concepts as provided for in the Unified Development Code.
- Develop Traditional Neighborhood Development models utilizing use patterns currently available in the UDC to assist with the development of livable communities.
- Prepare a Best Practices Manual illustrating Traditional Neighborhood Developments, Conservation Districts, Master Plan Community Districts, and Mixed Use Developments and present in a Planning Toolbox at the Housing Summit.
- Develop an Implementation Plan for the Transportation, Parks and Open Space, and Community Facilities components of the comprehensive plan (Defense Adjustment Management Authority Public Improvement Master 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.

GOALS & OBJECTIVES CONTINUED

- To continue to coordinate the implementation of the Master Plan.
  - Develop an Annual 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 to update plans, review development applications for plan consistency, and process plan amendments as provided in the Unified Development Code.
  - Support plan implementation through the Annual Improvement Project Report, community indicator reports, a neighborhood, community and perimeter plan leadership program, and interdepartmental coordination meetings.
  - Continue capacity building and community development services by registering neighborhoods developing goals and strategies reports and special studies.
  - Seek non-local funding sources to leverage city funds to implement planning projects.
  - Continue coordination with City Departments and outside agencies to implement special projects including Hays St. Bridge Restoration, Austin Highway Median (Hazard Elimination Safety Program), and Olmos Creek Greenway Ecological Restoration feasibility study.
- Implement the Neighborhood Conservation District Program.
  - Continue developing zoning ordinances for neighborhoods to ensure that future development is compatible with existing neighborhood character.
- Develop a Corridor District Program.
  - Develop zoning ordinances to ensure preservation of corridors into the City.
- To coordinate the development of a Universal River Walk pedestrian guide map to be used in all tourist publications and venues advertising the River Walk.
- To protect and enhance the City's historic resources including landmarks, historic districts, the River Walk and City-owned facilities.
  - Publish a comprehensive list of landmarks and historic properties in San Antonio.
  - Continue a comprehensive historic survey of the original 36 square miles of the City.
- To expand and promote the use of Geographic Information Systems (GIS) and new technologies.
  - Develop, update and maintain GIS databases.
  - Enhance staff skills to utilize GIS in planning applications.
  - Promote the use of GIS applications through the internet.
  - Develop land use database to reflect adopted Neighborhood, Community and Perimeter Plans.
  - Utilize new technologies to analyze and demonstrate planning and design alternatives.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Expand Community/Cultural Initiatives**					
	Continue planning services requested by neighborhood interests	Cumulative City Population Included in Plans Approved by City Council	24%	24%	27%	35%
	Expand the area of the City covered by Neighborhood and Community Plans	Cumulative City Square Miles Included in Plans Approved by City Council	19%	24%	33%	39%
	Encourage the formation of new neighborhood-based organizations	Total No. of Neighborhood Groups Registered with the City	359	365	370	400
Financial	**Provide Accountability to the Public**					
	To increase percent of review recommendations	Percent of Plats Receiving Letter of Certification Versus Reviewed in 20 Days	N/A	N/A	55%	60%
Internal Processes	**Implement CRAG Initiatives**					
	Prepare conceptual urban design plans to promote revitalization within the CRAG target area, NCR areas, and implement the UDC concepts	No. Urban Design Plans	8	10	5	6
	Implement the Neighborhood Conservation District Program	Percent of Adopted Parcels in the Neighborhood Conservation Districts Approved by City Council	N/A	80%	76%	80%
Employee Learning & Growth	**Improved Information Technology Service Delivery**					
	Encourage American Institute of Certified Planners (AICP) certification for Planning Staff	Total No. of Planning Staff Certified	N/A	N/A	3	6
	Promote the use of Geographic Information Systems (GIS) applications	Total No. of Staff Attended Training Classes Provided	N/A	N/A	10	20

PROGRAM CHANGES

- REDIRECTION/REDUCTIONS $50,219

ORGANIZATIONAL SUPPORT – LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $6,915 in savings in several line item expense budgets. The Department will manage resources to minimize impact of the reduction on its current level of service.

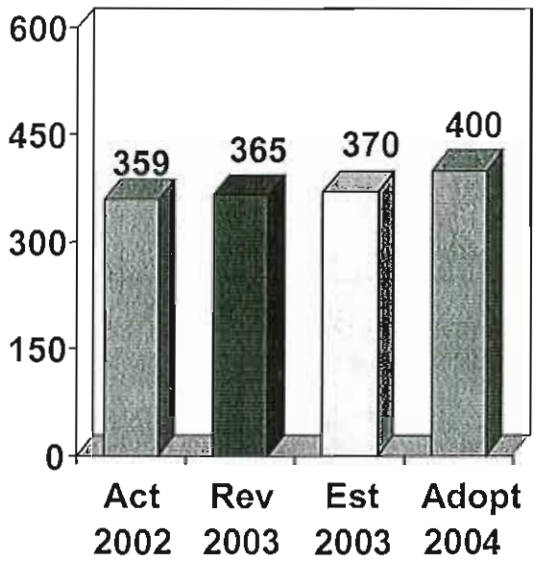
OTHER – ELIMINATE CONTRACTUAL SERVICES IN THE NEIGHBORHOOD RESOURCE CENTER

This ***reduction*** will result in $43,304 in savings with the elimination of the contractual service line item in the Neighborhood Resource Center. Services will be redirected within the department and will not have an impact on service delivery.

GENERAL FUND EXPENDITURES BY CHARACTER

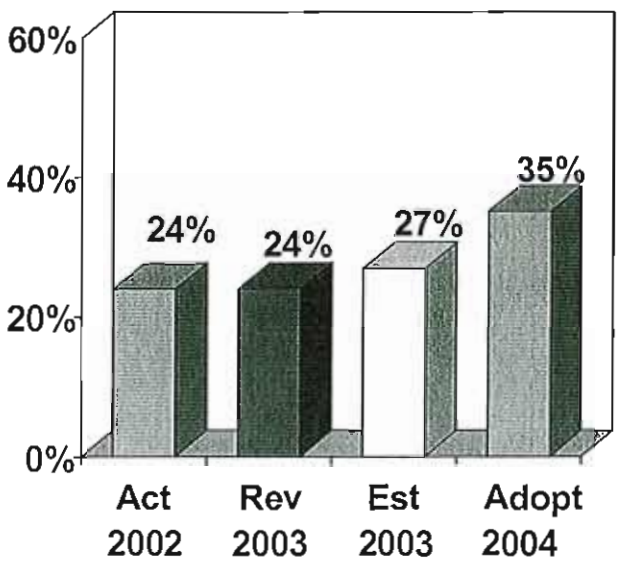
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$2,047,550	$2,228,482	$2,094,533	$2,173,476
CONTRACTUAL SERVICES	648,748	633,145	650,852	456,729
COMMODITIES	55,909	51,362	57,407	40,288
OTHER EXPENDITURES	4,507	9,401	9,401	9,047
CAPITAL OUTLAY	9,454	4,400	24,300	0
TOTAL EXPENDITURES	**$2,766,168**	**$2,926,790**	**$2,836,493**	**$2,679,540**
AUTHORIZED POSITIONS	**45**	**45**	**45**	**43**
FULL-TIME EQUIVALENTS	**45.00**	**45.00**	**45.00**	**43.00**

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 total number of city square miles covered by Neighborhood, Community and Perimeter Plans

PLANNING DEPARTMENT GRANT SUMMARY

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

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
TEA 21 Transportation Planning Program	$ 80,000	$0	$0	$0	$80,000
TOTAL	$80,000	$0	$0	$0	$80,000

TEA 21 Transportation Planning Program

PROGRAM INFORMATION:

Annually, the City of San Antonio applies for transportation planning grants through the Metropolitan Planning Organization (MPO) to conduct various transportation studies eligible under the Transportation Equity Act for the 21st Century (TEA 21). The studies vary from year to year. Additionally, funds for Consultant work for City requested projects are funded under the MPO's budget.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Output:			
Number of Transportation Plans/Programs	2	2	3
Efficiency:			
Number of plans/programs per full-time equivalents	2	2	3
Effectiveness:			
Unified Planning Work Programs accepted by Granting Agency	100%	100%	100%

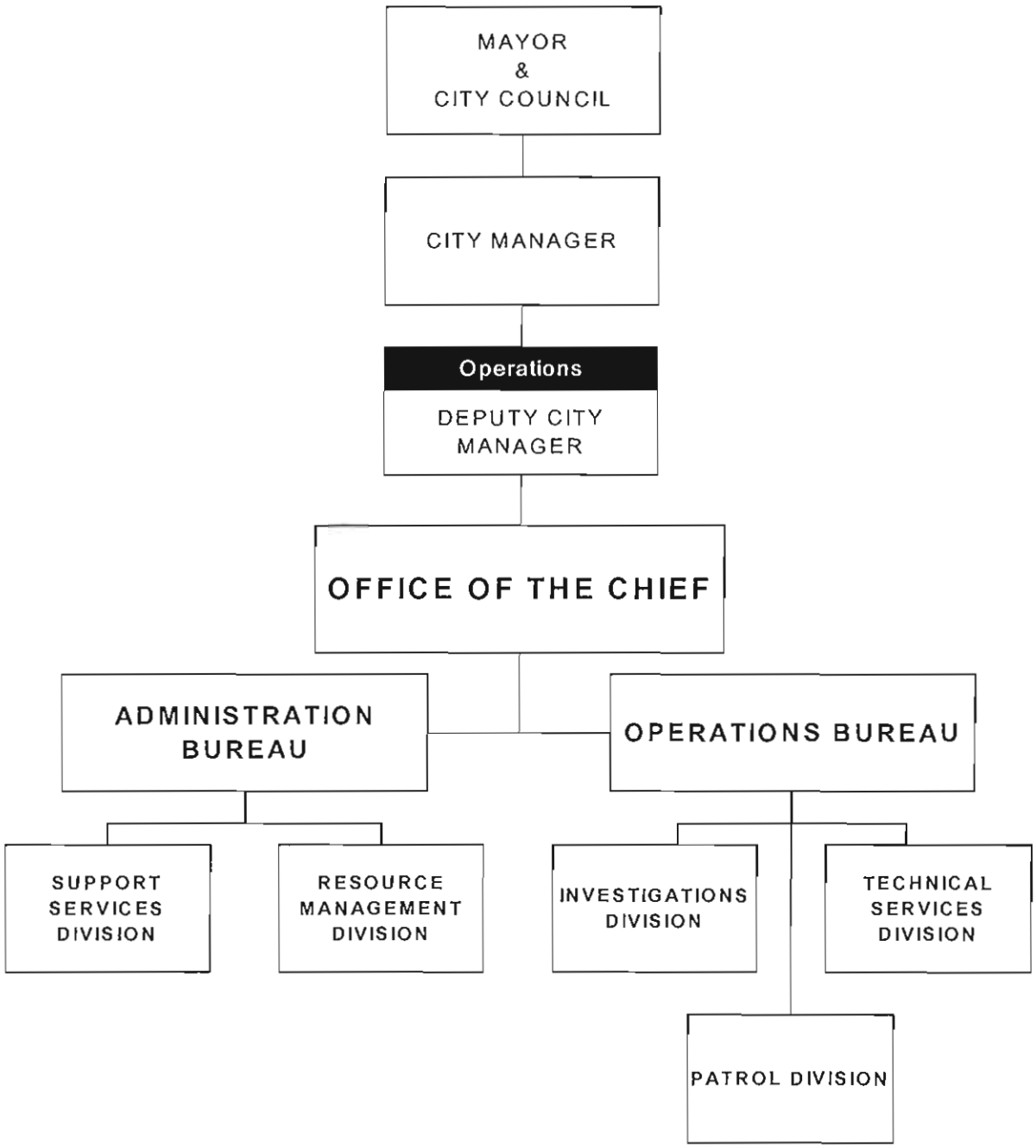
EXPLANATORY INFORMATION

In FY 2004, partial funding of $20,000 will be charged back by Public Works staff to participate in Bicycle and Pedestrian Planning activities and coordination with the Metropolitan Planning Organization.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL	$63,000	$63,000	$80,000
TOTAL FUNDING	**$63,000**	**$63,000**	**$80,000**
EXPENDITURES			
PERSONAL SERVICES	$55,953	$54,470	$69,200
CONTRACTUAL SERVICES	4,105	4,300	6,400
COMMODITIES	59	185	250
OTHER EXPENDITURES	3,682	4,045	4,150
CAPITAL OUTLAY	0	0	0
SUBGRANTING	0	0	0
TOTAL EXPENDITURES	**$63,799**	**$63,000**	**$80,000**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

POLICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	2,696.79	$219,602,142
Categorical Grants	51.00	8,000,262
Confiscated Property Fund	0.00	2,395,584
Capital Projects	0.00	4,803,000
Total Funding	**2,746.79**	**$234,800,987**

MISSION STATEMENT

The San Antonio Police Department provides quality community-oriented services, while building problem-solving partnerships with our citizens to prevent crime, reduce fear, and enhance the quality of life throughout our community, always treating people with dignity, fairness, and respect.

PROGRAM INFORMATION

The Police Department's role is to enforce the law in a fair and consistent manner, recognizing both the statutory and judicial limitations of its authority and the constitutional rights of all persons. The Department's primary responsibility is to uphold the law, deter crime, and protect the public. Components include crowd and disaster control, apprehension of offenders, recovery and return of property and the movement of traffic within jurisdictional boundaries.

GOALS & OBJECTIVES

- Continue to improve the relationship between the police and the community's neighborhoods by enhancing communication and customer satisfaction.
- Continue to provide and improve citizens' convenient access to information and investigative services at the Police Substations and through enhanced data availability on the Department Website.
- Reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased Traffic Law enforcement.
- Consistent with the Department's Staffing Plan.
  - Respond to "life threatening" emergency calls for service within five minutes.
  - Maintain a high Patrol Availability Factor.
- Continue employee-training practices in technology enhancements and to maintain compliance with changing law enforcement practices.
- Develop and implement policing strategies that will involve joint efforts with local, county, state and federal law enforcement agencies. Examples include:
  - The High Intensity Drug Trafficking Area (HIDTA) initiatives.
  - The Regional Auto Crimes Team (ReACT).
  - The Aggressive Driving campaign.
  - City-County Gang Task Force.
- Continue to develop and implement strategies to improve the City's Homeland Security and Bio-Terror threat posture including:
  - Participation in the U.S. Attorney's Anti Terrorism Task Force.
  - Maintain full time Police staffing in the City's Emergency Operations Center.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
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	150	175	144	160
		No. of Citizens Participating in Cellular On Patrol	814	720	789	720
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement.	No. of DWI Arrests	6,014	6,188	6,308	6,585
	Respond to Emergency Calls within 5 minutes.	Improve Code 3 Response Time	4.92	5.00	4.85	5.00
	Increase Patrol Availability Factor (PAF).	Patrol Availability Factor	41.10%	39.56%	40.86%	39.91%
	Limit Violent Crime to no more than 6.8% increase in crimes per 100,000 population.	Murder, Rape, Robbery & Aggravated Assault per 100,000 population [1]	778	662	794	848
	Increase Violent Crime Clearances by at least 247 cases	Murder, Rape, Robbery & Aggravated Assault Cases Cleared [2]	1,756	2,108	3,460	3,707
	Decrease Property Crime by at least 0.2% in crimes per 100,000 population.	Burglary, Theft, Motor Vehicle Theft per 100,000 population [1]	7,091	7,108	6,573	6,560
	Increase Property Crime Clearances by at least 550 cases.	Burglary, Theft, Motor Vehicle Theft Cases Cleared [2]	7,927	7,092	9,404	9,954
Financial	**Leverage Other Funding Sources**					
	Maximize use of volunteers to reduce workload & personnel requirements	Avg. No. of FTE's for Volunteers Program	15.1	13.1	15.6	16.1
Internal Processes	**Provide for Safety and Welfare of San Antonio**					
	Actively address formal complaints by citizens	No. of Formal Complaints Processed	150	175	192	245

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Employee Learning & Growth	**Improve Employee Compensation (Training)**					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	No. of Officers Obtaining greater than Basic Peace Officer Certification Level	1,461	N/A	1,469	1,479
		No. of Officers Trained in FERS per year [3]	0	350	0	640

EXPLANATORY INFORMATION

[1] Delay in processing/reviewing of crime reports during the months of January, February and March 2003 created an artificially low number in crimes, particularly in Aggravated Assaults. It is expected that report processing/review will be up to date by the end of May 2003.

[2] Clearance rates show a large difference due to reassessment of clearance procedures. During the budget process in FY 2002, the Department and the FBI were working together to accurately define and reflect crime clearances. This reassessment was not completed prior to the adoption of the Balance Scorecard. Consequently, Clearance Rates for Actual FY 2002 and Revised Budget FY 2003 were based on the old clearance procedure. Under the new clearance procedures the numbers have increased significantly and are reflected in the Estimated FY 2003, and Proposed FY 2004.

[3] FERS Training is now targeted to begin with substation patrol officers and traffic officers in FY 2004. It is estimated that 50% of the officers will be trained in the first year.

PROGRAM CHANGES

♦ REDIRECTIONS/ REDUCTIONS **$632,476**

ORGANIZATIONAL SUPPORT - ELIMINATE ONE SENIOR POLICE SERVICE AGENT

This ***reduction*** will eliminate one vacant Senior Police Service Agent position in the Research and Planning Section, Resource Management Division. This position assists the sworn staff with completing surveys and maintaining data for the preparation of strategic studies. Loss of this position will increase the workload for the remaining staff. The FY 2004 savings from this reduction will total $31,149.

ORGANIZATIONAL SUPPORT - ELIMINATE TWO POLICE SERVICE AGENTS

This ***reduction*** will eliminate two filled police service agent positions will alter the operating procedures for the motor pool maintained at the Police Headquarters. With this reduction, no staff will be assigned on nights and weekends. Units requiring vehicles at night and on weekends will sign out keys prior to 6:00 p.m. on weekday nights and Friday for weekends allowing the reduction of two positions. It is recommended that the Public Works security guard annual contract be revised to provide an armed security guard to man the headquarters gate during times of elevated security levels, which will total approximately 960 hours annually. The FY 2004 savings from this reduction will total $69,795.

PROGRAM CHANGES CONTINUED

ORGANIZATIONAL SUPPORT - ACCREDITATION PROGRAM

This ***reduction*** will eliminate the Accreditation program with Staff Inspections duties being reclassified as Internal Audit Review. This reduction will reduce half of the contractual and commodities line items. Two Sergeants will remain in the Internal Audit Review function with the remaining contractual and commodities funds supporting their activities. The FY 2004 savings will total $12,250.

PUBLIC SAFETY - ELIMINATE DOWNTOWN FOOT & BIKE PATROL OVERTIME

This ***reduction*** will minimize overtime costs for the Downtown Foot & Bike Patrol Unit for FY 2004 by continuing to implement a four-day work week. The three eight hour shifts will be combined into two ten- hour shifts per day. With this reduction, each officer in the Bike Patrol Unit will work four days per week, reducing the amount of overtime required. The new working hours will provide more coverage seven days a week, enhancing service to the downtown community. The FY 2004 savings will total $125,735.

PUBLIC SAFETY - REDUCE THE MEDICAL EXAMINERS CONTRACT

This ***reduction*** will provide savings in contractual services based on improvements in the management of the medical examiners contract. This reduction will have no impact on Department operations. The FY 2004 savings from this reduction will total $41,039.

PUBLIC SAFETY - ELIMINATE DEPARTMENT SYSTEMS SPECIALIST

This ***reduction*** will eliminate one vacant Department Systems Specialist position assigned to the Communications Section. As a result, the dispatching function will be short a position, and other dispatchers will have to assume additional workload. The remaining staff will continue to absorb the workload of this vacant position. There will be minimal loss of service as a result of this reduction. This reduction will result in savings of $44,607.

PUBLIC SAFETY - DELAY CADET CLASS

This ***reduction*** will delay the cadet class scheduled for September 15, 2003 to November 10, 2003 by two months and will delay the filling of thirty current vacancies. It will also delay the time when these officers complete their Field Training Officer phase and begin performing duties as district patrol officers by two months. This cadet class delay may have possible implications on the Patrol Availability Factor during the historically high call-load summer months. This reduction will result in FY 2004 savings of $260,900.

PUBLIC SAFETY - REDUCE EXECUTIVE PROTECTION OVERTIME

This ***reduction*** will reduce the Executive Protection Detail overtime in FY 2004 and will eliminate one back-up vehicle. This reduction will have minimal impact to the level of service provided. The FY 2004 savings from this reduction will total $47,001.

PROGRAM CHANGES CONTINUED

♦ MANDATES $981,468

PUBLIC SAFETY - LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG) 2002

This ***mandate*** will fund 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 operational expenses for the cars. In FY 2004, the mandate will pay for monthly lease payments disallowed by the grant for a total of $61,600.

PUBLIC SAFETY - PUBLIC SAFETY INTEGRATED TECHNOLOGY SYSTEM

This ***mandate*** will fund the FY 2004 maintenance costs associated with maintaining new police service technology enhancements approved in the 1999 General Obligation Bond Package. The system will consist of computer hardware and software that enables police officers to enter reports directly from the field and provide an electronic document handling system and a central report and data index system which will enhance customer service. This mandate will provide for maintenance and wireless data transmission service and one-time activation charges for Field Entry Reporting Systems (FERS). The total cost of this mandate for FY 2004 will be $332,420.

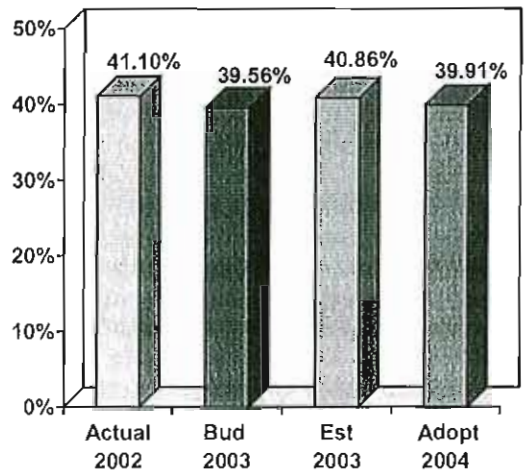
PUBLIC SAFETY - POLICE LONGEVITY

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*** 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 estimated incremental increase for this mandate in FY 2004 for all uniformed employees in the Police Department will total $587,448.

GENERAL FUND EXPENDITURES BY CHARACTER

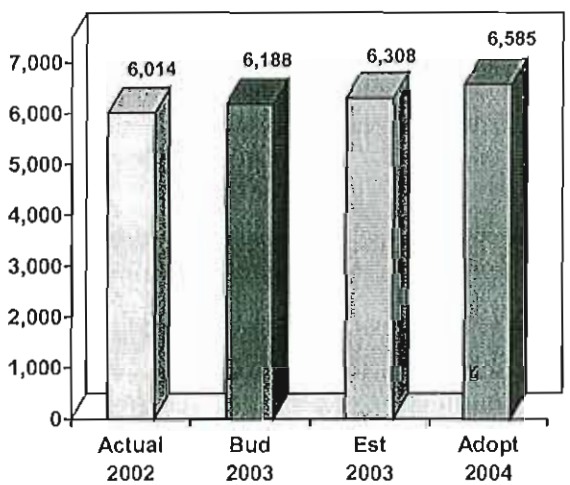
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$186,466,954	$189,004,011	$189,328,746	$189,860,228
CONTRACTUAL SERVICES	24,370,673	23,114,108	24,912,948	23,411,665
COMMODITIES	4,364,791	4,887,201	4,710,020	4,788,884
OTHER EXPENDITURES	774,801	1,541,365	1,541,365	1,541,365
CAPITAL OUTLAY	183,774	11,522	11,522	0
TOTAL EXPENDITURES	$216,160,993	$218,558,207	$220,504,601	$219,602,142
AUTHORIZED POSITIONS	2,852	2,837	2,837	2,833
FULL-TIME EQUIVALENTS	2,700.42	2,700.79	2,700.79	2,696.79

PATROL AVAILABILITY FACTOR



✓ Patrol Availability measures the actual time a patrol officer is available to patrol within in the community. Patrol Availability does not include the time needed for an officer to respond to calls for service or to perform administrative duties.

NO. OF DWI ARRESTS



✓ In FY 2004, arrests are expected to increase by 4.4% from the Estimate FY 2003. The increase is achieved as a result of a TxDOT Grant that will increase DWI enforcement through the overtime efforts of Traffic Officers.

In FY 2004, the San Antonio Police Department projects a total of $7,944,704 in grant funding with 51 authorized positions. Of the total. $2,726,143 will be Federally funded, $1,891,033 State funded, $2,430,578 City Cash and In-Kind Match, and $896,950 Other funds. The 51 authorized positions are in the following grants: Bexar Metro 911 (5), COPS 2001 Universal Hiring Program (10), COPS Creating a Culture of Integrity (1), CATA (2), HIDTA Intelligence Center (9), ReACT (13), and San Antonio HIDTA (11).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2004. Details on each grant can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2004
Bexar Metro 911	$0	$0	$0	$401,748	$401,748
COPS 2001 Universal Hiring Program	98,155	0	762,475	0	860,630
Creating a Culture of Integrity	76,007	0	0	0	76,007
Crisis Assistance Team Administration (CATA)	0	79,759	7,949	18,650	106,358
HIDTA Intelligence Center	663,780	0	0	0	663,780
Local Law Enforcement Block Grant	621,302	0	0	69,034	690,336
Regional Auto Crimes Team (ReACT)	0	826,274	1,571,265	407,518	2,805,057
San Antonio HIDTA	1,266,899	0	0	0	1,266,899
TxDOT "Click It Or Ticket"	0	185,000	0	0	185,000
TxDOT Commercial Vehicle STEP	0	300,000	33,333	0	333,333
TxDOT DWI STEP	0	500,000	55,556	0	555,556
TOTAL	**$2,726,143**	**$1,891,033**	**$2,430,578**	**$896,950**	**$7,944,704**

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 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
Number of 911 calls	91,335	94,988	98,788
Efficiency:			
Avg. Number of 911 calls per call taker	18,267	18,998	19,758
Effectiveness:			
% Change in No. of 911 calls per call taker	4.0%	4.0%	4.0%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
OTHER – Bexar Metro 911	$215,807	$401,748	$401,748
TOTAL FUNDING	**$215,807**	**$401,748**	**$401,748**
EXPENDITURES			
PERSONAL SERVICES	$145,607	$168,082	$168,082
CONTRACTUAL SERVICES	70,200	53,666	53,666
CAPITAL OUTLAY	0	180,000	180,000
TOTAL EXPENDITURES	**$215,807**	**$401,748**	**$401,748**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00

PROGRAM INFORMATION:

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to $75,000 for approved (by the COPS Office) expenses over a 3-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers will be deployed to community policing (SAFFE). This is the third in a series of 3 UHP grants.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Patrol Officers Assigned to Substations	1,060	1,078	1,088
No. of SAFFE officers in grants [1]	20	10	10
No. of Calls Dispatched to Substation Officers	739,107	818,896	851,652
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	686	760	790

EXPLANATORY INFORMATION

[1] The decline of ten SAFFE officers in grants is a result of 10 officers from the 2000 UHP grant being absorbed into the General Fund.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY	$534,674	$495,768	$762,475
FEDERAL - (COPS) U.S. Department of Justice	310,190	256,670	98,155
TOTAL FUNDING	**$844,864**	**$752,438**	**$860,630**
EXPENDITURES			
PERSONAL SERVICES	$494,527	$646,298	$754,490
CONTRACTUAL SERVICES	55,868	79,740	79,740
COMMODITIES	73,999	26,400	26,400
CAPITAL OUTLAY	220,470	0	0
TOTAL EXPENDITURES	**$844,864**	**$752,438**	**$860,630**
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00

PROGRAM INFORMATION:

The U. S. Department of Justice, Office of Community Oriented Policing Services (COPS) awarded the San Antonio Police Department a one-year "Creating a Culture of Integrity" grant. The grant will fund a statistical analysis and interpretation of data collected by the Police Department pursuant to Senate Bill 1074, Collection and Reporting of Certain Data Relating to Racial Profiling in Traffic and Pedestrian Stops. It will also fund a Use of Force data study.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Non-Sworn Personnel – Non Supervisory	N/A	1	1
Total Man-Hours	N/A	693	1,387
Output:			
No. of Data Records Collected	N/A	96,600	193,200
No. of Data Records Analyzed	N/A	96,600	193,200
Efficiency:			
Avg. No. of Data Records Collected	N/A	96,600	193,200
Avg. No. of Data Records Analyzed	N/A	96,600	193,200
Effectiveness:			
% Change in No. of Data Records Collected	N/A	N/A	100%
% Change in No. of Data Records Analyzed	N/A	N/A	100%

EXPLANATORY INFORMATION

The initiative is focused on creating a community-oriented-policing environment that fosters trust and mutual respect between police and citizens. These measures are based on actual data records collected by the San Antonio Police Dept. pursuant to this study.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – U.S. Dept. of Justice Office of Community Oriented Policing Services (COPS)	N/A	$38,004	$76,007
TOTAL FUNDING	**N/A**	**$38,004**	**$76,007**
EXPENDITURES			
PERSONAL SERVICES	N/A	$14,670	$29,341
CONTRACTUAL SERVICES	N/A	23,334	46,666
TOTAL EXPENDITURES	**N/A**	**$38,004**	**$76,007**
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENTS	N/A	1.00	1.00

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 fifth 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 $18,650 and a General Fund cash match of $7,949. This match will leverage a $79,759 grant from the Office of the Governor, Criminal Justice Division (CJD).

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Man-Hours	4,160	4,160	4,160
Output:			
No. of Volunteer Hours	6,324	6,300	6,800
No. of New Volunteers	89	90	105
No. of People Attending Classes	103	110	125
Efficiency:			
No. of Volunteer Hours Per Employee	3,162	3,150	3,750
No. of New Volunteers Per Employee	44.5	45	107.5
No. of People Attending Classes Per Employee	51.5	55	122.5
Effectiveness:			
Pct. Chg. No. of Volunteer Hours	1.08%	-0.38%	7.93%
Pct. Chg. No. of New Volunteers	2.30%	1.12%	16.66%
Pct. Chg. No. of People Attending Classes	-3.79%	6.79%	13.37%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003*	Adopted 2003-2004
FUNDING SOURCES			
CITY	$0	$9,038	$7,949
STATE	9,759	99,699	79,759
OTHER – City In-Kind	26,586	26,236	18,650
TOTAL FUNDING	**$106,345**	**$134,973**	**$106,358**
EXPENDITURES			
PERSONAL SERVICES	$75,328	$105,949	$84,253
CONTRACTUAL SERVICES	4,377	2,045	2,230
COMMODITIES	0	563	1,225
OTHER – In-Kind	26,586	26,236	18,650
TOTAL EXPENDITURES	**$106,345**	**$134,973**	**$106,358**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

* Authorized 2002-2003 grant consists of a 15-month grant period beginning June 1, 2002.

PROGRAM INFORMATION:

The South Texas HIDTA 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 office safety and increase enforcement efficiency. The grant period is January 1, 2003 to December 31, 2003.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
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	270	250	275
No. of Deconfliction Cases Requiring Support	4,709	4,996	5,500
No. of Inquiries	27,454	18,500	20,350
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	30.0	27.8	30.6
Avg. No. of Deconfliction Cases Requiring Support	523.2	555.1	611.1
Avg. No. of Inquires	3,050.4	2,055.6	2,261.1
Effectiveness:			
% Change in No. of Analytical Cases Requiring Support	24.4%	-7.4%	10.0%
% Change in No. of Deconfliction Cases Requiring Support	103.6%	6.1%	10.1%
% Change in No. of Inquires	65.4%	-32.6%	10.0%

EXPLANATORY INFORMATION

The large increase in percent change of deconcfliction cases requiring support and the number of inquires for FY 2002 was the result of a high-level drug trafficking organization investigation. For FY 2003, the number of analytical cases requiring support and the number of inquires decreased because the investigation of the high-level drug trafficking organization was completed. Increases in analytical and deconfliction cases and number of inquiries are expected to continue at about 10% per year. The caseload has been increasing every year due to the number of investigations being conducted.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$663,780	$663,780	$663,780
TOTAL FUNDING	**$663,780**	**$663,780**	**$663,780**
EXPENDITURES			
PERSONAL SERVICES	$332,507	$353,313	$353,313
CONTRACTUAL SERVICES	214,692	207,643	260,570
COMMODITIES	47,611	92,030	35,545
CAPITAL OUTLAY	68,970	10,794	14,352
TOTAL EXPENDITURES	**$663,780**	**$663,780**	**$663,780**
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION:

The annual Federal Government FY 2003 Omnibus Appropriations Acts 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 2003 is $621,302 with a cash match of $69,034. Funds must be spent within two years of receipt. The grant will be used for Police Department equipment purchases and related operating expenses.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Bureau of Justice Assistance	N/A	N/A	$621,302
OTHER – Asset Seizure Fund Cash Contribution	N/A	N/A	69,034
TOTAL FUNDING	**N/A**	**N/A**	**$690,336**
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	N/A	$68,340
COMMODITIES	N/A	N/A	144,024
CAPITAL OUTLAY	N/A	N/A	477,972
TOTAL EXPENDITURES	**N/A**	**N/A**	**$690,336**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**0**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**0.00**

PROGRAM INFORMATION:

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit will work with the Texas Department of Public Safety (DPS), the Bexar County Sheriff's Office (BCSO), and the National Insurance Crime Bureau (NICB) to reduce the market for stolen vehicles and stolen vehicle parts. The grant period is September 1, 2003 to August 31, 2004.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Sworn Supervisory Staff	2	2	2
No. of Sworn Staff[1]	10	10	9
No. of Civilian Staff[1]	3	3	2
Total No. of Man-Hours[2]	26,820	26,820	23,025
Output:			
No. of Actual Cases Investigated[3]	1,721	1,991	1,230
No. of Cases Cleared	823	588	591
No. of Cases Unfounded[4]	334	313	328
No. of Salvage Inspections	102	110	111
No. of Assistance to Outside Agencies	578	1130	1156
Efficiency:			
Avg. No. of Cases Investigated	172.1	199.1	136.7
Avg. No. of Cases Cleared	82.3	58.8	65.7
Avg. No. of Cases Unfounded	33.4	31.3	32.8
Avg. No. of Salvage Inspections	10.2	11.0	12.3
Avg. No. of Assistance to Outside Agencies[5]	57.8	113.0	128.4
Effectiveness:			
% Change in Actual Cases Investigated	28.7%	15.7%	-38.2%
% Change in Cases Cleared	-0.4%	-28.6%	0.5%
% Change in Cases Unfounded	48.0%	-6.3%	4.8%
% Change in Salvage Inspections	-3.8%	7.8%	0.9%
% Change on Assistance to Outside Agencies	54.1%	95.5%	2.3%

EXPLANATORY INFORMATION

1 In FY2003-2004 a Senior Crime Analyst and a Detective Investigator due to State budget deficit

2 In FY2001-2002 a Senior Crime Analyst position was added to the grant, and in FY2003-2004 two (2) positions were deleted from grant.

3 In FY2002-2003 only cases with a viable lead were assigned to be investigated. Because of this procedure change the number of cases investigated dropped by 38.2% in proposed FY2003-2004.

4 Unfounded is defined as a vehicle that was possibly repossessed, towed from unauthorized parking, suspect was given permission to drive vehicle, misplaced by owner, or other scenarios that lead the investigator handling the case to cancel the stolen report.

5 The 95.5% increase in the percentage change on assistance to outside agencies in FY2002-2003 is because ReACT started counting all agencies including SAPD as outside agencies when requesting assistance.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY - City General Fund Cash Match	$424,407	$451,634	$451,634
CITY – In-Kind Contribution	1,091,095	1,093,255	1,119,631
STATE - Automobile Theft Prevention Authority (ATPA)	1,424,437	1,251,933	826,274
OTHER - Confiscated Property Account	0	76,538	11,347
OTHER - In-Kind Contribution (DPS, BCSO, NICB)	347,400	332,422	396,171
TOTAL FUNDING	**$3,287,339**	**$3,205,782**	**$2,805,057**
EXPENDITURES			
PERSONAL SERVICES	$2,259,666	$2,236,749	$2,094,396
CONTRACTUAL SERVICES	974,933	863,773	674,540
COMMODITIES	31,554	13,407	30,944
OTHER EXPENDITURES	3,706	2,157	5,177
CAPITAL OUTLAY	17,480	89,696	0
TOTAL EXPENDITURES	**$3,287,339**	**$3,205,782**	**$2,805,057**
AUTHORIZED POSITIONS	**15**	**15**	**13**
FULL-TIME EQUIVALENTS	**15.00**	**15.00**	**13.00**

PROGRAM INFORMATION:

The HIDTA 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, 2003 to December 31, 2003.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No of Sworn Supervisory Personnel	2	2	2
No. of Sworn Personnel	7	7	7
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	19,595	19,595	19,595
Output:			
Retail Value of Narcotics Seized (In Thousands)	$29,918	$43,299	$47,629
Dollar Value of Assets/Holding Seized (In Thousands)	$1,001	$1,100	$1,210
Efficiency:			
Avg. Retail Value of Narcotics Seized per Officer	$3,324	$4,811	$5,292
Avg. Dollar Value of Assets/Holdings Seized per Officer	$111	$122	$134
Effectiveness:			
% Change of Retailed Value of Narcotics Seized	-63.3%	44.7%	10.0%
% Change of Dollar Value of Assets/Holdings Seized	21.8%	9.9%	10.0%

EXPLANATORY INFORMATION

The retail value of narcotics seized decreased during FY 2002 due to a long-term investigation of a high level drug trafficking organization. The case required sworn officers to dedicate their time to surveillance of the suspects. The case was recently completed, resulting in many federal indictments. The dollar value of assets/holdings increased due to the seizures resulting from the investigation. It is anticipated that narcotics seizures and the dollar value of assets and holdings will increase in future years.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$1,247,682	$1,215,389	$1,266,899
TOTAL FUNDING	**$1,247,682**	**$1,215,389**	**$1,266,899**
EXPENDITURES			
PERSONAL SERVICES	$852,764	$900,029	$898,485
CONTRACTUAL SERVICES	388,318	315,360	360,150
COMMODITIES	6,600	0	8,264
TOTAL EXPENDITURES	**$1,247,682**	**$1,215,389**	**$1,266,899**
AUTHORIZED POSITIONS	11	11	11
FULL-TIME EQUIVALENTS	11.00	11.00	11.00

PROGRAM INFORMATION:

The Texas Department of Transportation awarded the San Antonio Police Department a $185,000 grant 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 Memorial Day holiday May 19th through June 1st (14 days in FY 2003) and the Thanksgiving holiday November 18th through December 1st, 2003 (14 days in FY 2004).

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
STATE – Texas Department of Transportation	$145,000	$185,000	$185,000
TOTAL FUNDING	**$145,000**	**$185,000**	**$185,000**
EXPENDITURES			
PERSONAL SERVICES	$145,000	$185,000	$185,000
TOTAL EXPENDITURES	**$145,000**	**$185,000**	**$185,000**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00

PROGRAM INFORMATION:

The Commercial Motor Vehicle Safety STEP mission is to reduce the number of commercial motor vehicle related accidents, with an emphasis on reducing fatal and injury accidents, on roadways of the City of San Antonio by strictly enforcing city ordinances and state traffic laws.

EXPLANATORY INFORMATION:

There is no requirement or obligation for the issuance of a specified number or predetermined number of citations. Therefore performance measures are not be listed.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY – Cash match	N/A	$0	$10,160
STATE – Texas Department of Transportation	N/A	350,000	350,000
OTHER – City In-Kind	N/A	27,455	28,730
TOTAL FUNDING	**N/A**	**$377,455**	**$388,890**
EXPENDITURES			
PERSONAL SERVICES	N/A	$354,991	$360,160
COMMODITIES	N/A	22,464	8,730
TOTAL EXPENDITURES	**N/A**	**$377,455**	**$388,890**
AUTHORIZED POSITIONS	**N/A**	**0**	**0**
FULL-TIME EQUIVALENTS	**N/A**	**0.00**	**0.00**

POLICE
TXDOT DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM

PROGRAM INFORMATION:

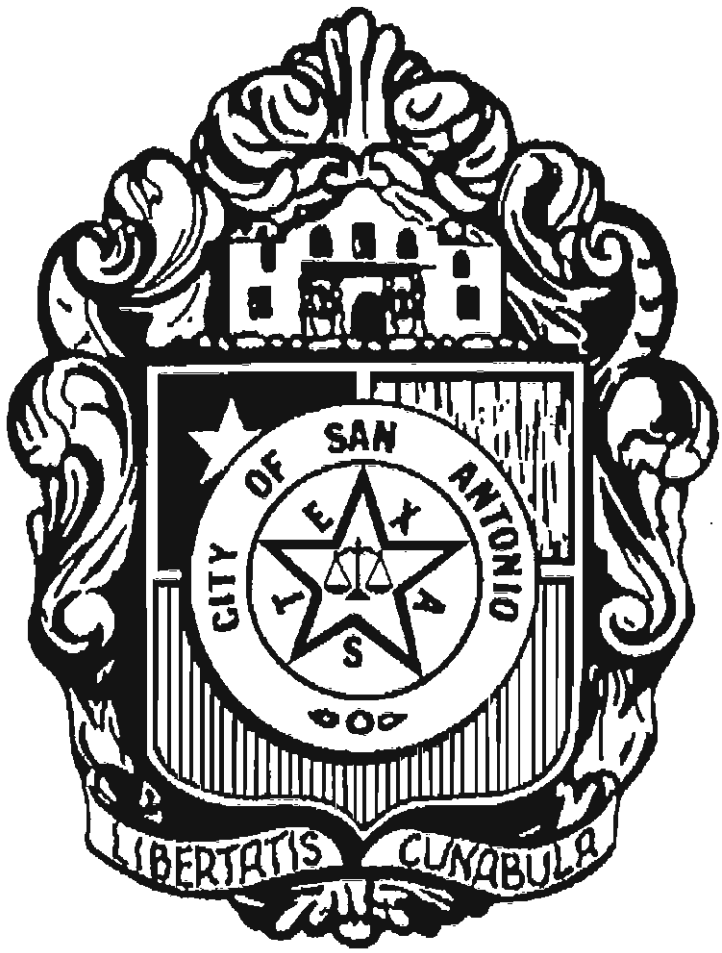
Third year of the Texas Department of Transportation (TxDOT) DWI Selective Traffic Enforcement Program (STEP). This program is designed to assist the City of San Antonio Police Department increase its DWI enforcement through overtime efforts of Traffic Officers. As a result of TxDOT lowering its cash match requirement, the third year of the grant program will require a cash match of only $16,165. The grant period is from October 1 through September 30.

PERFORMANCE MEASURES

	Actual 2001-2002	Estimated 2002-2003	Adopted 2003-2004
Input:			
No. of Sworn Hours	11,127	14,276	14,276
No. of Supervisory Hours	1,360	1,360	1,360
Output:			
No. of DWI Arrests	1,722	2,110	2,110
Efficiency:			
No. of Hours per DWI Arrest	6.4	6.4	6.4

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
FUNDING SOURCES			
CITY –Cash match	$0	$127,274	$16,165
STATE – Texas Department of Transportation	500,000	500,000	500,000
OTHER – City In-Kind	39,342	39,392	39,392
TOTAL FUNDING	**$539,342**	**$666,666**	**$555,557**
EXPENDITURES			
PERSONAL SERVICES	$507,250	$634,574	$523,465
COMMODITIES	32,092	32,092	32,092
TOTAL EXPENDITURES	**$539,342**	**$666,6660**	**$555,557**
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

PUBLIC WORKS

APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
General Fund	252.00	$15,319,058
Street Maintenance & Improvement Fund	331.00	34,612,567
Street Right-Of-Way Management Fund	20.00	1,157,122
Stormwater Operating Fund	270.00	21,719,422
Stormwater Regional Facilities Fund	10.00	8,129,831
Parking Operating & Maintenance Fund	110.50	9,666,578
Building Maintenance Fund	144.00	9,052,127
Community Development Block Grant	0.00	23,800
Capital Projects	0.00	77,697,000
International Center	7.00	545,015
Debt Service Funds	0.00	3,552,971
Total Funding	**1,144.50**	**$181,475,491**

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 eight 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.
- International Center Special Revenue Fund
  - Fund accounts for building maintenance services provided at the International Center Facility
- 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
- Building Maintenance Fund
  - Building Maintenance – responsible for providing skilled trade and general maintenance services for facilities under the jurisdiction of the Fire, Police, Health, Library, Community Initiatives, Public Works and Purchasing & General Services Departments

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.
- Develop written standard operating procedures manual to support the Capital Improvements Program
- Increase communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
- Implement recommendations of the Capital Improvement Program performance review process.
- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Safe & Clean Community for San Antonio – 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	Number of Architectural Contracts Under Design or Construction [1]	111	109	64	50
		Dollar Value of Contracts Under Design or Construction (in millions) [1]	$130.70	$120.00	$67.23	$59.34
	Public Trust and Awareness of Citizens – Improve Community Outreach					
	Increase communication, interaction and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	Number of Community Meetings held with Outside Stakeholders	64	N/A	150	180
		Percent of Service Requests Meeting Service Level Agreements with Customers [2]	N/A	N/A	N/A	72%
	Improve Air Quality – Safe and Clean Community for San Antonio					
	Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear Miles Under Construction/Complete from Capital Improvement Projects [3]	4.00	49.38	12.79	19.28
Financial	**Provide Accountability to Public – Promote Public Trust and Awareness**					
	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) [3]	$11.61	$23.70	$13.90	$11.64
		Amount of Grant Funding Received for Capital Improvement Projects (in millions)	$7.78	$7.00	$7.00	$5.50
Internal Processes	**Maintain Existing Infrastructure – Create a Vibrant and Diverse Economy**					
	Improve street infrastructure	Lane Miles Constructed in Capital Improvement Projects [4]	29.00	38.81	51.18	25.21
	Improve drainage infrastructure	Linear Feet of Storm Drain and Channel Constructed [4]	N/A	N/A	40,462	28,679
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet Preventive Maintenance (intersections)	751	1,093	1,082	1,099

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	Improve Information Technology Service Delivery - Innovative and Proactive City Government					
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	Number of Accidents Occurring for Motor Vehicles and Personal Injury Resulting in a Claim	70	110	65	63

EXPLANATORY INFORMATION

1 Adopted FY 2004 does not include proposed bond projects.
2 Service Level Agreements established in coordination with Customer Relationship Management (CRM) to support the processing of citizen calls to the 311 Call Center, Public Works, visits to the Community Link Service Centers, City Manager's Office, and Council requests for service. Measure represents Public Works Department using Crystal Reports provided by 311 Call Center.
3 Estimated and Adopted are lower than expected due to deferral by the MPO of approximately 26 projects from FY 2003 and FY 2004.
4 Adopted FY 2004 does not include 2003 Bond Program Projects.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$172,707**

ORGANIZATIONAL SUPPORT – MANAGE VACANT POSITIONS

This ***reduction*** will increase turnover savings. These savings will be accomplished through the management of vacant positions. A total of $149,707 in savings will result from this proposed reduction for FY 2004.

ORGANIZATIONAL SUPPORT – REDUCE TEMPORARY SERVICES BUDGET

This ***reduction*** will reduce the temporary services budget that is utilized to aid fiscal and personnel management staff with special projects. A reduction to the temporary services budget will result in the lack of resources needed when fiscal and personnel staff are in need of assistance to meet the financial requirements of a grantor agency. This will generate a savings of $9,500

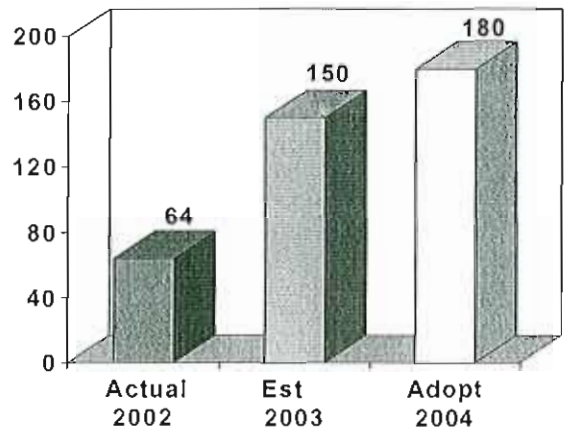
EXISTING INFRASTRUCTURE – MOVE EXPENSE OF CATALOG OF ON-SITE ARTIST SERVICES (COSAS) PROGRAM TO HOTEL/MOTEL FUND

This ***reduction*** will eliminate the Catalog of On-Site Artist Services (COSAS) Program. Elimination of the COSAS program will reduce the opportunity for qualified artists and artisans from the San Antonio area to display their talents in an accessible on-line directory to architects, interior designers, landscape architects, developers, and homeowners. Reduction of this program will create savings in the amount of $13,500 for FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$11,274,299	$11,449,867	$11,285,658	$11,740,057
CONTRACTUAL SERVICES	2,491,803	2,140,790	2,209,701	2,211,939
COMMODITIES	797,678	1,151,414	1,096,593	1,200,027
OTHER EXPENDITURES	66,848	157,925	157,925	167,035
CAPITAL OUTLAY	153,823	94,026	94,000	0
TOTAL EXPENDITURES	**$14,784,451**	**$14,994,022**	**$14,843,877**	**$15,319,058**
AUTHORIZED POSITIONS	**258**	**245**	**245**	**252**
FULL-TIME EQUIVALENTS	**258.00**	**245.00**	**245.00**	**252.00**

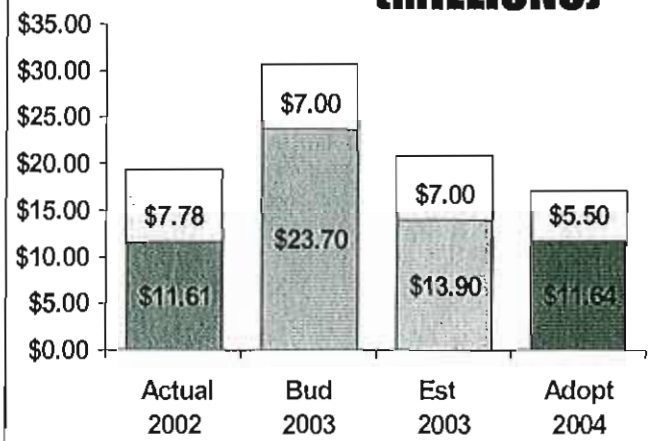
NUMBER OF COMMUNITY MEETINGS HELD WITH OUTSIDE STAKEHOLDERS



✓Measures the number of meetings held by Public Works with citizens, neighborhood groups and community stakeholders.

✓This number is increasing as a result of increased community outreach efforts and improved tracking by divisions within Public Works.

MPO FUNDING LEVERAGED AND GRANT FUNDING RECEIVED FOR CIP PROJECTS (MILLIONS)



✓Measures the total amount of outside funding received from the Metropolitan Planning Organization (MPO) and other agencies by the City for Capital Improvement projects.

*MPO Funding is the bottom bar of the graph.

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 Management Program was established by ordinance in January 2001 and implemented in May 2001. The Right-of-Way Management is responsible for standardizing the street cut 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 & 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 $3.4 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.
- 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 ensures compliance with traffic control measures

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust and Awareness of Citizens – Improve Community Outreach**					
	Respond promptly to all requests for service in accord with available resources and capabilities	Percent of Potholes Repaired within 48 Hours	94.42%	94.15%	95.00%	95.50%
	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 ensures compliance with traffic control measures	Number of Presentations Made	17	50	51	55
Financial	**Public Trust and Awareness of Citizens – Maintain Existing Infrastructure**					
	Reduce accounts receivable due from outside utilities within 30 days	% of Invoices Paid to the City within 30 Days	93%	98%	97%	100%
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) Center Line Miles – 3,821[1]	60.10	61.63	61.65	61.70
		Lane Miles Receiving Maintenance [2]	395.50	N/A	358.44	352.19
	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.	50%	50%	91%	92%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Fill vacancies with the most qualified candidates in a timely manner	Selections Made within 90 Days of Position being Vacant	78%	80%	90%	94%
		Vacancy Rate of Entire Workforce per Annum	3.00%	10.00%	9.00%	9.50%
	Provide GIS Training to all staff to foster an environment for employee growth and learning	Percent of Staff Receiving Training	50%	100%	100%	100%

EXPLANATORY INFORMATION

[1] Pavement Condition Index is an estimated number. An outside consultant is reviewing 20% of the Street Network annually.

[2] Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $1,892,028

ORGANIZATIONAL SUPPORT – REDUCE TEMPORARY SERVICES FOR FISCAL AND PERSONNEL MANAGEMENT

This reduction will reduce the temporary services budget that is utilized to aid fiscal and personnel management staff with special projects. This reduction will generate savings of $7,500.

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $8,698 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee and maintenance & automotive repair. The Right of Way Management Division will manage its resources to minimize the impact of this reduction on its current level of service.

EXISTING INFRASTRUCTURE - STREETS TRUCKING EFFICIENCY/PRODUCTIVITY ENHANCEMENT

This ***redirection*** recommends utilizing CPS one time revenues in the amount of $1.875 million toward improving the efficiency and capacity of Street Maintenance and Construction performed by City crews. This improvement will significantly alter the method in which asphalt is delivered to different job sites throughout the City. The funds would be used to acquire 15 truck cabs, 12 thirty cubic yard live bottom trailers and 3 thirty cubic yard dump trailers along with associated capital outlay. This will reduce the number of trips necessary to haul the asphalt as well as the number of times the asphalt is handled, thereby resulting in an improved quality. These vehicles will replace 41 existing dump trucks that have smaller loading capacity, which require more trips and more handling. These vehicles will be on line by July 2004 and result in a minimum 5% increase in productivity through the end of the fiscal year. It is anticipated that a full year of operation in FY 2005 will result in an increase in productivity by 15% - 20%.

In conjunction with the replacement of trucking, the Adopted Budget will replace 30 existing Equipment Operator I positions with 15 Senior Equipment Operator positions more qualified to operate the larger vehicles being acquired. Additionally, the Adopted Budget will improve Public Works' in-house capability to provide higher quality engineering support to in-house streets projects with the addition of two Engineer positions, two Senior Engineering Technician positions, two Engineering Technician positions and two vehicles with surveying equipment to support the engineers. This redirection will require no added cost to the General Fund. The net amount of savings for this proposed redirection is $16,710 in FY 2004.

♦ IMPROVEMENTS $18,985

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Right of Way Management Fund will total $18,985 in FY 2004.

PROGRAM CHANGES CONTINUED

♦ MANDATES $12,543

OTHER – LANDFILL DISPOSAL FEE

Collection and disposal contracts are scheduled for a mandated price increase based on contract specifications and the Consumer Price Index (CPI). Contractual terms with Browning-Ferris Incorporated (BFI) and W.M.I. Covel Gardens Landfill have given them the allowance to increase their price per ton annually. This ***mandate*** will address the increase in FY 2004 for contractual costs by $12,543.

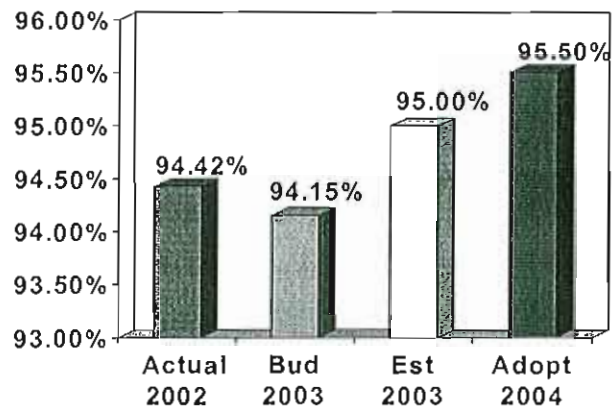
STREET MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$11,209,225	$10,757,122	$10,793,122	$10,889,661
CONTRACTUAL SERVICES	4,240,075	3,661,446	3,565,441	4,226,625
COMMODITIES	9,838,209	7,724,123	9,046,272	7,800,540
OTHER EXPENDITURES	209,283	680,998	680,998	1,085,592
CAPITAL OUTLAY	289,235	82,669	82,983	1,875,830
TRANSFERS	11,964,535	6,734,319	6,393,977	8,734,319
TOTAL EXPENDITURES	**$37,750,562**	**$29,640,677**	**$30,562,793**	**$34,612,567**
AUTHORIZED POSITIONS	**316**	**339**	**339**	**331**
FULL-TIME EQUIVALENTS	**316.00**	**339.00**	**339.00**	**331.00**

RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER

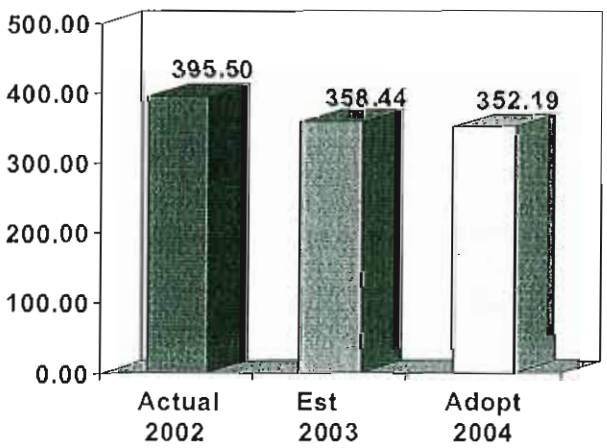
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$481,178	$800,292	$697,511	$832,935
CONTRACTUAL SERVICES	316,597	240,668	111,125	234,658
COMMODITIES	18,392	63,839	29,537	57,772
OTHER EXPENDITURES	0	2,631	2,631	2,631
CAPITAL OUTLAY	29,872	8,732	8,600	0
TRANSFERS	0	21,051	108,386	29,126
TOTAL EXPENDITURES	**$846,039**	**$1,137,213**	**$957,790**	**$1,157,122**
AUTHORIZED POSITIONS	**18**	**20**	**20**	**20**
FULL-TIME EQUIVALENTS	**18.00**	**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. Weather conditions throughout the year have an impact on the number of potholes.

LANE MILES RECEIVING MAINTENANCE



✓Represents the total lane miles of Contractual and City Force street resurfacing and rehabilitation. The decrease in lane miles for FY 2004 is a result of increasing structurally based applications above overlay type applications.

PUBLIC WORKS – STORM WATER

STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND

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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Public Trust and Awareness – Continue San Antonio River Improvements**					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Channel Improvement Program - % Maintained [1]	55%	53%	56%	54%
	Public Trust and Awareness – Improve Information Service Delivery					
	Provide floodplain information to citizens on request	Number of Floodplain Location Checks Provided [2]	2,828	1,800	2,000	1,900
Financial	**Innovative and Proactive City Government – Leverage Other Funding Sources**					
	To maintain the storm water infrastructure in a financially responsible manner	Number of Hours Worked by Volunteers and Restitution Workers Through the Storm Water Utility Volunteer Program[3]	4,702	5,700	6,746	7,300
	Citizens Well Being and Human Potential – Improve Technology Service Delivery					
	Provide project reviews to citizens for Capital Improvement Projects and Metropolitan Planning Organization	Storm Water Engineering Capital Improvement Projects and Metropolitan Planning Organization Project Reviews Completed [4]	146	170	168	190
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	0.31	0.33	0.33	0.33
	To operate and manage the storm water infrastructure through comprehensive watershed management	River Channel and Parkway Maintained. Number of Acres Maintained [5]	19,310	17,000	17,100	17,100
	Sustainable and Attractive Community – Implement Unified Development Code					
	Provide for orderly development and redevelopment through comprehensive watershed management	Person-Hours Spent on Storm Water Management Review, Floodplain Management, and Regional Storm Water Management Program Implementation [6]	4,874	3,000	16,700	20,800

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Revitalized Neighborhoods for San Antonio – Implement Unified Development Code**					
	Ensure adequate storm water infrastructure is provided to keep revitalized neighborhoods safe from flooding	Number of Cost Estimates Provided to Improve Storm Water Infrastructure [7]	329	87	335	180
Employee Learning &	**Citizens Well Being & Human Potential – Improve Employee Compensation**					
	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	74%	87%	85%	89%

EXPLANATORY INFORMATION

[1] Maintenance required under US Army Corp of Engineers Public Law 99 program in the San Antonio River watershed.

[2] Actual FY 2002 was higher due to flood events occurring in November 2001 and July 2002.

[3] Estimated for FY 2003 reflects the volunteer hours associated with the 1st Annual City Employee Graffiti Wipe-Out Volunteer Day.

[4] Adopted FY 2004 does not include 2004 GO Bond Program.

[5] Actual FY 2002 reflects increased out of cycle requests for vegetation control as a result of flood events occurring in November 2001 and July 2002.

[6] Measure has been revised to reflect the coordination with Development Services, evaluating floodplain development permits, as well as participating in the development of regional watershed master plans.

[7] Estimated FY 2003 includes the support given to the revenue bond package preparation. Adopted FY 2004 reflects a normal year with 5 estimates per watershed per month.

PROGRAM CHANGES

- **REDIRECTIONS/REDUCTIONS** **$40,331**

ORGANIZATIONAL SUPPORT – REDUCE TEMPORARY SERVICES BUDGET

This ***reduction*** will reduce the temporary services budget that is utilized to aid fiscal and personnel management staff with special projects. A reduction to the temporary services budget would result in the lack of resources needed when fiscal and personnel staff are in need of assistance to meet the financial requirements of a grantor agency. This reduction will generate savings of $7,500.

PROGRAM CHANGES CONTINUED

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in $32,831 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, maintenance & repair automotive, and cellular phones. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ **IMPROVEMENTS** **$819,760**

EMPLOYEE SERVICES - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The combined cost of this improvement for the Stormwater Fund will total $215,894 in FY 2004.

ENVIRONMENT – NATURAL CREEKWAY MAINTENANCE

This improvement will add a 14-person crew to establish a means to expedite the removal of floatable debris, dead trees and invasive vegetation from Natural Creek Ways within the City. This program would provide support services to clear channels following flood events. With this improvement the natural creek way segments will receive scheduled maintenance on average of a three-year cycle versus the current five-year estimate. The total cost for this improvement in FY 2004 is $603,866.

♦ **MANDATES** **$18,529**

OTHER – WASTE DISPOSAL FEE

This *mandate* addresses an increase in fees associated with the disposal of waste materials. Waste disposal contracts with the city are scheduled for an increase according to contract requirements. All disposal contracts will increase based on the Consumer Price Index (CPI). The disposal contracts are estimated to increase by $18,529 in FY 2004, which will be the total cost of this mandate.

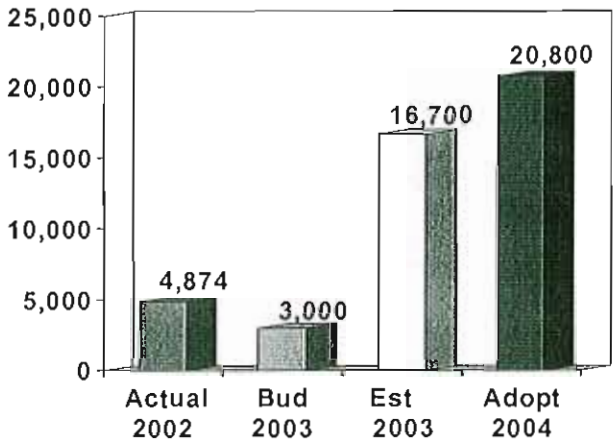
STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$8,105,967	$8,751,087	$8,467,003	$9,255,497
CONTRACTUAL SERVICES	6,313,425	6,312,006	6,372,963	5,889,750
COMMODITIES	1,179,397	1,316,188	1,543,307	1,533,088
OTHER EXPENDITURES	54,564	115,887	115,889	202,311
CAPITAL OUTLAY	88,336	594,560	595,425	276,500
TOTAL EXPENDITURES	**$15,741,689**	**$17,089,728**	**$17,094,587**	**$17,157,146**
AUTHORIZED POSITIONS	283	300	300	314
FULL-TIME EQUIVALENTS	253.00	270.00	270.00	284.00

REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER

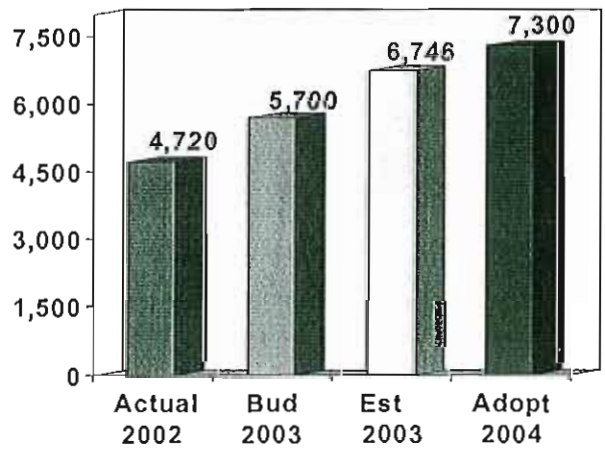
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$428,695	$526,428	$474,110	$537,038
CONTRACTUAL SERVICES	34,854	18,644	42,563	23,496
COMMODITIES	7,330	17,399	13,778	16,324
OTHER EXPENDITURES	3,112	3,736	3,736	3,736
CAPITAL OUTLAY	50,894	0	0	0
TRANSFERS	124,645	7,465,756	2,132,383	7,549,237
TOTAL EXPENDITURES	**$649,530**	**$8,031,963**	**$2,666,570**	**$8,129,831**
AUTHORIZED POSITIONS	10	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	10.00

PERSON-HOURS SPENT ON STORM WATER MGT. REIEW, FLOODPLAIN MGT., AND REGIONAL STORM WATER MGT. PROGRAM IMPLEMENTATION



✓The increase in number of hours for Estimated FY 2003 and Proposed FY 2004 is due to the shifting of watershed planning to the San Antonio River Authority as part of the Interlocal Agreement which places more focus on UDC review.

NUMBER OF HOURS WORKED BY VOLUNTEERS AND RESTITUTION WORKERS THROUGH STORM WATER UTILITY VOLUNTEER PROGRAM



✓The number of hours worked by volunteers and restitution workers increased in estimated FY 03 due to the 1st Annual City Employee Graffiti Wipe-Out Volunteer day.

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 electronic and static signs used in the Trailblazer Program to direct motorist to City 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 total reconstruction of stairs at 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.
  - Complete rehabilitation process for improvements at the Mid City garage in relation to architectural recommendations.
  - 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.
- Continue to implement the recommendations from the performance review report.
- Determine feasibility of implementing results of the Parking Demand Study.
- 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 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	Premier Visitor and Convention Destination-Become A Premier Visitor and Convention Destination					
	To provide the public with convenient, safe, and affordable parking within the downtown area	Number of Garage Spaces Available [1]	3,347	4,051	4,051	4,051
		Number of Lot Spaces Available	4,383	4,383	4,383	4,383
		Number of Meters Available	2,124	2,124	2,124	2,124
Financial	Innovative and Proactive City Government – Provide Accountability to Public					
	To generate revenues sufficient to recover the cost of operations	Garage and Lot Net Operating Income per Space [2]	N/A	N/A	$355.48	$420.05
		Parking Meter net Operating Income per Meter [2]	N/A	N/A	$370.71	$438.17
Internal Processes	Innovative and Proactive City Government – Implement Performance Reviews					
	Implementation of Organizational Review performance plan	Percentage of Review Recommendation Complete	75%	88%	81%	100%
Employee Learning & Growth	Innovative and Proactive City Government – Improve Information Technology Service Delivery					
	Utilize a certified instructor to provide specialized training thus ensuring a competent and efficient work force	% of New Employees Trained [3]	100%	100%	100%	100%

EXPLANATORY INFORMATION

[1] St. Mary's Garage is not included in the Actual FY 2002 figures due to the delayed opening in April of 2002.
[2] This figure represents the operating income per space.
[3] Includes customer first, customer service, parking equipment training, orientation, cash handling.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS **$19,813**

ORGANIZATIONAL SUPPORT – REDUCE TEMPORARY SERVICES BUDGET

This ***reduction*** proposal will reduce the temporary services budget that is utilized to aid Fiscal and Personnel Management staff with accounting responsibilities. Temporary services are used to fill critical vacancies within the division to maintain the day-to-day cash reconciliation functions in the Fiscal Section. These functions are core to the division's ability to reconcile daily cash receipts to tickets and prepare money and ticket bags for the supervisors and parking attendants in a timely manner. The FY 2004 savings will total $6,000.

PROGRAM CHANGES CONTINUED

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $13,813 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee, fuel, and maintenance & repair automotive. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- **IMPROVEMENTS** **$136,871**

EXISTING INFRASTRUCTURE – MUNICIPAL COURT PARKING

It was suggested by a BLS program group that the City look at charging for parking at the Municipal Court Building to help in recovering the cost of operating the City's court system. In response, the Adopted Budget has created a Parking Attendant position in the Parking Division (with associated equipment for a total cost of $61,802) to collect a $3 charge for each car that parks at the Municipal Courts Lot. After recovering the cost of the Parking Attendant position, it is estimated that $159,073 in added revenue to the General Fund will be realized for FY 2004. This ***improvement*** will not create any added cost to the Parking Fund in FY 2004 since the Parking Attendant position would be reimbursed through a new transfer from the General Fund.

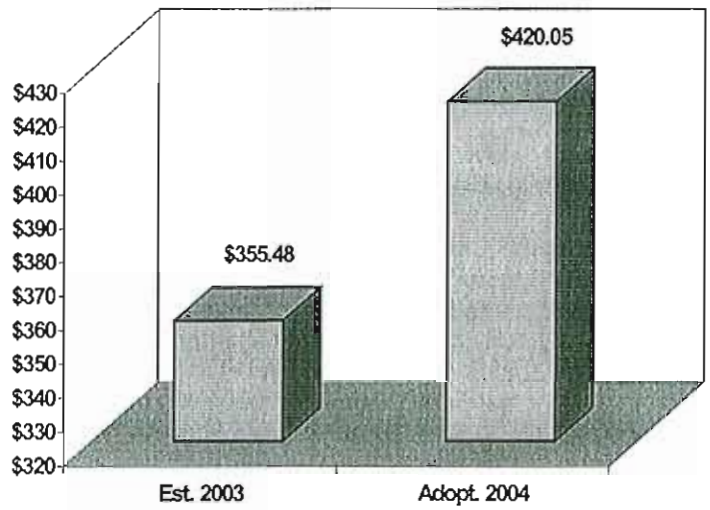
EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Parking Fund will total $75,069 in FY 2004.

PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CHARACTER

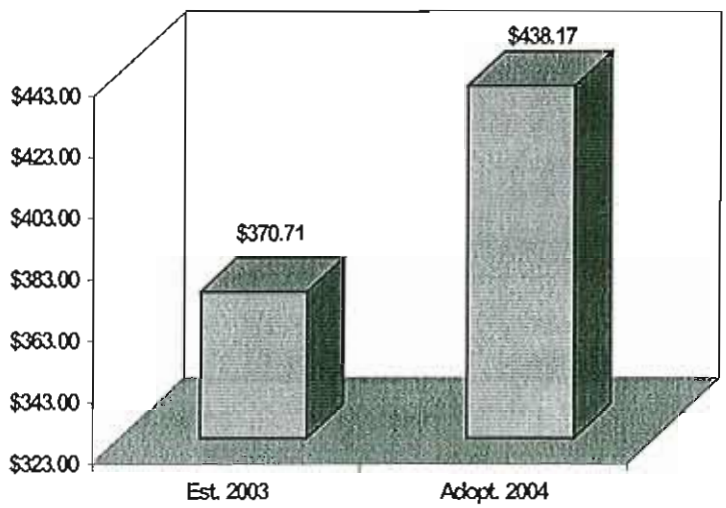
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$3,698,876	$3,526,553	$3,147,880	$3,250,166
CONTRACTUAL SERVICES	1,174,854	1,102,963	1,182,963	1,068,978
COMMODITIES	182,652	218,751	193,323	225,650
OTHER EXPENDITURES	176,061	86,273	118,642	93,199
CAPITAL OUTLAY	31,934	5,148	5,148	3,000
TRANSFERS	4,041,121	4,784,036	4,739,144	5,025,585
TOTAL EXPENDITURES	**$9,305,498**	**$9,723,724**	**$9,387,100**	**$9,666,578**
AUTHORIZED POSITIONS	**145**	**123**	**123**	**124**
FULL-TIME EQUIVALENTS	**132.50**	**109.50**	**109.50**	**110.50**

GARAGE AND LOT NET OPERATING INCOME PER SPACE



✓ The Garage and Lot Net Operating income per space is increasing in the Proposed FY 2004 as a result of increased rates for garages and lots as set out in the Parking Bond covenants. There are 4,051 garage and 4,383 lot spaces in the parking system.

PARKING METER NET OPERATING INCOME PER METER



✓ The Meter net operating income per meter is increasing in the Proposed FY 2004 due to increased meter rates as set out in the Parking Bond Covenants. There are 2,124 parking meters in the parking system.

PROGRAM INFORMATION

This Public Works Division is responsible for providing skilled trade (plumbing, electrical, carpentry, painting, HVAC) and general maintenance services for facilities under the jurisdiction of the Fire, Police, Health, Library, Community Initiatives, Public Works and Purchasing & General Services Departments. Over two hundred and seventy facilities are supported comprising over 4 million square feet. In addition, this Division provides janitorial and daily housekeeping support to approximately 1,191,663 sq. ft. of municipal office space in nine major downtown buildings, the Police Academy, and five Police Substations. This Division also purchases, stores, and distributes a wide variety of maintenance, construction, and janitorial supplies to all City Departments.

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, efficiently and economically; and maintain, operate, and clean City buildings efficiently and economically; in a timely manner and with fundamentally sound, pragmatic, and economical solutions.

- Continue to increase the efficiency and effectiveness of the Building Maintenance trade labor services by raising the actual work performance towards the goal level of 85 % of the person-hours available.
- Maintain our custodial cost/square foot within 10 cents of the Building Owner and Managers Association (BOMA) reported cost/square foot.
- Conduct biannual customer satisfaction survey for Building Maintenance services (Trades/Custodial).
- Maintain the trade labor personnel per square foot at a level not to exceed 1.5 times the ratio reported in the BOMA Experience Exchange Report.
- Establish a method to finance deferred maintenance issues delineated in the ISES Facility Assessment Report for facility improvements.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Premier Visitor and Convention Destination – Improve Community Outreach**					
	Conduct bi-annual customer satisfaction surveys for Building Maintenance services	Achieving a Customer Satisfaction of Good or Better On Customer Surveys	NA	75%	78%	80%
Financial	**Public Trust and Awareness of Citizens – Provide Accountability to Public**					
	Maintain custodial cost/square foot within 10 cents of the BOMA reported cost/square foot	The Square Foot Cost per Square Foot /Custodian/Day[1]	$1.56	$1.58	$1.56	$1.58
Internal Processes	**Safe and Clean Community For San Antonio – Maintain Existing Infrastructure**					
	Maintain the trade labor personnel per square foot ratio at a level not to exceed 1.5 times the ratio reported in the BOMA Experience Exchange Report	Ratio to the National Average (Skilled Labor) [2,3]	1.38	1.15	1.34	1.34
Employee Learning & Growth	**Innovative and Proactive City Government – Improve Information Technology Service Delivery**					
	Maintain the efficiency of the Building Maintenance trade labor services by raising billable hours to 85% of the person-hours available	Percentage of Actual All Skilled Trade Time Applied to Requests	83.60%	85.00%	84.70%	85.00%

EXPLANATORY INFORMATION

1 2002 publications from the Building Owner and Managers Association (BOMA) state the national average cost for custodial services is $1.53/sq.ft./yr.

2 The national average is 80,800 square feet per trade laborer

3 Revised Budget FY 2003 includes the reduction of the North Loop Service Center, removal of several old Fire Stations, the additional square footage for Police Sub-Stations (5,000 sq.ft. each), the addition of the One-Stop Center (75,000 sq.ft.), and the addition of two maintenance personnel

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **$205,698**

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $8,098 in savings in several line items expense budgets. The total savings reflect a 25% reduction in the department's office supply budget and reductions in the following line items: vehicle management fee and maintenance & automotive repair. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED

ORGANIZATIONAL SUPPORT – REDUCE OVERTIME SALARY

This ***reduction*** will reduce the overtime salaries paid to the fiscal staff of the Building Maintenance Division. This overtime is used during the inventory of all commodities including janitorial, carpentry, painting, electrical, and plumbing. The inventory of items is performed toward the end of the fiscal year, timed to the closing period of the City's annual budget. Savings of $4,600 will be realized with this reduction.

EXISTING INFRASTRUCTURE – *REDUCE CUSTODIAL MAINTENANCE*

This ***reduction*** will reduce custodial maintenance activities in downtown City buildings in FY 2004. The frequency of the provision of certain services will be reduced from a daily basis to an as-needed basis such as vacuuming and the cleaning of elevators. This reduction will require the elimination of seven vacant positions with savings of $193,000 to the General Fund.

♦ **IMPROVEMENTS** **$117,086**

EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three-percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The combined cost of this improvement for the Building Maintenance Fund will total $117,086 in FY 2004. This total includes $111,981 from the Building Maintenance Fund and $5,105 from the International Center Fund.

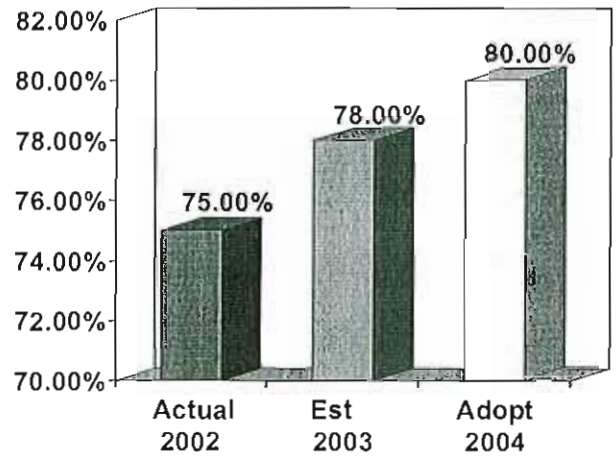
BUILDING MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$4,736,016	$4,622,576	$4,787,949	$4,653,482
CONTRACTUAL SERVICES	2,516,274	2,987,045	3,273,135	3,182,701
COMMODITIES	404,627	387,608	367,710	382,678
OTHER EXPENDITURES	2,587	63,646	63,646	63,646
CAPITAL OUTLAY	2,428	136,303	134,500	0
TRANSFERS	917,395	432,342	444,231	769,620
TOTAL EXPENDITURES	**$8,579,327**	**$8,629,520**	**$9,071,171**	**$9,052,127**
AUTHORIZED POSITIONS	**126**	**144**	**144**	**137**
FULL-TIME EQUIVALENTS	**126.00**	**144.00**	**144.00**	**137.00**

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

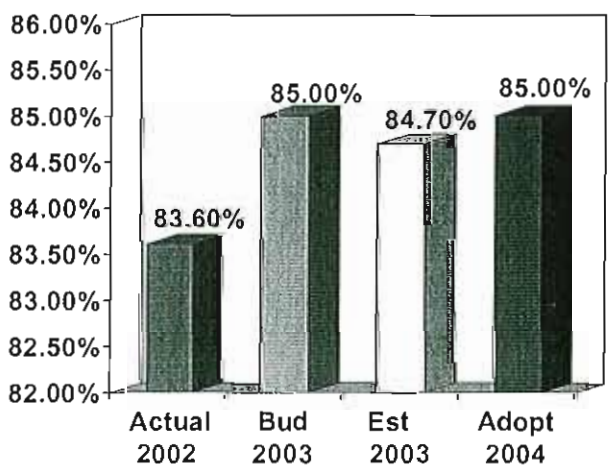
	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$230,540	$222,066	$218,364	$233,459
CONTRACTUAL SERVICES	284,948	271,054	304,706	279,857
COMMODITIES	34,941	27,550	27,910	27,485
OTHER EXPENDITURES	17,810	4,214	4,214	4,214
TOTAL EXPENDITURES	**$568,239**	**$524,884**	**$555,194**	**$545,015**
AUTHORIZED POSITIONS	7	7	7	7
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	7.00

ACHIEVING A CUSTOMER SATISFACTION OF GOOD OR BETTER ON CUSTOMER SURVEYS

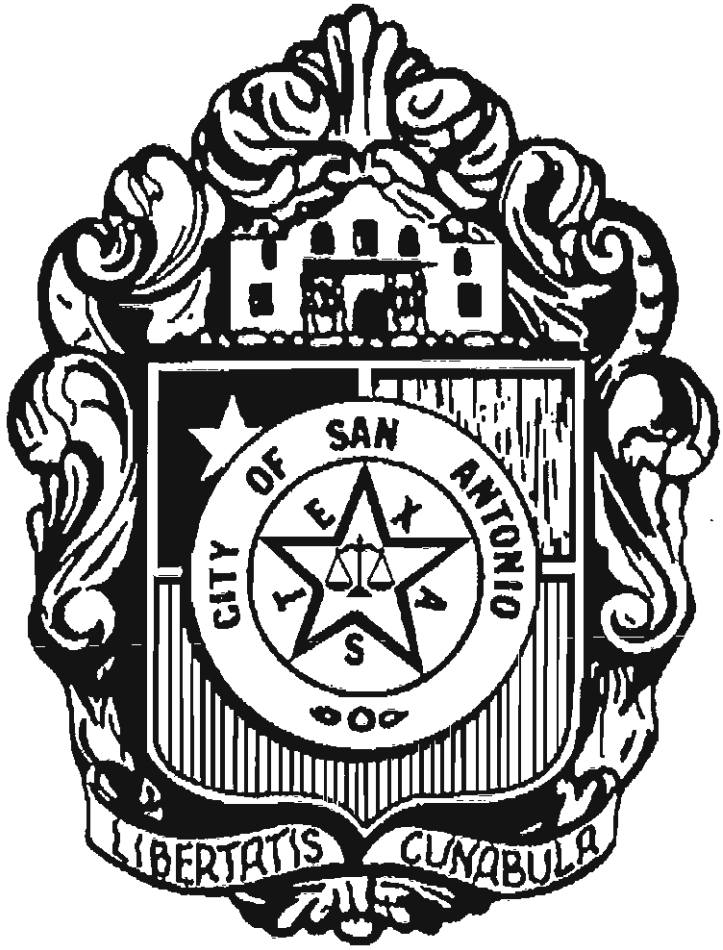


✓Measures the Department's customer service using custodial services and trade labor services. The survey consists of twenty services and four possible responses of poor, weak, good, and excellent.

PERCENTAGE OF ACTUAL ALL SKILLED TRADE TIME APPLIED TO REQUESTS



✓Measures the time spent by all trade laborers broken into four categories: administrative time, leave time, supply time and time applied to performing work requested on the work order.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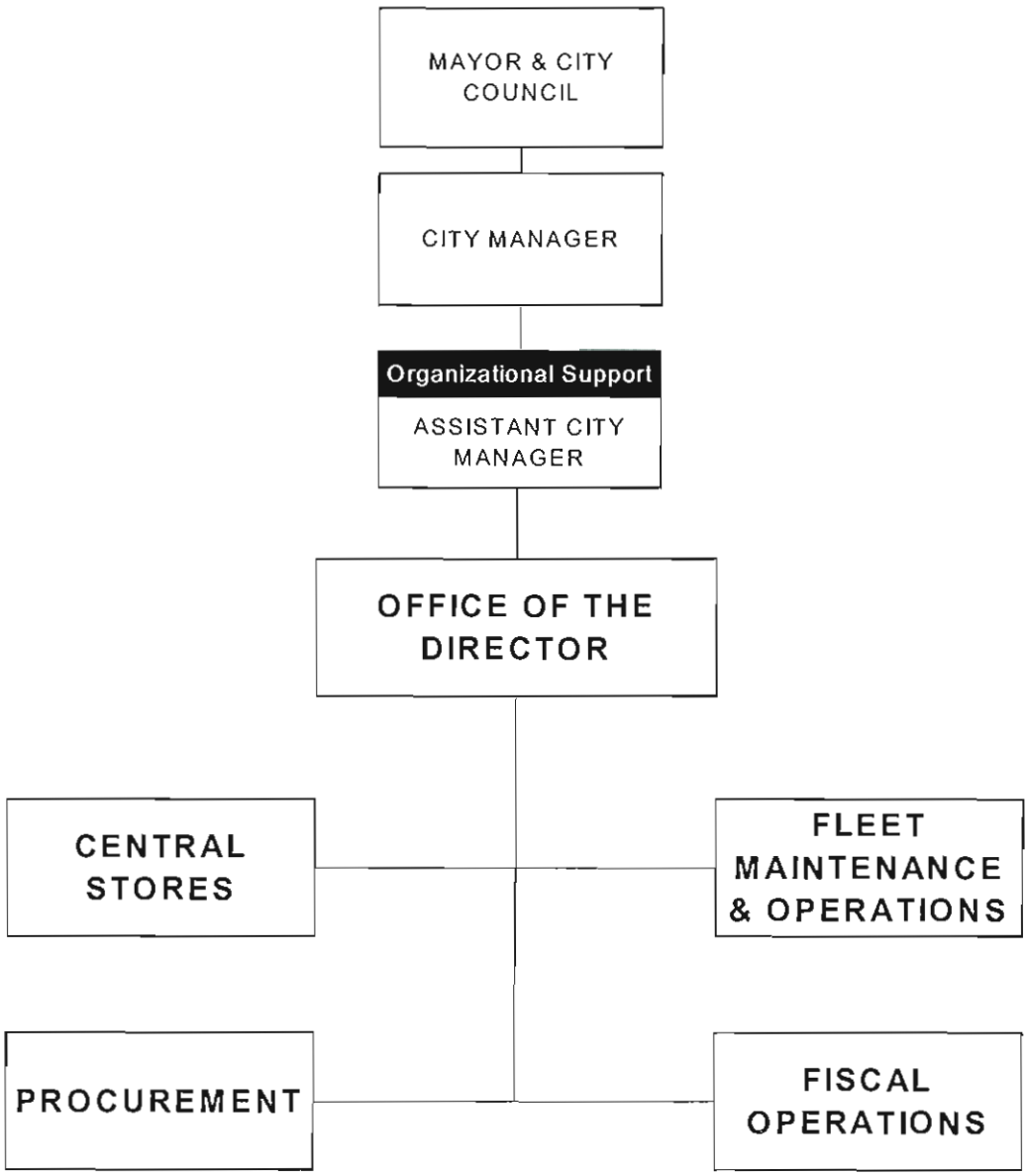


APPROPRIATIONS BY FUND	FTE	ADOPTED 2003-2004
Internal Service Fund	219.00	$27,490,032
Equipment Replacement & Renewal Fund	0.00	23,934,309
Total Funding	**219.00**	**$51,424,341**

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 supplies 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

This department has five divisions within the Internal Services Fund: Administration, Fiscal Management, Procurement, Central Stores, and Automotive Maintenance. These divisions provide 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 and messenger services; central acquisition and distribution of office supplies; acquisition and maintenance of the City's vehicle and heavy equipment fleet; and management of a centralized motor pool.

GOALS & OBJECTIVES

- Procure products and services at the best price 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.
  - Continue supplier performance scorecard for annual contracts.
  - Continue customer service survey and process for annual contracts.
  - Continue expansion of the Purchasing Card Program to the remaining City Departments.
  - Continue to coordinate Citywide adherence to standards for purchasing and disposition of office furniture and equipment.
  - Continue 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 supplies in an efficient, convenient and cost-effective manner.
  - Continue to expand the process of ordering, receiving and billing for office and printer supplies.
  - Seek greater efficiency in mail processing discounts.
  - Expand and realign office copiers to network and strategically place multifunctional devices throughout the City to reduce costs, expand services and increase efficiency.
  - Expand employee ID program.

GOALS & OBJECTIVES CONTINUED

- Provide professional fleet management by incorporating high employee standards, quality service and customer satisfaction while addressing clean air and environmental issues.
  - Provide City Departments with vehicle maintenance at the lowest possible cost.
  - Expand the use of alternative fuels within the City's fleet.
  - Continue the air quality inspection and maintenance programs.
  - Continue to explore the use of special alternative fuel vehicles for use 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 contracts utilized in the Fleet Maintenance & Operations Division for proper contents to ensure vendor compliance and maximize service delivery from outside contractors.
  - Review specifications on vehicles and equipment in order to utilize more efficient automotive technology to reduce maintenance repair costs.
  - Provide positive incentives for mechanics that obtain Automotive Service Excellence (ASE) certifications and/or fleet maintenance training.
  - Monitor the Parts and Fuel sections to ensure the integrity of physical inventories and cost of operations.
  - Evaluate the integration of Faster into SAP.
- Focus on departmental fiscal operations, establish and improve cost control measures.
  - Complete the departmental billing system with emphasis on integrity and accountability.
  - Centralize departmental billing processes through Fiscal Operations.
  - Continue to support staff development in all fiscal operations through City-offered continuing education.
  - Continue to Investigate strategies for cost-saving measures that benefit the department.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Customer	**Improve Community Outreach**					
	Procure products and services at the best price and quality in a timely fashion	Avg. Time to Process Informal Bids (days) [1]	18	14	14	14
		Avg. Time to Process Formal Bids (days)	59	55	55	55
	Support City Departments by providing printing, mail services and office supplies in an efficient, convenient and cost-effective manner	% of Work Orders Completed in Less Than Eight Hours	48%	50%	50%	53%
		Quality of Service - % Central Stores Customer Satisfaction Rated Good or Excellent [2]	87%	87%	90%	93%
	Improve Air Quality					
	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[3]	343	318	370	396
	Continue the air quality inspection and maintenance programs	No. of "Four Gas Tests" Performed on City Vehicles[4]	1,842	2,200	1,850	2,050
Financial	**Provide Accountability to the Public**					
	Provide City Departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change	$14.75	$16.37	$16.20	$16.45
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure) [5]	$0.14	$0.16	$0.15	$0.16
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABEs[6]	1.6%	1.7%	1.7%	3.0%
		% of Total Dollars Awarded to MBEs[7]	16.7%	11.7%	11.7%	15.0%
		% of Total Dollars Awarded to WBEs[8]	10.3%	12.8%	12.8%	10.0%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 02	Rev. Bud. FY 03	Estimated FY 03	Adopted FY 04
Internal Processes	**Innovative and Proactive City Government**					
	Expand the Purchasing Card Program	No. of Transactions on Purchasing Card	4,557	11,250	5,800	8,000
		Total Dollars Spent by Using Purchasing Card (millions)[9]	$0.894	$2.194	$1.250	$1.552
		Avg. Dollars per Transaction for Purchasing Card[10]	$195	$195	$216	$194
	Provide professional fleet management by incorporating high employee standards, quality fleet service and customer satisfaction while addressing clean air and environmental issues.	Avg. Age of Fleet in Replacement Program-Police Vehicles (months)	24	N/A	19	22
		Avg. Age of Fleet in Replacement Program-Other Vehicles (months)	46	N/A	45	48
		Fleet Availability (ICMA Measure)[11]	92%	94%	93%	93%
		% of City Fleet in Replacement Program[12]	74%	74%	74%	75%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent	N/A	87%	88%	88%
Employee Learning & Growth	**Improve Information Service Delivery**					
	Provide positive incentives for mechanics that obtain automotive service excellence (ASE) certifications and/or fleet maintenance training	No. of Mechanics with ASE Certifications	18	N/A	22	24
		No. of Master Mechanics (minimum of Seven ASE certifications required)	5	5	5	8

EXPLANATORY INFORMATION

[1] Lower projections in Estimated FY 2003 and Adopted FY 2004 due to filled buyer positions.
[2] Customer service questionnaires completed April 2003.
[3] Projected number for Rev. Bud FY 2003 was lower due to retired alternative fuel vehicles.
[4] Only four gases had been tested prior to purchasing the dynamometer, which performs five- gas testing.
[5] The City's average is still below the market cost, currently estimated at $32.50.
[6] FY 2002 Goal = 1.7%
[7] FY 2002 Goal = 11.7%
[6] FY 2002 Goal = 12.8%
[9] Calculation matches ICMA computation. Reported ICMA average for FY 2001 is $0.15 per mile.
[10] In FY 2003 the Purchasing Card projections anticipated much higher participation than achieved. Additional departments are forecasted to participate in FY 2004. ERM is encouraging use of PCard with SAP.
[11] Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.
[12] This is based on the total number of City vehicles and equipment.

PROGRAM CHANGES

- REDIRECTIONS/REDUCTIONS $85,117

ORGANIZATIONAL SUPPORT – ELIMINATE ONE ASSISTANT PURCHASING DIRECTOR

This ***reduction*** will eliminate one vacant Assistant Purchasing & General Services Director position in the Administration division. This reduction will not have an impact on Departmental operations. This reduction will provide savings of $77,834 in FY 2004.

ORGANIZATIONAL SUPPORT - CITYWIDE LINE ITEM EXPENSE REDUCTION

This ***reduction*** will result in $7,343 in savings in a line item expense budget. The total savings reflect a 25% reduction in the department's office supply budget. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- IMPROVEMENTS $183,301

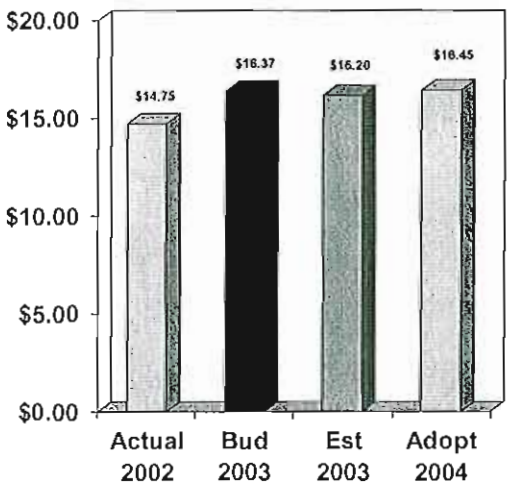
EMPLOYEE SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Purchasing & General Services fund will total $183,301 in FY 2004.

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CHARACTER

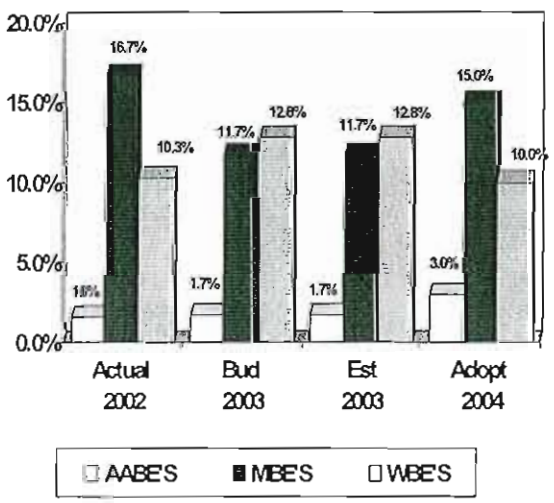
	ACTUAL FY 2001-2002	REVISED BUDGET FY 2002-2003	ESTIMATED FY 2002-2003	PROPOSED FY 2003-2004
PERSONAL SERVICES	$7,931,307	$8,638,313	$7,720,369	$8,898,269
CONTRACTUAL SERVICES	1,254,466	1,456,098	1,462,060	1,476,650
COMMODITIES	157,652	222,265	150,756	212,989
OTHER EXPENDITURES	266,389	215,196	225,398	215,196
CAPITAL OUTLAY	59,542	102,877	103,366	0
INVENTORIES	14,335,133	14,516,448	15,496,270	15,616,448
TRANSFERS	614,849	722,445	677,086	1,070,480
TOTAL EXPENDITURES	**$24,619,338**	**$25,873,642**	**$25,835,305**	**$27,490,032**
AUTHORIZED POSITIONS	229	220	220	219
FULL-TIME EQUIVALENTS	229.00	220.00	220.00	219.00

AVG. COST OF CAR/ LIGHT TRUCK OIL CHANGE

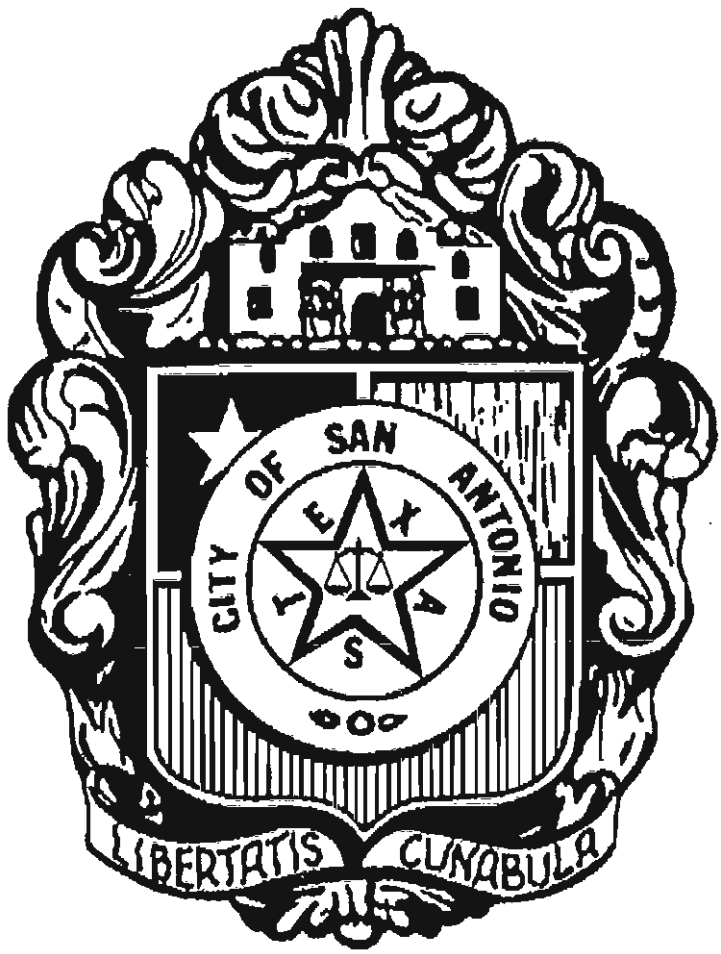


- ✓ Calculation of the cost of an oil change includes labor, oil and oil filter.
- ✓ The City's average is still below the market cost, currently estimated at $27.64.

% 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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Other Appropriations

	ACTUAL 2001-2002	REV. ADOPTED 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
Accrued Annual, Personal and Sick Leave	$1,965,850	$156,000	$258,492	$266,247
Street Lighting Energy Charges	9,792,718	10,135,565	12,285,559	10,167,221
Traffic Signal Light Charges	954,909	963,050	1,060,535	963,050
Professional Fees	685,943	616,622	744,093	580,719
Bexar County Detention Contract	4,200	200,000	200,000	200,000
Outside Auditor Contract	263,000	280,000	315,288	387,288
Sales Tax Collection Fees	2,784,264	2,961,268	2,768,513	2,961,268
PC Lease Program	0	0	0	302,367
S.A. City Employee Star Program	30,431	0	0	0
Reserve for Fringe Benefits Adjustments	152,000	597,580	597,580	597,580
Police Assessment Center	184,133	255,000	248,000	254,625
Fire Assessment Center	85,375	140,000	136,130	139,625
Reserve for Salary Adj./ Bilingual Pay	0	4,000,000	4,000,000	13,113,107
Lease of Office Space	1,832,485	1,812,000	1,821,810	1,737,624
Association Dues	536,719	555,000	565,280	665,513
Downtown Imp. Dist./PID Assessment	75,500	75,500	75,500	75,500
Economic Development Initiatives	29,827	22,000	22,000	22,000
SAHA Lighting	6,892	6,125	6,817	6,125
Council Chamber Operations & Maint.	57,139	30,130	30,130	30,130
Palo Alto Pool Maintenance	49,000	49,000	49,000	49,000
Bexar Appraisal District	1,920,130	1,998,355	1,944,476	1,998,355
TOTAL	**$21,410,515**	**$24,853,195**	**$27,129,203**	**$34,517,344**

♦ **Accrued Annual, Personal & Sick Leave** **$266,247**

This amount represents the General Fund portion of FY 2004 estimated liability for payment of accrued annual, personal and sick leave.

♦ **Street Lighting Energy Charges** **$10,167,221**
♦ **Traffic Signal Light Energy Charges** **$963,050**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ **Professional Fees** **$580,719**

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** **$2,961,268**

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 administer by the City's Information Technology Services Department and allows computers to be replaced on a three-year cycle.

♦ **Reserve for Fringe Benefits Adjustments** **$597,580**

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** **$394,250**

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 2004

♦ Reserve for Salary Adjustments **$13,113,107**

Providing an enhanced compensation package was an important objective for inclusion in the FY 2004 Adopted Budget. The Adopted Budget includes a market salary adjustment of 3% for all full-time and part-time civilian employees. The Adopted Budget includes $4.023 million in the General Fund to implement the market adjustment. The City recently began negotiations for a new collective bargaining agreement with the San Antonio Police Officers Association. The Adopted Budget sets aside approximately $4 million to accommodate up to a potential 3% wage adjustment for police officers similar to that provided for in FY 2003 under the wage terms of the current firefighter association contract.

♦ Lease of Office Space **$1,737,624**

This budget consolidates the annual space rental of several General Fund departments, including Police, Health, and Community Initiatives. Also included in this amount is $1.115 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, the U.S. Conference of Mayors, Public Technology, Inc., the Free Trade Alliance, the TEX-21 collaborative and the San Antonio Mobility Coalition.

♦ Downtown Improvement District **$75,500**

This 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 **$22,000**

The budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

♦ San Antonio Housing Authority Lighting **$6,125**

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 **$30,130**

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.

♦ 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 **$1,998,355**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2004. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

♦ **Mayor and City Council District Human Development Services Fund** **$1,220,000**

Included in the FY 2004 Adopted Budget are funds that would allow the Mayor to have $20,000 and each Council District to have a total of $120,000 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)** **$125,000**

The Adopted Budget suggests funding be set aside to support community efforts to protect military facilities and missions from the next round of military base closures.

♦ **SATAI - SW Enterprise Regional Preparedness** **$300,000**

The Adopted Budget recommends applying $300,000 of the one-time CPS revenues toward establishing the Southwest Enterprise for Regional Preparedness (SERP) in conjunction with the San Antonio Technology Accelerator Initiative (SATAI). The SERP program will 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.

♦ **Southside Initiative Master Plan** **$300,000**

The Adopted Budget sets aside $300,000 of one-time CPS resources to initiate the Public Improvement Master Planning process by developing a Public Improvement Plan for transportation and utility infrastructure, and parks and open spaces needs that compliment the vision for the Southside Initiative Community Land Use Plan. The Southside Initiative encourages balanced growth by supporting economic development, creating sustainable communities, and promoting the unique historical, cultural, and environmental assets of the City's southern sector.

♦ **Food Homeless Initiative** **$1,014,000**

The Adopted Budget includes $270,000 to provide 25 pounds of food each for 3,000 disadvantaged senior recipients twice a month in FY 2004 to be administered by the Elderly and Disabled Division of the Community Initiatives Department. Also included is $200,000 for added support to food pantries serving low-income families and to strengthen the community's ability to promote maximum participation in the food stamp program. In the area of homelessness, this initiative provides $200,000 to allow the Community Action Division in Community Initiatives to provide emergency shelter on an as-needed basis in FY 2004. Funds will also extend mobile canteen ($200,000) and day center services ($60,000) to the chronically homeless population. Additionally, $84,000 is included in the Adopted Budget for oversight and administrative expenses associated with the initiative.

♦ **Economic Development Incentive Fund** **$12,000,000**

The Adopted Budget sets aside $12 million from the one-time City Public Service (CPS) revenues to make resources available for incentives under criteria to be established to attract large-scale businesses in targeted industries (similar to Toyota) and other significant investments to the community that generate at least 1,000 new

♦ **Brooks-Culvert/Contractual Services** **$1,450,000**

The Adopted Budget includes an investment of $1.45 million to support additional one-time contractual services needed by the Brooks Development Authority and to supplement capital resources available to construct a drainage culvert along the eastern border of Brooks City-Base to facilitate future development.
jobs.

♦ **Two Urban Land Institute (ULI) Studies** **$240,000**

The Adopted Budget includes $240,000 to support two studies to be conducted by the ULI on the Sunset Station/St. Paul Square area in City Council District 2 and on Guadalupe Street Corridor in City Council District 5.

♦ **Domestic Violence Grant Contingency** **$450,000**

The Adopted Budget sets aside $450,000 as a contingency in FY 2004 to proceed with initiatives involving Domestic Violence should the City not be awarded a $1.6 million, four year grant that will improve treatment services to traumatized children and expand the Police Department's Victims Advocacy program.

♦ **Parking System Study** **$50,000**

In order to provide alternatives for the City to consider with respect to the possibility of the City contracting out the Parking System operations, $50,000 is set aside in the Adopted Budget to acquire consulting services for this purpose.

♦ **Museo Americano Challenge Match** **$175,000**

The Museo Americano is a Latino Arts and Cultural Museum affiliated with the Smithsonian Institution that will be located in the City-owned Centro de Artes Building in Market Square. It is anticipated that the Museo will open in late 2004. The Adopted Budget includes $175,000 as a challenge match to the Centro Alameda, Inc. for operating expenses associated with Museo Americano.

♦ **General Fund Capital Outlay Acquisition Funds** **$443,000**

The Adopted Budget includes $443,000 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.

♦ **Salinas Dental Clinic - FY 04 & FY 05 Funding** **$300,000**

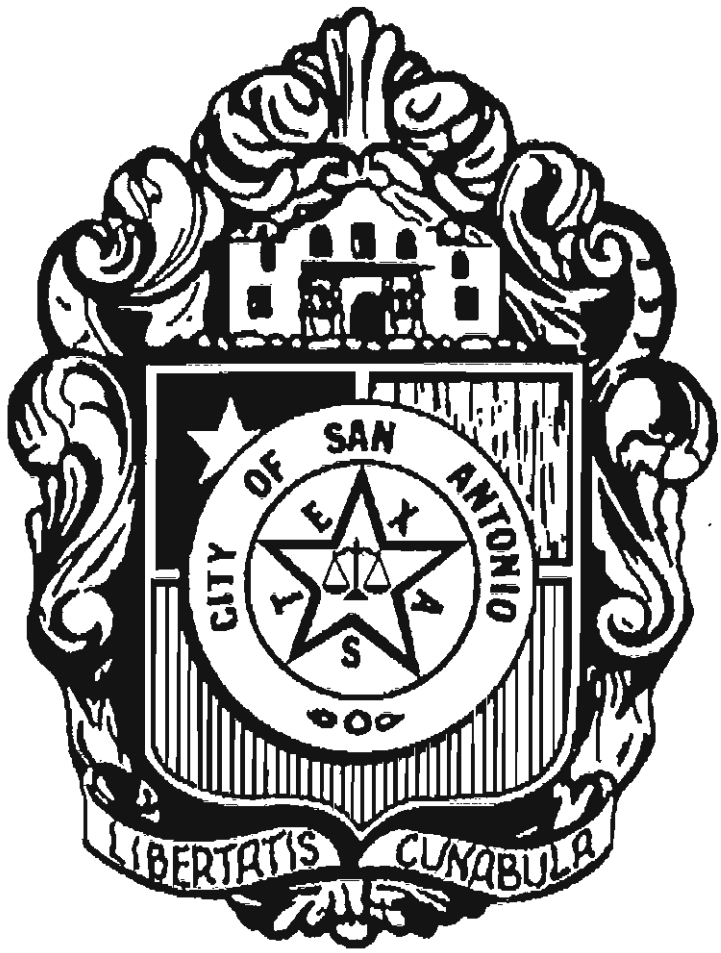
This amounts sets aside funding for the Salinas Dental Clinic for FY 2004 and FY 2005.

♦ **FY 05 Parks Adult Therapeutic Program** **$120,000**

This funding will provide the necessary program dollars for FY 2005 for Parks and Recreation's Adult Therapeutic Program.

♦ **FY 05 Parks Cultural Program** **$180,000**

This funding will provide the necessary program dollars for FY 2005 for Parks and Recreation's Cultural Program.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GENERAL FUND TRANSFERS

	ACTUAL 2001-2002	REV. ADOPTED 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
Transfer to Arson Information Reward Program	$500	$500	$500	$500
Transfer to International Center Fund	28,835	0	0	0
Transfer to STEP Program	0	5,663	5,663	5,663
Transfer for Actuarial Report	0	14,000	14,000	14,000
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 Skyline/Highlands Sports Complex Project	0	17,500	0	0
Transfer to Ascend Grant	0	20,000	20,000	20,000
Transfer to CJD Grant	1,654	45,493	45,493	45,971
Transfer to TIF Fund	0	152,031	152,031	0
Transfer to Public Health Support Fund	182,000	87,378	0	0
Transfer to Fire Ladder Truck Buy-In Program	615,000	0	0	0
Transfer to TxDot Police Grant	0	127,274	127,274	16,165
Transfer to COPS MORE Grant	-24,115	0	0	0
Transfer to CCMS Program	125,000	0	0	0
Transfer to Capital Improvements Reserve Fund	0	331,044	331,044	0
Transfer to Project Save	4,000	0	0	0
Transfer to CASA Program	332,369	332,369	332,369	332,369
Transfer to Parking Fund	349,852	349,762	349,762	411,564
Transfer to ERM Fund (Hardware/Software Maintenance)	0	370,000	370,000	808,160
Transfer to Capital Improvement Program	776,338	0	0	0
Transfer to Auto Theft Prevention Grant	317,112	451,634	451,634	451,634
Transfer to Brooks City-Base	649,847	1,189,359	959,000	797,880
Transfer to Universal Hiring Grant	1,022,618	1,385,614	1,385,614	361,108
Transfer to Employee Benefits Fund (Retired Emp. Ins.)	2,521,594	2,521,594	2,521,594	2,675,159
Transfer to Comprehensive Nutrition Program Grant	2,643,008	2,643,008	2,642,580	2,642,580
Transfer to Child Care Support Grant	1,200,000	1,200,000	1,200,000	1,200,000
Transfer to Support Service to the Elderly Grant	140,987	140,987	140,987	140,987
Transfer to KellyUSA	1,065,667	0	0	0
Transfer to Information Technology Services Fund	478,398	0	0	0
Transfer to EMS FUND	28,652,197	27,367,286	28,190,994	28,577,506
Transfer to Streets Maintenance Fund	31,138,316	29,203,200	29,279,775	34,254,168
TOTAL	**$72,251,177**	**$67,985,696**	**$68,550,314**	**$72,785,414**

♦ **Actuarial Report** **$ 14,000**

This amount provides the City's share of the cost of the annual study of Fire and Police pension system in keeping with Generally Accepted Accounting Principles (GAAP) requirements.

♦ **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** **$34,254,168**

This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.

♦ **Emergency Medical Services Fund** **$28,577,506**

The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.

♦ **Parking Facilities Fund** **$411,564**

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** **$332,369**

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.

♦ **COPS Universal Hiring Grant** **$361,108**

In view of the success of the SAFFE program, the Proposed Budget includes funding for the required match to the federal Universal Hiring Program. The grant program funds up to $75,000 per officer over a three-year period. The grant match dollars fund the equipment, overtime and employee benefits not funded by the grant program.

♦ **Selective Traffic Enforcement Projects** **$5,663**

The Texas Department of Transportation provides grants for (1) statistical tracking of traffic accidents (TRASER program), and (2) enhanced overtime enforcement of driving while intoxicated (DWI) traffic laws during holiday periods (Holiday STEP grant). The City's $5,663 in matches to these grants cover expenses not supported by the grant programs.

♦ **Transfer to Human Development Services Grants** **$3,983,567**

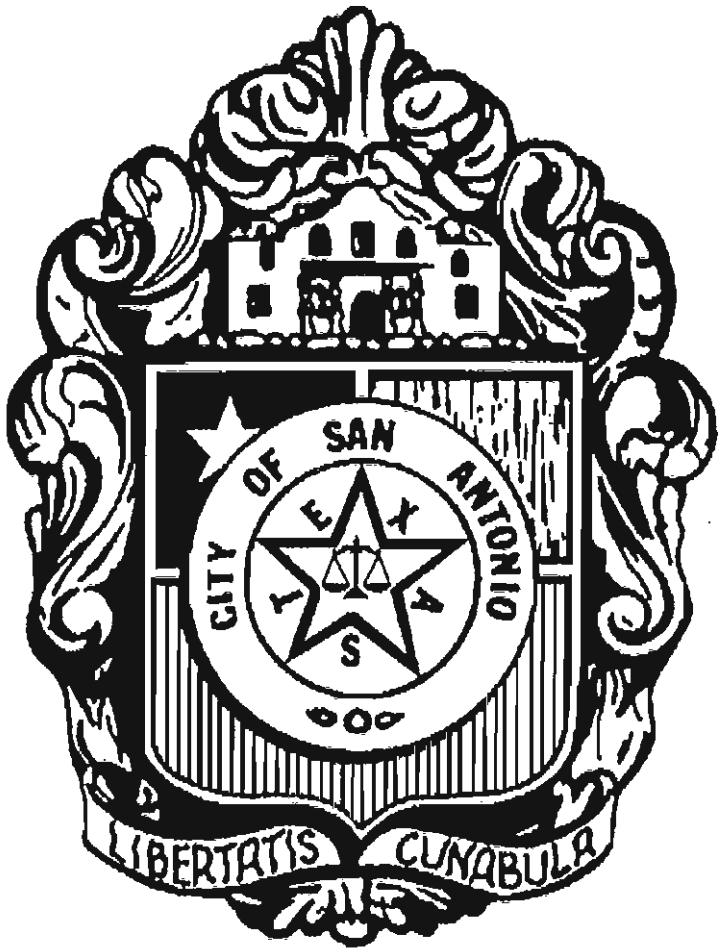
The amount shown here represents three General Fund-funded grant matches for three Human Development Services grants. First, the budget includes a $2.6 million grant match to the Comprehensive Nutrition Program. Second, the budget amount includes a $1.2 million match to the Child Care Support. Finally, the budget includes $140,987 in grant match to the Supportive Services for the Elderly Program.

♦ **Transfer to ITSD Fund for Hardware/Software Maintenance** **$808,160**

This transfers funds to the Information Technology Services Fund for hardware and maintenance costs associated with the Enterprise Resource Management System project.

♦ **Transfer to Brooks City-Base** **$797,880**

This transfers funds to Brooks City-Base for recurring expenses related to Brooks City-Base.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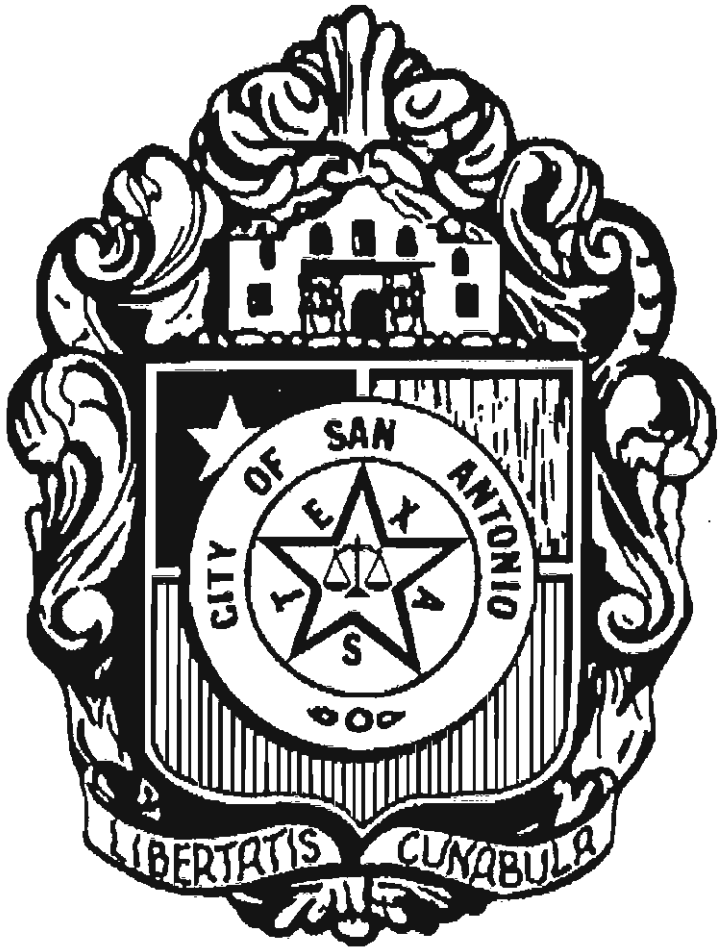
CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2004 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human capital development. The Adopted FY 2004 Budget for Delegate Agencies totals $5,216,588, which includes increasing the Project Quest allocation with a one-time additional contribution totaling $325,000. This amount also includes redirecting summer program funds and oversight for all After School Program Agency funding from the Parks and Recreation Department to the Department of Community Initiatives. 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 2004 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 35 delegate agencies. The Department of Community Initiatives, Parks and Recreation, and Housing and Community Development each administer portions of the delegate agency budget.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GENERAL FUND DELEGATE AGENCY
FY 2003-2004

SERVICE CATEGORIES

	Actual FY 2001-2002	Revised Budget FY 2002-2003	Estimated FY 2002-2003	Adopted FY 2003-2004
Family Strengthening				
Avance Parent/Child Ed. Prgm.	$ 336,104	$ 336,104	$ 336,104	$ 326,021
Avance Career Readiness Prgm.	51,069	56,069	56,069	54,387
Family Service Assoc.- FAST	127,511	127,511	127,511	123,686
MAUC Child/Family Mental Health	186,995	136,189	136,189	132,103
YWCA - PACT	51,789	51,789	51,789	50,235
MAUC La Escuela - Parenting Skills	35,390	80,390	80,390	77,978
Respite Care	57,209	57,209	57,209	55,493
Total Family Strengthening	**$ 846,067**	**$ 845,261**	**$ 845,261**	**$ 819,903**
Youth Development				
Hispanas Unidas	$ 70,780	$ 70,780	$ 70,780	$ 68,657
Big Brothers Big Sisters-Mentoring	24,268	30,000	30,000	29,100
Boys and Girls Clubs-Positive Youth	75,312	75,312	75,312	73,053
Ella Austin Community Center	173,238	173,238	173,238	168,040
Good Samaritan Center	159,124	159,124	159,124	154,350
UTSA PREP	40,095	40,095	40,095	38,892
YWCA - Teen Volunteer	45,279	45,279	45,279	43,920
Healy Murphy Center	357,110	357,110	357,110	346,397
PRESA	49,546	49,546	49,546	48,060
Total Youth Development	**$ 994,752**	**$ 1,000,484**	**$ 1,000,484**	**$ 970,469**
Workforce Development				
Project Quest	$ 3,003,386	$ 1,945,690	$ 1,945,690	$ 2,146,820
Total Workforce Development	**$ 3,003,386**	**$ 1,945,690**	**$ 1,945,690**	**$ 2,146,820**
Safety Net Services				
Family Violence Prevention	$ 56,246	$ 56,246	$ 56,246	$ 54,559
Rape Crisis Center	70,780	70,780	70,780	68,657
St Peter St Joseph	62,926	70,000	70,000	67,900
Roy Maas Youth Alternatives	54,248	54,248	54,248	52,620
Father Flanagan's Boys Town	82,510	82,510	82,510	80,035
Any Baby Can	69,300	72,543	72,543	70,366
Helping Hands	49,000	49,000	49,000	47,530
Total Safety Net	**$ 445,010**	**$ 455,327**	**$ 455,327**	**$ 441,667**

GENERAL FUND DELEGATE AGENCY
FY 2003-2004

SERVICE CATEGORIES CONTINUED

	Actual FY 2001-2002	Revised Budget FY 2002-2003	Estimated FY 2002-2003	Adopted FY 2003-2004
Elderly and Disabled Services				
Catholic Charities - RSVP	$ 52,895	$ 52,895	$ 52,895	$ 52,895
Catholic Charities-Foster Grandparents	27,812	27,812	27,812	27,812
OASIS	24,268	24,268	24,268	24,268
El Centro del Barrio Activity Center	50,023	50,023	50,023	44,628
Project Mend	15,000	24,840	24,840	24,840
Total Elderly and Disabled Services	**$ 169,998**	**$ 179,838**	**$ 179,838**	**$ 174,443**
Other				
San Antonio Zoo	$ 459,781	$ 49,781	$ 49,781	$ 38,288
Avenida Guad. Assoc. Com. Dev.	110,013	110,013	110,013	106,713
Avenida Guadalupe	35,879	35,879	35,879	34,803
Comm. Econ. Rev. Agency (CERA)	71,250	71,250	71,250	69,103
Neighborhood Housing Services	190,962	190,962	190,962	185,233
San Antonio Development Agency	4,429	4,429	4,429	4,296
After School Agency Site Funding	-	-	-	224,850
Total Other	**$ 872,314**	**$ 462,314**	**$ 462,314**	**$ 663,286**
Total Budget Amount	**$ 6,331,527**	**$ 4,888,914**	**$ 4,888,914**	**$ 5,216,588**
Unspent Allocations	**-**	**-**	**(65,500)**	
TOTAL	**$ 6,331,527**	**$ 4,888,914**	**$ 4,823,414**	**$ 5,216,588**

AGENCY TITLE: ANY BABY CAN

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$69,300	$72,543	$70,366
Total	**$69,300**	**$72,543**	**$70,366**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Full-time Case Managers	2	2	2	2
No. of Unduplicated Clients	288	310	264	199
Output:				
No. of Assessment Interview/Service Plans	288	317	264	195
No. of Referrals	1,440	2,357	1,320	1,419
Efficiency:				
Cost of Services per Client	N/A	N/A	$275	$305
Clients per Case Manager	N/A	N/A	11	11
Effectiveness:				
% of Clients with Crisis Needs Met	80%	95%	80%	85%
% of Satisfied Clients	90%	99%	90%	94%
% of Clients with Increased Knowledge	N/A	N/A	80%	92%

AGENCY TITLE: AVANCE – SAN ANTONIO, INC.
CAREER READINESS PROGRAM

PROGRAM DESCRIPTION

The Career Readiness Program consists of life skills training and workplace competencies through educational experiences and opportunities. Services are geared for introduction to the workplace environment. Participants develop life skills through both classroom instruction and job shadowing activities. Transportation and child care are also provided.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – Career Readiness	$51,069	$56,069	$54,387
CCDS General Fund Match – Career Readiness	180,000	180,000	0
Total	**$231,069**	**$231,069**	**$54,387**

	Contracted FY2001-2002	Actual FY2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Participants [1]	70	158	292	273
No. of Unduplicated Clients	70	158	292	273
Output:				
No. of Educational Service Hours	14,640	14,200	17,924	18,378
No. of Career Readiness Service Hours	3,206	2,692	502	719
Efficiency:				
Avg. Cost per Month of Service Hours	$12.94	$17.00	$7.71	$9.00
Effectiveness:				
% Participants Complete Program	50%	40%	85%	93%
% Participants Enroll Higher Ed.	75%	80%	85%	89%
% Participants Transition Workplace	75%	75%	90%	90%

EXPLANATORY INFORMATION

[1] The number of participants in FY 2003 includes both parents and children.

AGENCY TITLE: AVANCE – SAN ANTONIO, INC.
PARENT – CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

Avance Parent-Child is a bilingual community based program designed to enhance parenting skills among primarily low-income, high risk families, with children three years of age and younger. Services provided to parents during the nine-month program include classes in parenting, toy making and community awareness. Children participate in age appropriate activities that stimulate their cognitive, social, emotional, and physical abilities. The Literacy component enhances the parent-child education program by providing child care services through four Avance child care providers while parents attend literacy classroom hours conducted by Region 20 instructors at Avance centers. Services are provided at Mirasol, Southside, and Lincoln Heights Courts.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – Parent Child/Basic Literacy	$336,104	$336,104	$326,021
CSBG	85,000	0	0
CDBG	0	20,000	0
Total	**$421,104**	**$356,104**	**$326,021**

	Contracted FY 2001-2002	Actual FY2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Participants (Adults)	283	475	320	240
No. of Participants (Children)	367	512	330	291
No. of Unduplicated Clients	650	987	650	531
Output:				
No. of Educational Classroom Hours	68,710	57,404	35,640	29,710
No. of Supportive Outreach Svc Units	3,850	5,248	2,288	2,958
Efficiency:				
Cost per Supportive Services Unit	$12.53	$18.80	$25.35	$26.45
Effectiveness:				
% of Children Advancing in KRG	80%	100%	90%	100%

AGENCY TITLE: AVENIDA GUADALUPE ASSOCIATION COMMUNITY DEVELOPMENT

PROGRAM DESCRIPTION

The Avenida Guadalupe Association is a 501(c)(3) incorporated in December 1979 to assist in the revitalization and attraction of neighborhood businesses to 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 and the Plaza Guadalupe. The El Parian Market was constructed in 1991 and houses businesses that benefit the community (i.e. adult day care, girl and boy scout programs) and allows area entrepreneurs a chance to start their own business. In 1996 the AGA headed 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 will set 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 ar broadcast throughout the Southwest US.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$110,013	$110,013	$106,713
Total	**$110,013**	**$110,013**	**$106,713**

AGENCY TITLE: AVENIDA GUADALUPE
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 the revitalization of the area. The community for a variety of events uses the Plaza.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$35,879	$35,879	$34,803
Total	**$35,879**	**$35,879**	**$34,803**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	3	3	3	3
Output:				
No. of Events	13	13	13	16
No. of Pro Bono Events	6	9	6	9
No. of Days to Eradicate Graffiti	2.00	1.04	1.10	1.00
Efficiency:				
Avg. Number of Business Days to Approve Rental Agreements	1.00	1.00	1.00	1.00
Effectiveness:				
% Rental Agreements Reviewed Within 2 Days	95%	100%	97%	100%
No. of Days to Clean Plaza After Event	1.25	1.04	1.25	1.00

AGENCY TITLE: BIG BROTHERS AND BIG SISTERS MENTORING

PROGRAM DESCRIPTION

The Big Brother and Big Sisters mentoring program fosters emotional stability and growth in children and youth, ages seven to seventeen, who come primarily from single parent homes. This program matches the youth with carefully screened adult volunteers to provide companionship and friendship with a positive adult role model the child may not otherwise have in his or her life. Professional on-staff caseworkers assess the children, screen volunteers, establish relationships and provide ongoing support.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$24,268	$30,000	$29,100
YO – CASASTART	20,000	0	0
START – Juvenile Accountability Grant	30,000	0	0
Total	**$74,268**	**$30,000**	**$29,100**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff (FTE)	9.75	9.75	11.00	11.00
No. of Unduplicated Clients [1]	310	451	1,677	897
Output:				
No. of Volunteer Hours	31,000	32,898	33,500	24,337
No. of Matches	700	787	1,177	999
Efficiency:				
Cost of Volunteer Hours	$255,750	$273,883	$469,000	$340,718
Effectiveness:				
% Graduating from High School	80%	92%	70%	92%
% Improving Caring, Competence, Confidence	N/A	N/A	98%	100%

EXPLANATORY INFORMATION

[1] In the 9 mo. Actual FY 2003, September would include clients served but not matched.

AGENCY TITLE: BOYS & GIRLS CLUB OF SAN ANTONIO
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The program provides youth, ages 13 to 18, the opportunity to engage in diverse activities with adults, peers and family members. Program activities include goal setting, structured educational enrichment, tutoring, technological skills development and job/career preparation.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$75,312	$75,312	$73,053
CDBG	345,000	330,000	0
Total	**$420,312**	**$405,312**	**$73,053**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	35	27	37	52
No. of Unduplicated Clients	3,050	3,919	3,500	4,206
Output:				
No. of Service Units	42,000	53,690	48,000	78,403
Efficiency:				
No. of Unduplicated Clients Served Per Staff	100	114	108	196
Effectiveness:				
% of Club Members Progressing	95%	97%	95%	TBD
% of Club Members Reflecting a Letter Grade Improvement	60%	68%	60%	TBD

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$27,812	$27,812	$27,812
Total	**$27,812**	**$27,812**	**$27,812**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Volunteers	8	8	8	9
Stipends Budgeted for Volunteers	$21,298	$21,298	$22,133	$16,904
No. of Unduplicated Clients	176	150	168	140
Output:				
No. of Volunteer Service Hours	8,352	6,329	8,320	6,444
No. of Service Days	2,080	1,699	2,080	1,611
No. of Training Hours	384	384	384	372
Efficiency:				
Cost Savings	N/A	N/A	$73,080	$56,385

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$52,895	$52,895	$52,895
Total	**$52,895**	**$52,895**	**$52,895**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Inputs:				
No. of Workstations	240	192	220	170
No. of Volunteer Enrollment	1,450	1,445	1,450	1,711
No. of Unduplicated Clients	3,550	3,234	3,200	2,854
Outputs:				
No. of Volunteers Recruited	3,550	3,234	3,200	2,854
No. of Volunteer Hours Provided	600,000	437,189	600,000	366,338
Efficiencies:				
Avg. No. Hours per Volunteer per Yr.	36	25	28	24
Cost Savings	$3,090,000	$1,900,585	$4,375,000	$3,205,458
Effectiveness:				
% of Volunteers Respond Program Provides Meaningful Role	90%	83%	90%	94%

AGENCY TITLE: COMMUNITY ECONOMIC REVITILIZATION AGENCY

PROGRAM DESCRIPTION

The Community Economic Revitalization Agency (CERA) is a non-profit corporation located and operating in the City's eastside. Program dollars will provide administrative support to the Community Economic Revitalization Agency (CERA). CERA's mission is to lead the effort in revitalizing and redeveloping the Eastside through capital improvements, real estate rehabilitation, neighborhood development, and business attraction and retention.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$71,250	$71,250	$69,103
Total	**$71,250**	**$71,250**	**$69,103**

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$50,023	$50,023	$44,628
Total	**$50,023**	**$50,023**	**$44,628**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Direct Service Staff	2	2	2	2
No. of Unduplicated Clients	22	25	22	27
Output:				
No. of Attendance Units	4,320	3,774	5,476	3,068
No. of Activity Units	11,136	11,333	11,136	8,596
No. of Health Screenings & Immunizations	420	380	420	349
Efficiency:				
Avg. No. of Clients Served per Day	22	19	22	17
Effectiveness:				
% of Clients/Families Indicating Prevention of Isolation or Premature Institutionalization	85%	100%	85%	100%

AGENCY TITLE: ELLA AUSTIN COMMUNITY CENTER
YOUTH AND FAMILY SERVICES

PROGRAM DESCRIPTION

The Youth and Family Services program enhances positive growth by promoting positive self-esteem and strengthening family relationships. The program educates and trains adolescents who are pregnant, and/or already have a small child, to become effective parents; to reduce the possibility of child neglect or abuse; to improve their decision making skills; to decrease further pregnancy; and to help adolescent parents attain their educational/vocational goals.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$173,238	$173,238	$168,040
Total	**$173,238**	**$173,238**	**$168,040**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff (FTE)	6.00	6.00	6.00	6.00
No. of Unduplicated Clients	300	216	300	193
Output:				
No. of Counseling Hours	1,700	1,688	1,700	1,199
No. of Educational Units	6,000	6,220	6,000	4,280
No. of Case Assessments	300	335	300	221
No. of Recreational Units	2,000	2,698	2,000	3,150
Efficiency:				
Avg. No. of Counseling Hours per Caseworker per Month	47	47	47	44
Avg. No. of Education Units per Caseworker	167	173	167	159
Avg. No. of Recreation Units per Caseworker	56	74	56	135

AGENCY TITLE: FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER

PROGRAM DESCRIPTION

The Family and Schools Together (FAST) Program provides families a safe environment to strengthen relationships and build support systems while establishing an affiliation with their child's school.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$127,511	$127,511	$123,686
Total	**$127,511**	**$127,511**	**$123,686**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY2002-2003	9 Mo. Actual FY2002-2003
Input:				
No. of Individual Children & Family Members, Parents & Siblings Recruited to Participate	520	713	620	564
No. of Unduplicated Clients	520	751	620	564
Output:				
No. of Program Session Hours Provided	521	459	521	351
No. of Participants/Monthly Follow-up Sessions	275	244	296	252
Efficiency:				
Avg. Monthly Cost per Contact Hour	$13.15	$27.00	$13.00	$19.00
Effectiveness:				
% of Increase/Positive Behavior	15%	33%	85%	80%
% of Increase/Parental Involvement	80%	75%	85%	80%

AGENCY TITLE: FAMILY VIOLENCE PREVENTION SERVICES, INC.
THE BATTERED WOMEN'S SHELTER OF BEXAR COUNTY

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$56,246	$56,246	$54,559
Total	**$56,246**	**$56,246**	**$54,559**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	2	2	2	2
Budget for Program Services	$56,246	$56,246	$56,246	$42,960
No. of Unduplicated Clients	1,457	1,458	1,602	1,092
Output:				
No. of Casework Hours	1,608	2,122	1,768	2,737
Efficiency:				
Casework Hours per Staff per Month	N/A	N/A	74	101
Effectiveness:				
% of Clients Demonstrating Greater Understanding	85%	87%	85%	90%

AGENCY TITLE: **BOYS AND GIRLS TOWN OF SAN ANTONIO**
(FORMERLY FATHER FLANAGAN'S BOYS TOWN OF SAN ANTONIO)
YOUTH EMERGENCY SHELTER

PROGRAM DESCRIPTION

The Youth Emergency Shelter provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youths age six to seventeen. Clients are referred to the shelter by both the Community Initiatives Department and the San Antonio Police Department.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$82,510	$82,510	$80,035
DCI-Supportive Housing-HUD/3 Years	259,157	0	0
Total	**$341,667**	**$82,510**	**$80,035**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	28	26	28	26
No. of Unduplicated Clients	80	77	80	72
Output:				
No. of Bed Nights	1,375	1,246	1,100	791
Efficiency:				
Cost per Bed	$60.00	$60.00	$75.00	$75.00
Effectiveness:				
% of Clients Satisfied	89%	88%	89%	86%
% of COSA Referrals Admitted to Program	70%	40%	80%	59%

AGENCY TITLE: GOOD SAMARITAN CENTER
MODELO PROGRAM

PROGRAM DESCRIPTION

The MODELO Program is a college preparation and career exploration program for low-income, high achieving youth that do not meet the Alamo Workforce Development eligibility requirements. These targeted youth are excellent role models. Some of their time in the program will be spent tutoring and mentoring at-risk, six to twelve year olds who have exhibited anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$159,124	$159,124	$154,350
Total	**$159,124**	**$159,124**	**$154,350**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	3	4	3	4
No. of Schools in Program	2	2	2	2
No. of Unduplicated Clients	100	381	150	139
Output:				
No. of 14-18 Youth in Program	40	370	226	304
No. of 6-13 Youth in Program	60	591	401	597
No. of Career/College Plans	40	500	226	328
No. of Youth Completing Life Skills	N/A	N/A	627	883
Efficiency:				
Youth per Staff	33.00	22.21	50.00	26.00
Avg. Stipend per Participant	$85.58	$64.88	$85.58	$100.97
Effectiveness:				
% of First Year Seniors Graduating From High School	50%	100%	50%	100%
% of First Year's Senior Participants Attending 2 to 4 Years of College	50%	100%	50%	100%
% w/ GPA of 80	75%	75%	75%	85%
% Attending 85% of School Days	75%	75%	75%	82%
% enrolled in SAEP	N/A	N/A	75%	91%

AGENCY TITLE: HEALY – MURPHY CENTER
YOUTH TRAINING PROJECT

PROGRAM DESCRIPTION

The Youth Training Project 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. This program provides students with academic and/or vocational training, which enables them to return to the public school system or enter the labor market. This program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, and/or inner-city residents.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$357,110	$357,110	$346,397
YO GRANT	48,000	77,890	0
Total	**$405,110**	**$435,000**	**$346,397**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No of Staff	19	20.3	19	21
No. of School Days	175	172	176	146
No. of Unduplicated Clients	375	298	375	313
Output:				
No. of Attendance Days	21,525	18,800	21,525	15,461
No. of Diagnosis Tests	320	282	320	251
No. of Nutrition Units	20,987	18,300	20,987	14,696
No. of Counseling Hours	2,220	2,241	2,335	1,697
No. of Successful Completions	170	92	170	519
Efficiency:				
Avg. Daily Attendance (Students)	123	114	123	101
Avg. Monthly Enrollment	158	119	158	148
Effectiveness:				
% Earning 80% Grade or Better	95%	99%	95%	98%
% of Students Continuing Employment 4+ Months	70%	91%	80%	80%
% of Students Pregnancy/Parenting	45%	54%	45%	52%

AGENCY TITLE: HELPING HANDS LIFELINE FOUNDATION
EMERGENCY ASSISTANCE PROGRAM

PROGRAM DESCRIPTION

The Emergency Assistance Program provides one-time financial assistance grants to pay utilities, rent, medical and/or food assistance to eligible low-income families/individuals.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$49,000	$49,000	$47,530
Total	**$49,000**	**$49,000**	**$47,530**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Volunteer Staff	180	217	180	515
Operating Budget	N/A	N/A	$54,200	$51,820
No. of Unduplicated Clients	1,926	2,223	2,200	2,091
Output:				
Clients Assisted	N/A	N/A	2,200	2,091
Households Assisted	N/A	N/A	444	506
Utility/Food/Rent Grants	N/A	N/A	2,652	4,844
Efficiency:				
Cost of Services/Client [1]	$12.20	$10.60	$24.68	$25.42
% of Clients Assisted	N/A	N/A	90%	100%

EXPLANATORY INFORMATION

[1] Cost of services per client is based on direct payments only for FY 2002.

AGENCY TITLE: HISPANAS UNIDAS
ESCUELITAS PROJECT

PROGRAM DESCRIPTION

The Escuelitas Project is an early intervention educational program aimed at preventing teen pregnancy among young Latinas. The key elements of the program's after-school sessions, include: 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and arithmetic skills, to develop self-esteem and promote personal development; 2) a pool of over 60 Hispanic women (all 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$70,780	$70,780	$68,657
Total	**$70,780**	**$70,780**	**$68,657**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of After School Agencies	5.0	9.6	9.0	8.3
No. of Program Staff	32	40	44	30
No. of Unduplicated Clients	72	112	80	87
Output:				
No. of Mother/Daughter Sessions	56	31	18	18
No. of Youth Receiving Life Skills	N/A	N/A	720	525
Efficiency:				
Avg. No. of Youth per Staff per Month	N/A	N/A	27	22
Value of Volunteer Hours per Month	$1,027	$1,039	$2,140	$2,349
Effectiveness:				
% of Girls Showing Improvement	75%	85%	75%	91%
% Completing Program	75%	75%	75%	77%

AGENCY TITLE: MEXICAN-AMERICAN UNITY COUNCIL
CHILD & FAMILY MENTAL HEALTH

PROGRAM DESCRIPTION

This Program is a bilingual/bicultural mental health center that provides short-term therapy to children, adolescents and families who are experiencing psychological family and social adaptation problems. The services provided include counseling, psychiatric consultations, clinical assessments, medical screenings/follow-ups, and supportive services.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$186,995	$136,189	$132,103
Total	**$186,995**	**$136,189**	**$132,103**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Unduplicated Clients	455	872	454	503
Output:				
No. of Training Contact Hours	2,280	3,017	1,664	2,049
No. of Counseling Contact Hours	4,835	6,389	3,520	4,262
Efficiency:				
Avg. Cost per Service Unit	$36.68	$19.88	$26.27	$22.99
Effectiveness:				
% Parents Complete Treatment Plans	75%	65%	85%	57%
% Parents Improving Pre-Post Test Scores	75%	93%	85%	91%

AGENCY TITLE: MEXICAN AMERICAN UNITY COUNCIL
LA ESCUELA – PARENTING SKILLS

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 that strengthens communication skills, interpersonal skills, decision-making skills, provides life-long learning skills and effective parenting skills that will strengthen the family unit.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$35,390	$80,390	$77,978
CCDS General Fund Match	45,000	0	0
Total	**$80,390**	**$80,390**	**$77,978**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo Actual FY 2002-2003
Input:				
No. of Participants [1]	283	211	149	267
No. of Unduplicated Clients	60	97	149	177
Output:				
No. of Training Contact Hours	1,170	1,207	1,170	689
No. of Training Contact Hours for Children (experimental/play therapy)	N/A	N/A	1,335	1,322
Efficiency:				
Avg. Cost per Unit of Service	$68.70	$77.49	$32.09	$25.22
Effectiveness:				
% of Participants with Improved Parenting Skills thru Pre-Post Tests	75%	83%	85%	82%
% of Children who Demonstrate Improvement Bet Grading Periods	N/A	N/A	85%	87%

EXPLANATORY INFORMATION

[1] The FY 2003 Contract total of 149 includes 60 parents and 89 children while; the 9 mo. Actual FY 2003 total amount of 267 includes 188 parents and 79 children.

AGENCY TITLE: NEIGHBORHOOD HOUSING SERVICES

PROGRAM DESCRIPTION

The Neighborhood Housing - Eastside provides administrative support to the Neighborhood Housing Services for the implementation and management of HOME (CHDO) funded First-Time Homebuyer's Programs with City Council Districts one through seven. The Program is the continuation of on-going revitalization on a block by block basis. Block groups selected for this Program are chosen according to level of severity. This Program insures that the surrounding community and non-surrounding community have a safe and motivating area to hold public/private functions. Activities include acquisition of only those properties determined severely substandard and infeasible for rehabilitation, relocation, demolition, and disposition or substantial rehabilitation/reconstruction.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$190,962	$190,962	$185,233
Total	**$190,962**	**$190,962**	**$185,233**

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 to continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides reading skills assistance to children in grades one through three. OASIS membership is free to anyone 55 years of age or older.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$24,268	$24,268	$24,268
Total	**$24,268**	**$24,268**	**$24,268**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Volunteers	2,500	2,152	2,700	2,035
No. of Unduplicated Clients	12,000	12,148	13,000	13,139
Output:				
No. of Volunteer Hours	24,500	26,017	25,000	22,031
No. of OASIS Classes/Event Enrollment	38,000	39,643	40,000	30,508
No. of Intergenerational Tutor Students	315	283	325	342
Efficiency:				
Cost Savings of Volunteer Services	$126,175	$133,804	$218,750	$192,772

AGENCY TITLE: PRESA COMMUNITY CENTER
DELINQUENCY AND SUBSTANCE ABUSE PREVENTION

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. Activity areas are age specific and focus on building a positive self-image as well as enhancing social, educational, physical, and mental development. The Program also seeks to promote self-worth and high standards of citizenship. Youths are from low and moderate-income families who live immediately south of the downtown area.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$49,546	$49,546	$48,060
Total	**$49,546**	**$49,546**	**$48,060**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	5	4	5	4.1
No. of Unduplicated Clients	540	543	540	481
Outputs:				
No. of Counseling Hours	1,500	1,691	1,500	1,143
No. of Educational Units	1,540	2,165	1,540	1,195
No. of Youth Completing Life Skill	N/A	N/A	1,500	1,118
Efficiencies:				
Avg. Number of Counseling Units	31.25	35.08	31.25	35
Avg. Number of Educational Units	32.08	45.17	32.08	33
Effectiveness:				
% of Clients/Parents Satisfied	85%	98%	85%	98%
% Averaging a Grade of "C" or Better	85%	N/A	85%	90%

AGENCY TITLE: PROJECT MEND

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 the participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$15,000	$24,840	$24,840
Total	**$15,000**	**$24,840**	**$24,840**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Inputs:				
No. of Medical Equipment Donated	665	989	875	670
No. of Unduplicated Clients	333	367	338	255
Outputs:				
No. of Medical Equipment Repaired	645	717	875	670
No. of Clients Receiving Equipment	333	379	338	309
Efficiencies:				
Avg. Value of Equipment per Client	$288	$287	$292	$220
Effectiveness:				
% of Clients Reporting Increased Mobility, Independence and Self-Sufficiency	90%	95%	75%	77%
Value of Redistributed Medical Equipment	$95,904	$107,815	$98,600	$68,047

AGENCY TITLE: PROJECT QUEST, INC.

PROGRAM DESCRIPTION

Project QUEST is a community-based, workforce development program that 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. Supportive 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$3,003,386	$1,945,690	$2,146,820
CSBG: BET	80,000	0	0
CDBG - Public Service	350,000	350,000	350,000
Youth Opportunity Grant	150,000	0	0
Total	**$3,583,386**	**$2,295,690**	**$2,496,820**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	39	37	26	25
No. of Unduplicated Clients	912	663	508	425
Output:				
No. of Job Placements	191	178	128	74
No. of Program Completions	173	176	138	93
Salary Wage Earned by Participants	$10.00	$12.51	$10.50	$12.87
Efficiency:				
Annual Cost per Client	$3,293	$4,521	$3,830	$2,872
Effectiveness:				
% Placements Earning Above $9.43 Per Hour	N/A	N/A	85%	93%
% Increase in Income Over Income at Time of Program Enrollment	N/A	N/A	90%	166%

AGENCY TITLE: RAPE CRISIS CENTER

PROGRAM DESCRIPTION

Funding for this 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/medical procedures; and ongoing support to the victim throughout the re-adjustment process according to the specific needs of the victim and family members. Additionally, the Program operates a 24-hour crisis line service that provides telephone counseling for victims of sexual assault and sexual abuse.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$70,780	$70,780	$68,657
Total	**$70,780**	**$70,780**	**$68,657**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
Staff Providing Services	N/A	N/A	2.25	1.84
Operating Budget	N/A	N/A	$70,780	$59,481
No. of Unduplicated Clients	965	1,850	1,050	845
Output:				
No. of Survivors Receiving Accompaniment	945	1,046	1,050	845
No. of Clients Receiving Case Management Services	110	290	300	225
Efficiency:				
Cost of Hospital Services per Client	N/A	N/A	$39	$27
Cases per Case Manager	N/A	N/A	25	15
Effectiveness:				
% of Clients Linked to Assistance	N/A	N/A	75%	100%
% of Clients Reporting Change	N/A	N/A	90%	100%

AGENCY TITLE: RESPITE CARE OF SAN ANTONIO, INC.
THE DAVIDSON RESPITE HOUSE

PROGRAM DESCRIPTION

The Davidson Respite House is an emergency shelter for disabled and homeless children. The house provides eleven beds and five cribs restricted to serving children with disabilities, ages 6 weeks and older who are homeless and cannot be housed in other city shelters. Services include food, shelter, clothing, necessary medical supplies, equipment and appropriate or adaptive educational and recreational activities. The average length of stay is 30 days; however, there are no limits.

FUNDING SOURCES AND AMOUNTS

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - The Davidson House	$57,209	$57,209	$55,493
CDBG	0	150,000	0
Total	**$57,209**	**$207,209**	**$55,493**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Clients per month	28	24	25	22
No. of Unduplicated Clients	125	123	150	111
Output:				
No. of Clients Child Care Days per Month	400	290	333	269
No. of Medical Exams & Treatments	2,167	1,418	1,500	1,877
Efficiency:				
Cost per COSA Shelter Bed Night	$12	$17	$14	$21
Effectiveness:				
% Families Satisfied w/Shelter Services	90%	99%	95%	100%
% of Individuals w/ Improved Health Profile	65%	60%	85%	50%

AGENCY TITLE: ROY MAAS' YOUTH ALTERNATIVE, INC.
ALTERNATIVES SENTENCING

PROGRAM DESCRIPTION

The Alternatives 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 some type of major crisis. The Community Initiatives Department and the San Antonio Police Department make referrals to this Program.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$54,248	$54,248	$52,620
Total	**$54,248**	**$54,248**	**$52,620**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	20	20	20	20
No. of Unduplicated Clients	100	108	98	96
Output:				
Bed Nights	678	659	662	453
Efficiency:				
Avg. Cost per Bed	$80	$80	$82	$82
Effectiveness:				
% of Client Satisfaction	86%	N/A	85%	95%
% of Clients Admitted from COSA	N/A	N/A	87%	100%

AGENCY TITLE: SAN ANTONIO DEVELOPMENT AGENCY

PROGRAM DESCRIPTION

The Program provides administrative support to the San Antonio Development Agency (SADA). The Program provides staffing for 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$4,429	$4,429	$4,296
Total	**$4,429**	**$4,429**	**$4,296**

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$459,781	$49,781	$38,288
Total	**$459,781**	**$49,781**	**$38,288**

AGENCY TITLE: ST. PETER ST. JOSEPH
PROJECT AYUDA

PROGRAM DESCRIPTION

Project Ayuda provides low-income families in crisis with emergency assistance allowing them to empower themselves and regain control over their lives while strengthening their families. By assessing family skills and identifying new skills that will 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI: Project Ayuda	$62,926	$70,000	$67,900
Total	**$62,926**	**$70,000**	**$67,900**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Direct Service Staff (FTE)	1.50	1.40	1.50	1.50
Operating Budget	$0	$0	$70,000	$51,009
No. of Unduplicated Clients	75	88	100	76
Output:				
No. of Families Completing Three Months	60	75	80	50
Efficiency:				
Cost of All Services per Family	N/A	N/A	$700	$828
Cost of Emergency Services per Family	N/A	N/A	$165	$176
Effectiveness:				
% of Families w/Improved Stress-Coping Skills	80%	98%	80%	98%
% of Families w/Improved Income	90%	97%	90%	99%
% of Families Indicating Program Very Good/Excellent	90%	100%	90%	99%

AGENCY TITLE: UTSA PREP

PROGRAM DESCRIPTION

The U.T.S.A. Pre-freshman 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 skills 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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$40,095	$40,095	$38,892
Total	**$40,095**	**$40,095**	**$38,892**

AGENCY TITLE: YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The goal of Parents and Children Together (PACT) is to increase families' abilities to support healthy early brain development in their children from birth to age three, by focusing on engaging parents or guardians holistically in developing the skills needed to foster their child's healthy intellectual, emotional, and physical development.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$51,789	$51,789	$50,235
Total	**$51,789**	**$51,789**	**$50,235**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Participants	200	238	250	269
No. of Unduplicated Clients	200	238	250	269
Outputs:				
No. of Direct Educational Hours Provided in Early Brain Development	3,610	3,255	3,200	2,527
No. of Training Hours to Teachers to Enhance Quality of Centers	N/A	N/A	48	33
Efficiency:				
Avg. Cost per Training Hour	$14	$14	$16	$16
Effectiveness:				
% of Participants with Increased Knowledge of Early Brain Development (Pre & Post Tests)	85%	95%	85%	95%
% of Children who Demonstrate Appropriate Developmental Skills	N/A	N/A	85%	94%

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 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund - DCI	$45,279	$45,279	$43,920
Total	**$45,279**	**$45,279**	**$43,920**

	Contracted FY 2001-2002	Actual FY 2001-2002	Contracted FY 2002-2003	9 Mo. Actual FY 2002-2003
Input:				
No. of Staff	3	3	3	3
No. of Unduplicated Clients	350	375	350	298
Output:				
No. of Volunteer Hours	12,000	12,767	12,000	7,823
No. of Placements	700	726	700	538
No. of Training Hours	6,000	5,785	5,000	5,007
Efficiency:				
Avg. Number of Volunteer Hours per Teen at Work Site	17.00	17.83	17.00	14.77
Value of Volunteer Hours	$99,000	$105,724	$105,000	$68,443
Effectiveness:				
% Improved Communication	85.00%	95.50%	85.00%	84.00%

AGENCY TITLE: AFTER SCHOOL AGENCY FUNDING/ RECREATIONAL SERVICES SUMMER PROGRAMS

PROGRAM DESCRIPTION

This program will provide funding of $124,850 for the following After School Challenge Program agencies: YMCA, Bethel Neighborhood Center, Madonna Neighborhood Center and Positive Beginnings. These agencies will provide tutorial and homework assistance, provide a curriculum of age-appropriate, enriching recreational activities, provide a safe, well supervised environment; recruit, obtain personal clearance, employ, train and supervise staff; register students, obtain and maintain all required documentation; provide weekly registration, attendance and activity reports by the second working day following the reporting week; provide end of program evaluation and quarterly performance measures. Funding of $100,000 will also be provided for Recreation Services summer agencies.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2001-2002	Authorized 2002-2003	Adopted 2003-2004
General Fund – DCI	$0	$0	$224,850
Total	**$0**	**$0**	**$224,850**

EXPENDITURES BY CHARACTER

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
PERSONAL SERVICES	$167,231	$171,234	$152,513	$154,270
CONTRACTUAL SERVICES	400,493	3,132,353	2,930,737	233,382
COMMODITIES	1,150	1,000	1,200	675
OTHER	361,313	331,343	331,343	331,343
CAPITAL OUTLAY	5,961	4,000	3,875	0
TOTAL EXPENDITURES	$936,148	$3,639,930	$3,419,668	$719,670
AUTHORIZED POSITIONS	2	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

NON-DEPARTMENTAL/NON-OPERATING EXPENDITURE DETAIL

	ACTUAL 2001-2002	REVISED BUDGET 2002-2003	ESTIMATED 2002-2003	ADOPTED 2003-2004
Administration—Personnel Services	$167,231	$171,234	$152,513	$154,270
Administration—Contractual	213,590	2,785,353	2,583,737	204,860
Hosting Obligations	170,747	347,000	347,000	28,522
Administration—Commodities	1,150	1,000	1,200	675
Collection Expense	375,522	330,011	329,396	329,396
Liability Insurance - Majestic Theater	1,947	1,332	1,947	1,947
Capital	5,961	4,000	3,875	0
TOTAL	$936,148	$3,639,930	$3,419,668	$719,670

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS $42,743

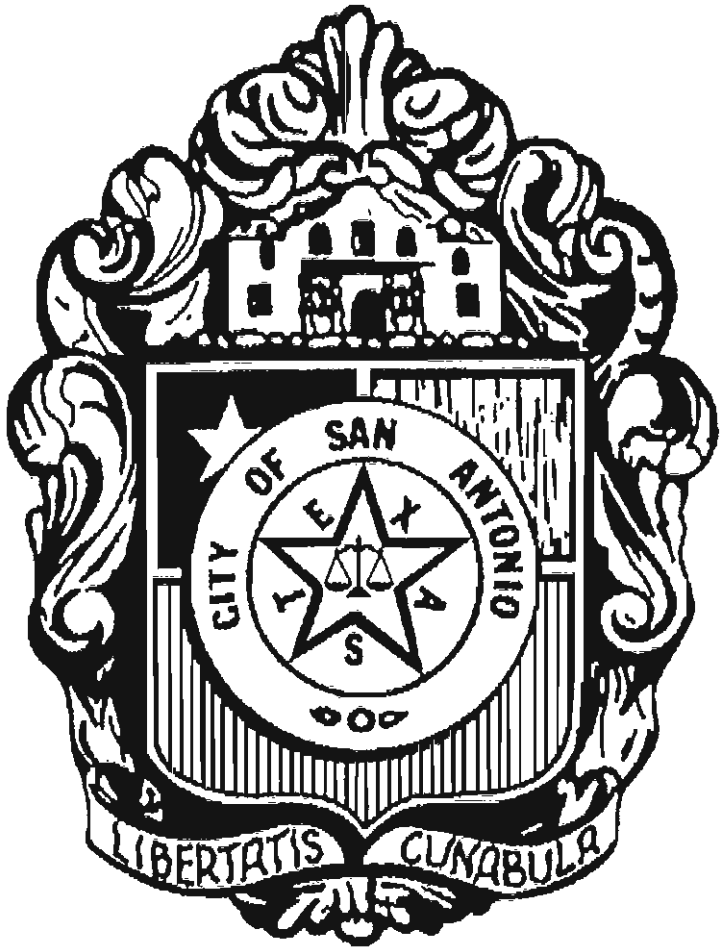
ORGANIZATIONAL SUPPORT- MANAGE VACANT POSITIONS

This ***one-time reduction*** will increase turnover savings. This saving will be accomplished through the management of vacant positions. This reduction will result in a total saving of $42,743 in FY 2004.

♦ IMPROVEMENTS $4,303

EMPLOYEE SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a three percent market adjustment to all civilian full-time and part-time employees effective October 1, 2003. The cost of this improvement for the Community and Visitor Facilities Fund will total $4,303 in FY 2004.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Statistical Data

City of San Antonio

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population[1]	Per Capita Income[1]	Median Age[1]	Education Levels In Years Of Formal Schooling[1]	School Enrollment[2]	Unemployment Rate[3]
1993	983,700	12,450	30.6	13.7	231,728	6.1%
1994	1,029,900	15,300	30.7	13.7	238,048	5.2%
1995	1,068,600	16,700	30.9	13.7	237,348	5.3%
1996	1,109,600	18,200	31.0	13.7	240,676	4.1%
1997	1,133,000	18,600	31.7	13.8	245,812	4.1%
1998	1,162,600	19,500	32.1	13.9	245,946	4.3%
1999	1,187,600	19,770	32.2	13.9	247,471	3.8%
2000	1,207,500	19,950	32.5	13.9	262,567	4.0%
2001	1,226,250	20,200	31.8	13.9	267,184	4.1%
2002	1,241,100	19,300	32.0	14.0	270,025	5.1%

Notes: [1]Source: Planning Department, City of San Antonio, Texas.

[2]Source: Individual School Districts Annual Census

[3] Source:Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2002)

Date of Incorporation	December 14, 1837
Date of Adoption of City Charter	October 2, 1951
Form of Government	Council-Manager
Area	430.19 square miles
Miles of Sewer:	
Storm	383.2
Sanitary	4,955
Building Permits:	
Permits Issued	23,556
Estimated Cost	$1,544,383,146
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	48
Number of EMS Units	25
Number of EMS Paramedics	323
Number of Firefighters	1,085
Police Protection:	
Number of Stations	6
Number of Police Officers	1,977
Number of School Crossing Guards	256
Recreation:	
Parks Acreage	13,867
Number of Parks and Recreation Areas over One Acre	187
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	23
Number of Recreation Centers - All Year	26
Number of Recreation Centers - Summer	74
Sewer Service:	
Number of Sewer Customers	329,452
Estimated Number of Persons Served	1,231,396
Water Service:	
Number of Water Customers	299,461
Estimated Number of Persons Served	1,134,949

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2002)

Education:	
(Twelve School Districts Wholly or Partly Within San Antonio City Limits	
Number of Schools	381
Number of Teachers	18,847
Number of Students Registered	270,025
Average Daily Attendance	255,544
City Employees:	
Unclassified:	
Regular	114
Part-Time (Annual)	8
Temporary	2,139
Part-Time	801
Classified:	
Regular	9,857
Other	112
Total	13,031

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2002)

Election:	
Registered Voters	628,667 [1]
Number of Votes Cast Last City Regular Election	100,313 [1]
Percentage of Registered Voters voting	15.96% [1]

Population		Increase
1900	53,321	---------
1910	96,614	81.2%
1920	161,379	67.0%
1930	231,543	43.5%
1940	253,854	9.6%
1950	408,442	60.9%
1960	587,718	43.9%
1970	654,153	11.3%
1980	786,023	20.2%
1990	938,900	19.4%
2000	1,207,500	28.6%
2002	1,241,100 [2]	2.8%

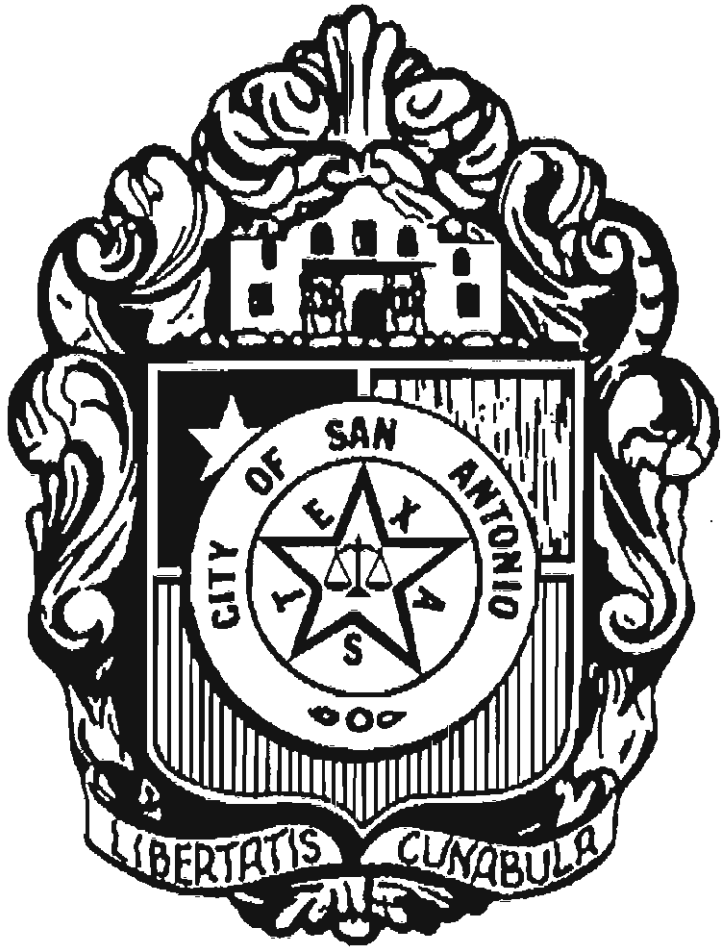
NOTE: Source of this information is the Bureau of Census

[1] Information taken from last City Election held May 2001.

[2] Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 2002.

Principal Taxpayers

Taxpayer	Type of Business	Principal Taxpayer Taxable Valuation	Percentage To Net Taxable Valuation
Southwestern Bell Telephone Company	Telecommunications	$ 529,259,520	1.34%
H.E. Butt Grocery Stores	Retail/Grocery	473,694,380	1.20%
United Services Automobile Association	Insurance/Banking/Real Estate	289,769,460	0.73%
Marriott Corporation	Hotels	171,189,180	0.43%
Wal-Mart Stores Inc.	Retail/Grocery	156,567,290	0.40%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	145,805,950	0.37%
Philips Semiconductor Inc.	Manufacturing/Semi-Conductors	121,379,360	0.31%
Time Warner	Cable Television	113,601,500	0.29%
Hyatt Regency	Hotels	113,001,120	0.29%
Simon Property Group (Texas)	Shopping Centers	111,567,070	0.28%
	TOTALS	**$ 2,225,834,830**	**5.64%**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Glossary

Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: See Transfer

Adopted Budget: See Budget

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1, 2000. This figure does not include prior year encumbrances or re-appropriation.

Appropriation: A legal authorization granted by the City Council to establish legal authority for city officials to make expenditures/expenses or incur obligations for specific purposes. It does not include prior year encumbrances or re-appropriation. An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically granted for a one-year period.

Approved Budget: As used in fund summaries and department summaries within the budget document, it represents the budget as originally adopted by the City Council. It does not include prior year encumbrances or re-appropriation.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. An assessed valuation represents the appraised valuation less any exemptions. (Note: Property values are established by the Bexar Appraisal District.)

Assets: Property owned by the City, which has monetary value.

Audit: A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An accounting audit is intended to ascertain whether financial statements fairly present financial position and results of operations.

Bad Debt: In the United States, The National Bank Act defines a bad debt as an unsecured debt on which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

Balanced Scorecard: Helps to translate an organization's mission and strategy into a comprehensive set of performance measures that provide the framework for a strategic measurement and management system.

Bank Depository Agreement: A contract between a municipality and a depository, negotiated and entered into in accordance with the specifications of the Local Government Code, which sets forth the agreements between the parties regarding banking services.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Base Budget: On-going expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain current service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond -- General Obligation (G.O.): A bond which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referenda.

Bond -- Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond -- Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, its scope of work and City Council District location, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separated from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects includes new streets, buildings, recreational facilities, and large scale remodeling.

Capital Improvement Project Activity: A capital improvement project activity is one of the following groups:

- *Planning and Engineering*: Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services, and special studies which may include cost-benefit analysis, and conceptual design alternatives

- *Right-of-Way Acquisition*: Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.

- *Construction*; Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- *Other*: Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting (Cash Basis): A basis of accounting which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services--01, Contractual--02, Commodities--03, Other--04, Capital Outlay--05. A five digit account code used to identify line items. The first two numbers identifying the major category and the last three numbers identifying the object code.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 from the American Light and Traction Company, which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933. The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of $10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objective Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities.

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Proposed Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: See Property Tax Rate

Debt Services Reserve: The debt service reserve is the fund which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds, or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues. A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which a penalty for non-payment is imposed.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Disadvantaged Business Enterprise (DBE): A corporation, partnership, sole proprietorship, or other legal entity that qualifies as both a MBE, WBE, or M/WBE and a Small Business Enterprise.

Disbursement: Payment for goods and services in cash or by check.

Division: An organizational unit within a department's structure representing the major functional divisions of work.

Effective Tax Rate: It is the rate which will generate the same tax levy next year from the properties on this year's tax roll.

Emergency: An unexpected occurrence, i.e., damaging weather conditions that require the unplanned use of City funds.

Encumbrance: To encumber funds means to set aside or commit funds for a fixture expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund: A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in San Antonio are established for services such as the Airport, the Golf Course, Parking facilities, and Solid Waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Executive Summary: Describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, for example depreciation.

Fees: Charges for services (also see User Charges).

Fiscal Year: The 12 month time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of San Antonio has specified October 1st to September 30th as its fiscal year.

Fixed Asset: Assets of a long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fixed Cost: A fixed cost, such as rent, does not change with increases or decrease in the amount of services provided.

FTE: FTE means full-time equivalent, authorized positions, filled or vacant.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group and general long-term debt account group.

Fund Balance: The excess of assets over liabilities and is therefore also known as surplus funds. A negative fund balance is also called a deficit.

Fund Schedule: A fund schedule is a financial forecasting statement that combines beginning and ending balances, including estimated revenue for any period of time.

Fund Summary: See Fund Schedule

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements/expenses.

Fund Statement: Usually pertains to a detailed breakdown of revenue or expenditures such as grants, and other awards.

GAAP: Generally Accepted Accounting Principals -- Uniform minimum standards of and guidelines to financial accounting and reporting.

General and Administrative Cost: Cost associated with the administration of City services.

General Fund: The largest fund within the City, the General Fund accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes the basic operating services such as fire and police protection, finance, code enforcement, parks and recreation, libraries, public works, and general administration.

General Government: Refers to a group of activities associated with the administrative function of the City such as: Legislative/Administrative, Finance, Budget and Research, Planning, Computer Services, Legal, Personnel, and Purchasing.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

General Obligation Bonds: See Bond -- General Obligation

GFOA: Government Finance Officers Association of the United States; organization that awards the Distinguished Budget Presentation Award.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

Grant: A contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match: City cost of in-kind services required to match Federal or State grant and programs.

Index Code: An Index Code is a six digit number. It is a unique code designed for convenience in referencing classification information for computer operations. It identifies the lowest cost or revenue classification. By means of a table look-up, the code is subsequently translated in the appropriate Fund, Sub fund, Type, etc. The index number matches the last three numbers of the 5-digit character code.

Indirect Cost: An indirect cost is an expense necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Grant: See Grant

Intergovernmental Revenue: See Revenue - Intergovernmental

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis; for example, the Information Services,

Purchasing, Temporary Services, Equipment Rental and Replacement, Employee Health and Insurance related funds, etc.

Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and values of the property, and units of measure and unit prices.

Investment: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other government unit.

Levy: To Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and pose taxes, special assessments, or service charges for the support of City activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be paid, renewed or refunded at some future date. Note: The term does not include encumbrances.

Line-Item budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Business Enterprise: A corporation, partnership, sole proprietorship, or other legal entity for the purpose of making a profit, which is primarily located within Bexar County for at least one year. For a branch office of a non-local business to qualify as a Local Business Enterprise, the local branch office must be located in Bexar County for at least one year, and must employ a minimum of 10 resident of Bexar County of employ Bexar County residents for at least 25 percent of the entire company workforce for use at the local branch office.

Long-term debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance and Operation Rate: See Properly Tax Rate

Mandate: Is defined as changes to the current level of services which will be required to comply with Federal, State and Local laws/Ordinances; a contractual obligation, or the operation and maintenance requirement for a completed capital improvement.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Minority Business Enterprise (MBE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

Minority Corporation: A legal entity where 51 percent of each class of the shares of stock or other equitable securities is owned by minority group member(s). The minority group member(s) must have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Minority Group Member(s): African-Americans, Hispanic Americans, Asian Americans, American Indians and Handicapped Individuals legally residing and are citizens of the United States or its territories.

Minority and Women Business Enterprise (M/WBE): A corporation, or partnership, owned, operated, and controlled by a minority person(s) and women who, when combined, have 51% ownership. The minority person(s) and women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of minority and women ownership. To qualify as a minority and women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the minority and women business enterprise's category of contracting for at least one year.

Modified Accrual Accounting: A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the period that they are incurred. Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds. The budget is prepared using the modified accrual basis of accounting except for the recognition of encumbrances within the expenditure appropriations.

Net Working Capital: Current Assets less Current Liabilities.

Non-Departmental: Refers to a group of activities which are not associated with or can be allocated to any particular department. These activities include outside agency contributions; boards, committees and commissions; intergovernmental contracts; general government contingency and liability expenses.

Non-Recurring Revenue: Resources recognized by the City that are unique and occur only one time or without pattern.

Object Code or **Object of Expenditure:** Last three digits of the five digit account code providing the lowest level of description. The object code has the same level of description as an index code.

Objective: Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The budget as adopted by the Council.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Operating Expense: Operating expenses are proprietary fund expenses that directly relate to the fund's primary service activities.

Operating Fund: Resources derived from recurring revenue sources used to finance the general fund, enterprise funds, and pay-as-you-go capital improvement projects.

Ordinance: An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Overhead: Overhead is the element of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined readily. Usually overhead relates to those objects of expenditures that do not become integral part of the finished product or services such as rent, heat, light, supplies, management, supervision, etc.

Outside Agency: A governmental unit or other organization which requests funding from the City for a specified purpose; for example: AVANCE, Project QUEST; Ella Austin Community Center; Youth Programs; Boys and Girls Club of San Antonio, YMCA/YWCA; Centro del Barrio, and the Battered Women's Shelter.

Partnership: A legal entity where 51 percent of the assets and interest in the partnership is owned by one or more minority group members. For M/WBE purposes, minority group member or women partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Performance Budget: A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might includes miles of street paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personal Services: All cost related to compensating employees of the City including employee benefit costs such as City contributions for retirement, social security, and health and life insurance.

Policy Issues: Refers to the listing of Program Improvements (PCB's), Mandates, and Reductions found in the budget document.

Positions Authorized: Full Time and Part Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement: A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Fund and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: See Budget

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The creditworthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poor's.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a

burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the Utility Funds.

Revenue: 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

2) The term designates an increase to a fund's assets which:
   . does not increase a liability (e.g., proceeds from a loan);
   . does not represent a repayment of an expenditure already made;
   . does not represent a cancellation of certain liabilities; and
   . does not represent an increase in contributed capital.
3) (Resources) An increase in assets due to the performance of a service of the sale of goods. Revenues are recognized when earned, measurable, and reasonably assured to be.

Revenue Bonds: When a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. In San Antonio, revenues are typically derived from rates charged for utilities, airport leases and parking fees. Revenue bonds are not included in the 10% debt limit set by City Charter and under state law do not require voter approval.

Revenue Estimate: An estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Revenue - Intergovernmental: Revenue received from another government for a specified purpose. In San Antonio these are funds from Bexar County, the State of Texas, and from special districts.

Revenues - Special: Specific revenues that are legally restricted to expenditures for specific purposes.

Risk Management: 1) An organized attempt to protect a governmental entity against accidental loss in the most economical method. 2) The liability, either realized or potential, related to the City's daily operations.

SAWS (San Antonio Water System): In May 1992, the City's Wastewater Management Department, the Alamo Water Reuse and Conservation District and the City Water Board merged to become the new San Antonio Water System (SAWS), a quasi-governmental entity. The bond indenture adopted by the City Council at the time SAWS was created endeavored to establish a business-like relationship between the City and SAWS. Specifically, it provided that SAWS would make a payment to the City not to exceed 5% of gross revenues and that the City

would pay water and wastewater charges to SAWS. At the time of the consolidation it was agreed that the fee to the City would be set initially at a rate which would be "revenue neutral" to the City. That is, SAWS would remit to the City a payment calculated as a percentage of gross SAWS revenues in an amount which would cover the sewer and water charges the City would pay as well as to reimburse the City for the financial payments previously received from both the City Water Board and the Wastewater Department.

Services: Contribution to the welfare of others; a public good that is worthy of taxpayers support. Useful labor performed by the different City departments that produces results (Fire Department, Police Department, Building Inspections, Planning).

Services -- Current Budget Level: Represents the cost of providing service at the present level before mandates, reductions or improvements are considered and without considering increases in population of service demand.

Sinking Fund: A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefore are determined by the terms of the bond contract.

Small Business Enterprise (SBE): A corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit which is independently owned and operated and which is less than 20 percent of the U.S. Small Business Administration (SBA) size standard for a small business, except in cases where the reduced definition drops below $1 million average gross receipts (as based on three years of sales) or less than 100 employees. All firms meeting these thresholds will be considered a SBE.

Sole Proprietorship: A legal entity that is 100 percent owned, operated and controlled by one or more minority group members. For MBE purposes, minority group member partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Source of Revenue: Revenues are classified according to their source or point of origin.

Surplus: A surplus is the amount by which revenues exceed outlays.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The term also does not include charges for services rendered only to those paying such charges as sewer service.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance as determined by the Bexar County Appraisal District.

Tax Rate: The amount of tax levied for each $100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purpose.

Transfers: 1) Transfers are the authorized exchanges of cash or other resources between funds. 2) The General Funds supports central services for other funds or departments, the reimbursement of these services to the General Fund is an Administrative Transfer.

Trust Funds: Accounting entities used to account for monies held by the City in a trustee capacity for organization, programs, or other funds.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unit Cost: The cost required to produce a specific product or unit of service (i.e., the cost to purify one thousand gallons of water).

User Charges (also known as User Fees or User Based Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

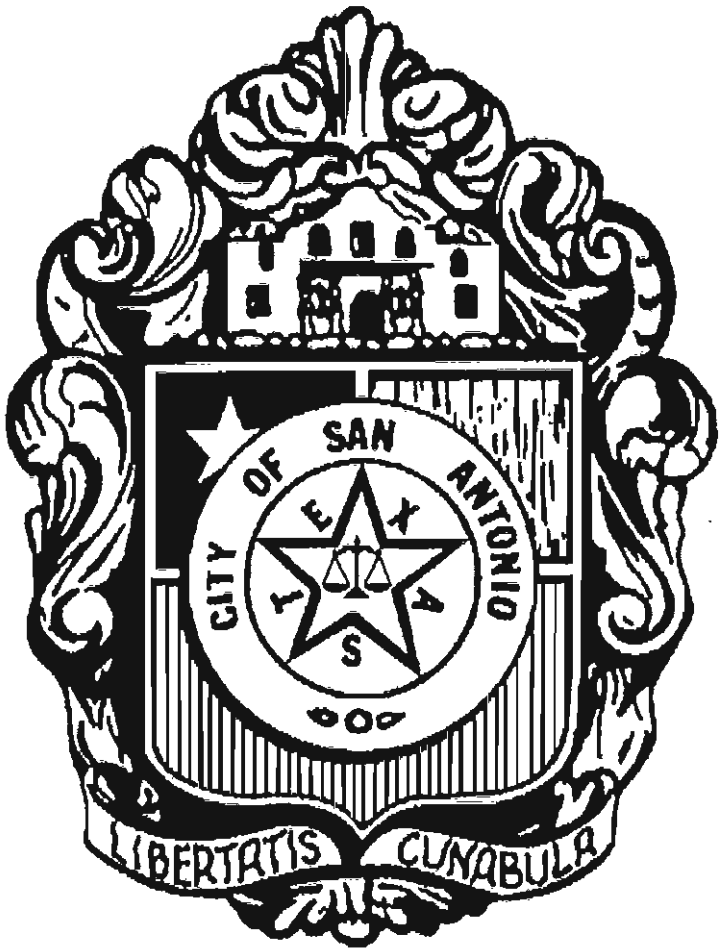
Utility Funds: The funds used to account for operations of the City's electric, water, sanitary sewer, and solid waste disposal activities.

Undesignated Fund Balance: That portion of fund balance that is unencumbered from any obligation of the City.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Women Business Enterprise (WBE): A sole proprietorship, partnership, or corporation, owned, operated, and controlled by women who have 51% ownership. The women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of women ownership. To qualify as a women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the women business enterprise's category of contracting for at least one year.

Yield: The rate earned on a monetary investment.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Performance Measure Definitions

DEPARTMENTAL PERFORMANCE MEASURE DEFINITIONS

This list of definitions reflects selected key performance measures for each department. It is not a complete list of all measures covered in the Departmental Appropriations Section of this document.

ALAMODOME

Average Operating Cost per Attendee: calculated by dividing the total attendance by the operating budget for the Alamodome.

Average Operating Revenue per Attendee: calculated by dividing the total attendance by the revenues collected for the Wolff Stadium.

AVIATION

Airline Costs per Enplaned Passenger: includes landing fees, terminal building rental, loading bridges fees and other fees and charges divided by enplaned passengers.

Airport Operating Expenses Per Enplaned Passenger: includes personnel, equipment, supplies, utilities and other direct operating costs together with airport service contracts divided by the number of enplaned passengers. Costs associated with capital outlays, depreciation and debt service are not included as operating expenses.

Airport Operating Revenue per Enplaned Passenger: includes landing fees, ground rental (i.e., fuel farm, air cargo ramps, FBO), building rental, concessions, parking fees, ground transportation fees (i.e., taxi, shuttle, limo, etc.) divided by the number of enplaned passengers. Excluded from operating revenues are the passenger facility charge (PFC) collections and grant funds.

Concession Revenue per Enplaned Passenger: Revenue received from any of the airport retail outlets (Food and sundries, etc.) and advertising divided by the number of enplaned passengers. Parking and car rental revenues are excluded.

CITY ATTORNEY

Percent of Lawsuits Tried with Favorable Disposition: in a favorable disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

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

CITY AUDITOR

Estimated Savings of External Audit Costs: the number of staff hours provided to external auditors (input) multiplied by the hourly savings rate of external auditors (output).

OFFICE OF THE CITY CLERK

Number of Ceremonial Items Processed per Month: the number of ceremonial items processed during the year divided by the number of months in a year.

Number of Walk-in Customers Service Contacts Assisted per Employee per Day: average number of customers visiting the City Clerk's Office per day divided by the number of employees serving them.

CODE COMPLIANCE

Average Response Time in Days: average number of days it takes for a complaint to be received and entered into the computer system by a Complaint Intake Officer until a Code Compliance Investigator arrives to conduct the first inspection.

Total Inspections (All Categories): number of inspections conducted to include, vacant lots, dangerous premises, minimum housing (unsanitary premises) and alleys and right of ways.

Voluntary Compliance Rate: percentage of city code violations brought into compliance as a result of a city notice being issued but without the need of City prosecution or abatement action.

COMMUNITY INITIATIVES

Average Monthly Children in Care: the average number of children of any age receiving childcare each month via any program of the Children's Resource Division.

DCI Participants Obtaining Employment at or above $8.75 per hour: the number of participants who are placed into employment as a result of or while engaged in a DCI service activity.

DCI Participants Obtaining Transitional Employment Below $8.75 per hour: the number of participants who are placed into first or transitional employment as a result of or while engaged in a DCI service activity.

DCI Participants in Higher Education, Skill or Long-Term Job Training: the number of participants who enter higher education, skill training or long-term occupational training as a result of or while engaged in a DCI service activity.

Dollars into Community through VITA: the net total dollars refunded to participants as reflected on the tax returns prepared through VITA.

Dollar Value and Hours of Youth Community Service Hours: the estimated value (at $6.50 per hour) of all volunteer hours contributed by youth for all community service programs.

Number of Contracts and Vendor Agreements Managed and Monitored: the total number of individual contracts executed by or on behalf of DCI that are managed and monitored by the Department.

Number of Families Receiving Emergency Services: the total number of financial emergency services provided annually to families and individuals who have encountered a crisis for which short-term assistance is needed. Services include assistance with utility bills, rent or mortgage payments, food, temporary housing or similar type services.

Number of Individual Development Account (IDA) Participants: the number of individuals successfully participating in the IDA program by contributing regularly to an asset building IDA account with a potential 4 to 1 dollar match upon withdrawal.

Number of Meals Served to Seniors: the total number of meals served to individuals (and spouses) at least 60 years old at one of the senior nutrition centers in the County.

Number of Participants Served by DCI's Direct Program and Contract Investments (duplicated): the number of individuals who received services from one or more DCI programs. Individuals participating in multiple programs are counted as a participant for each program (i.e. duplicated).

Number of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA): the number of residents who have their federal tax return prepared via the VITA program.

Percent of Annual Income Returned to Low-Income Taxpayers via VITA: the average amount refunded to all VITA participants as a percentage of the average taxable income reflected on all tax returns prepared.

Percentage of Budget from Outside Funding Sources: the percentage of the total annual operating budget of the Department that is not funded by the General Fund.

Percentage of Children in Kindergarten Readiness Program Displaying Mastery Skills: of all participating children evaluated in the Kinder Readiness (KR) program, the percentage that has demonstrated mastery of all KR prescribed skills.

Percentage of Children in Poverty 0-5 Receiving Child Care Assistance Through the City: the number of children in poverty aged 0 to 5 who receive childcare compared with the total number of children in poverty aged 0 – 5 in Bexar County.

Percent of Contracts/Vendor Agreements Meeting Contract/Performance Requirements: the percentage of all contracts executed that meet or exceed contract or agreement performance requirements

Percentage of Operations Funding Managed through Contracts with other Agencies/Organizations (in millions): the percentage of all annual operating budgets of DCI that is contracted to delegate agencies or sub-recipients for actual delivery of service.

Percentage of SAEP Seniors Graduating High School: the percentage of all seniors at the 15 participating schools who had executed an SAEP Commitment form who graduated.

Percentage of Senior Population Participating in DCI Programs: the percentage of all unduplicated seniors participating in any program offered for the elderly or disabled, as compared to the number of elderly and disabled in the service area (per Census 2000).

Percentage of Staff Demonstrating Computer Literacy: the percentage of all DCI full-time regular employees who regularly use a computer to perform work assignments who demonstrate literacy in areas relevant to their job duties and responsibilities.

Total Number of Staff Completing Financial Literacy Training: the annual number of all DCI full-time regular employees who complete the Department's course on financial literacy.

Total Number of Community Locations with DCI Investments: the number of all physical locations where DCI services are provided. If the same physical structure (or part of it) is used by multiple programs it is counted for each program (i.e. duplicated).

Total Number and Percentage of CCDS Vendors that are Texas Rising Star Certified: of all eligible CCDS childcare providers, the number (and resulting percentage) that meets Texas Rising Star certification requirements for being a high quality early care and education center.

Total Number and Percentage of Youth Services Participants Completing Character Development/Life Skills Training: of the total number of participants in the Diversion, Juvenile Restitution, Urban smARTS, NCC, START, Project WORTH, Teen Court, delegate agencies and the Youth Opportunity Program, the number completing training in character development or life skills type training.

CONVENTION FACILITIES

Occupancy Rate: calculated by using move-in/move-out and show days.

CONVENTION & VISITORS BUREAU

Direct Film Expenditures: actual amount of film dollars spent in the city.

Monetary Value – Public Relations Exposure (In Millions): public relations articles are printed free of charge to be used for their media value. A cost estimate is made as to what the articles would have cost if the advertisement ads where charged at the same level they where printed this becomes the monetary value.

Number of Bureau Initiated Convention Hotel Room Nights Booked: number of hotel room nights confirmed by Bureau sales staff for anytime in the future.

Number of Reported Convention Room Nights Hosted: number of hotel nights occupied by convention delegates meeting in San Antonio during specific month and year.

Number of Convention Delegates Hosted: this number indicates total attendance at conventions held in San Antonio during the specified time period.

Number of Room Nights Consumed: number of hotel rooms consumed for one night.

CULTURAL AFFAIRS

Amount of Non-City Dollars Leveraged for Arts (In Millions): total private, state and federal dollars raised to support the total production costs of City-funded arts and cultural events. These leveraged funds satisfy the City's matching requirements and do not include in-kind contributions.

Average Attendance at Agency-Funded Events: calculated by dividing the "Number of Audience members" by the "No. of Art Agency events funded."

Number of Arts and Cultural Tours Implemented: denotes programs or events intended to foster the development of stronger relationships between local arts/cultural agencies and the tourism and hospitality industries in ways that increase tourism and audiences. The cultural tourist is an individual who visits a destination to specifically experience the arts/culture, heritage and special character of the place.

Ratio of City Dollars to Non-City Dollars Spent: calculated by dividing the amount of non-city dollars by the amount of city dollars for any given project.

DEVELOPMENT SERVICES

Average Number of Days for Initial Plan Review: average time it takes for a plan (interior finish-out, new residential or new commercial) to complete initial review by only the Development Services Department. Percentage of New Commercial Plans Completing Initial Plan Review Process in 35 Days or Less; New UDC requirement to have initial review of new commercial plans completed within 35 days. The departments/entities involved in the plan review process include the Health Department, San Antonio Water System, Fire Department, and the Development Services Department.

Average Number of Days for Processing a Platting Case: average number of days for submitting a complete plat from application deadline to Planning Commission action.

ECONOMIC DEVELOPMENT

Number of New Jobs Created/Retained: total number of jobs created/retained, which are moving to San Antonio or are expanding and anticipated.

ENVIRONMENTAL SERVICES

Waste Collected per Household per Year: waste collected by City crews and Contractors per household per year. Waste collected is broken down to waste, which is recycled, and waste, which is land-filled.

Waste Tonnage Collected per Crew per Week: average waste tonnage collected by City crews on a regular workweek.

EXTERNAL RELATIONS

Average Cost per Municipally Related Legislation Monitored: the average monthly fees paid by contract to representative of City interests lobbying and monitoring the State Legislature for legislation which may have some impact on the City, either positively or negatively.

Average Monthly Revenue Received from Interlocal Agreements: average monthly revenue for all interlocal contracts with the City.

Federal Funds Related to Federal Initiatives Program: appropriations requests are a significant component of the City's Federal Initiatives program. This is a measure of the success of obtaining federal funding through the appropriations process.

Interlocal Agreements Administered/Managed: agreements with outside agencies to receive and/or provide services.

Media Training: training conducted by the Communications Division to other departments and outside agencies on how to deal with the media.

Municipally Related State Legislation Monitored: state legislation filed during the session which may have some impact on the City, either positively or negatively, that is being monitored.

State Program Initiatives Enacted: initiatives adopted by the City Council, which were passed and signed into law by the Governor.

State Legislative Initiatives: prior to the biennial legislative session, the City Council adopts a program of legislative priorities. This is a measure of the success of the program.

FIRE

Percent of city blocks able to be reached within 4.25 minutes travel time: this measure represents a San Antonio Fire Department goal regarding station location in reference to travel time. The Department utilizes a goal of 4.25 minutes travel time to reach 90% of city blocks from dispatch to arrival on fire responses.

Percent of frontline fire suppression vehicles with LMDT capabilities of interaction with the dispatch and AVL systems: this measure captures the percentage of all fire suppression vehicles that have laptop mobile data terminals that allow for data communication to both the dispatch center as well as the automobile vehicle location system.

Percent of total fire calls with a response time of 8 minutes and under from call entry to arrival: this measure represents the percentage of the total fire calls that remain under an ICMA recognized benchmark of 8 minutes from the time a call enters the dispatch center to scene arrival.

FIRE-EMERGENCY MEDICAL SERVICES

Average Reported to Arrival Time: the average number of minutes elapsed from the time a call enters the dispatch center to scene arrival, which consists of: 1) call Reported to Dispatch, 2) Dispatch to Response, and 3) Response to Arrival.

Number of Incident Responses Per Full-time Unit: the average number of times each full-time ambulance is dispatched on an emergency call per year.

Number of Incident Responses Per Peak Period Unit: the average number of times each peak ambulance is dispatched on an emergency call per year.

Number of Units Dispatched: actual number of ambulances dispatched on Emergency Calls per year.

FINANCE

Value of Investments – Trade-Cost Basis (billions): value of the City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

Turnaround Time on the Comprehensive Annual Financial Report (CAFR) Completion (days): number of days required to prepare the CAFR for the most recent fiscal year ended.

HEALTH DISTRICT

Routine Food Establishment Inspections: a licensed permanent Food Establishment is a business that has a valid certificate of occupancy and food license after having been inspected for and approved by all the required city departments. The permanent food establishment must be housed in a structure and is not a temporary food establishment or a mobile vending unit or any other type of vending operation.

HOUSING AND COMMUNITY DEVELOPMENT

Indirect Funds: includes both direct and indirect administration costs, as well as general project expenses not allocated to a specific property/client.

Percent of Timeliness Expenditures: reflects the total unexpended balance of CDBG funds as of July 30th compared to the current annual CDBG Entitlement grant allocation.

Replacement: includes those substantial rehabilitation cases where demolition and temporary relocation is required, as well as those activities requiring acquisition, relocation, demolition and disposition of property.

Total Housing Expenditures: includes both program and indirect costs.

Total Neighborhood Revitalization Expenditures: includes costs associated with all construction projects costs incurred by other City Departments [Parks & Recreation; Library], and sub-grantees [neighborhood facility renovations].

HUMAN RESOURCES

Average Number of Human Resource Workdays Required to Fill a non-uniform Vacant Position (outside agencies): includes time required to perform background and driving status verifications, drug screening and physicals.

Average Turnaround Time for Evaluation of In-Lieu-of/Reclassification Requests: includes only the period of time spent from receipt of Classification Action Form to Analyst recommendation.

HR Analysts Average Number of Workdays Required to Fill a non-uniform Vacant Position: includes time required by Human Resources staff to post the job announcement, develop an eligibility list, and conduct new hire processing. It does not include time required to review applications, time required for outside agencies to perform driving status verifications, drug screening and physicals, or time required by the selectee to submit notice of resignation to employers.

INTERNATIONAL AFFAIRS

Direct Expenditures by Official Guests to San Antonio (In Millions): direct expenditures are based on a per delegate expenditure of $900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

Dollar Value of Business Generated by CASA Program: based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade.

Rate of Return per $1 Invested in CASA Program: rate of return from each dollar invested by the City in the CASA San Antonio program.

LIBRARY

Materials Budget per Capita (General Fund): this number is an indication of the amount of City funds budgeted per person for library materials in Bexar County (print and non-print). This calculation is made by dividing the budget amount for Library Resources by the population of Bexar County.

Number of Electronic Access Uses and Home Page Hits: this number indicates the total number of Library Home page visits.

Number of Items Borrowed: total number of items "circulated" (i.e. borrowed for use outside the library facilities) to the public during the current fiscal year. This figure is recorded monthly from the CARL Circulation report, and the total year-to-date is cumulated by Library Administration.

Number of Registered Borrowers: total number of persons to whom a Library Borrower's Card has been issued within the last four years, excluding "expired" cards without delinquencies. This figure is taken from the CARL (computer) patron database.

Percent of Eligible Users Registered: an indication of the depth of market saturation, this figure is a comparison of the number of registered borrowers to the estimated total number of persons residing in Bexar County. This calculation is made by dividing the number of registered borrowers by the current estimate of the population of Bexar County.

MUNICIPAL ELECTIONS

Turnaround Time for Release of Election Results: the total amount of time calculated from the close of the polls until the results of election are released to the media by the Office of the City Clerk.

NEIGHBORHOOD ACTION

Additional Property Tax Valuation from Projects: increased taxes provided to the City as a result of housing units assisted with down payment and closing costs.

Average Cost per Sweep: number represents cost of service delivery from all departments contributing to sweep activities.

Average Number of partnerships per sweep: outside organizations coordinated with and assisted in painting and cleanup projects requested by neighborhoods.

Number Affordable Housing Units Constructed: housing units constructed through the Department's housing programs.

OFFICE OF MANAGEMENT & BUDGET

Cost of Risk: includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

PARKS AND RECREATION

Hours Worked by Restitution and Volunteer Participants: all hours worked for the benefit of the Parks and Recreation Department without cost to the City. The Restitution Program involves individuals who are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property.

Number of After School Program Sites: total number of schools that participate in the After School Challenge Program. The After School Challenge Program is a school-based program whereby Parks and Recreation Department staff work in conjunction with school district staff in providing tutoring, homework assistance, recreation activities and a safe place for students to assemble after school Monday through Friday during the school year.

PARKS AND RECREATION - GOLF OPERATIONS

Earnings per Round Based on Revenues and Operating Expenses: shows the current profit margin for each round. However, from that profit margin indirect costs, loan expenses, and debt service payments must be made.

Rounds Played, 18 Hole Equivalent: total number of rounds played if the rounds were played in full. Two 9-hole rounds are equivalent to one 18 hole round.

PLANNING

Average Number of Days for GIS Posting or approved Zoning Cases: illustrates maximum amount of time from approval by City Council to posting in mapping system. Zoning Division prepares information for GIS posting (5 days). GIS Division takes 5 days to post to system and verify.

Cumulative City Square Miles Included in Plans approved by City Council: new "output" figure to illustrate total number of city square miles covered by Neighborhood, Community, and Perimeter Plans.

Cumulative Population Included in Plans approved by City Council: new "output" figure to illustrate total population included in all completed Neighborhood, Community, and Perimeter Plans.

Number of Neighborhood Conservation Districts approved by City Council: new "output" figure to illustrate proposed districts for Council action. The enabling ordinance for Number of Conservation Districts was approved by City Council during FY 2000-2001.

Number of Urban Design Plans: new "output" figure to illustrate requested services by other Departments and agencies for site and development plans with urban design component. Re-Estimate includes the following projects: Highlands, Apache, Brooks (Actual 6 months), Fredricksburg, Alameda, Captain, Austin Highway Project, and Joe Banks. Proposed includes Five Points Urban Renewal Plan, and 4 Parade of Homes sites, and Delta and Castroville Road, Menefee Blvd./Highway 90, Weir Road/General McMullen, Thompson Road/General McMullen, and Medina Base Rd. and I.H. Loop 410.

Percent of Demolition Requests reviewed within 3 days: these are mainly routine cases that take less time to process.

Percent of Historic Cases processed within 10 days: processing of Historic Cases from the application deadline to the HDRC meeting. Showing a marginal decease in percentage due to an increase in the number of cases and the implementation of the River Overlay Zones.

Percent of Proposed Parcels in Neighborhood Conservation Districts Approved by City Council: new "output" figure to illustrate the percentage of parcels proposed by staff actually approved by Council.

Residents Included in Neighborhood Plans per Planner: average number of residents living in the neighborhoods and/or communities where the Planning Department has completed neighborhood and/or community plans.

Total Number of Maps Posted on the Internet: new "output" figure to illustrate the maps available on the Internet to the customer. Includes type of maps available through the Map Web Application as well as Zoning Maps posted as part of the agenda packets.

Total Numbers of Neighborhood Groups registered with City: cumulative number that gives an idea of potential and actual demand placed on this division.

Total Private Funds Leveraged for NICP Project Fund: new "output" figure to illustrate private matches to city funds for NICP Project Fund projects.

POLICE

Average Total Number of Minutes to Respond to Code 3 Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Average Total Number of Minutes to Respond to Regular Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Formal Complaint: formal complaint is one that warrants a full investigation by the Department's Professional Standards Unit.

Patrol Availability Factor: measures the actual time a patrol officer is available to patrol. This does not include the time needed to respond to calls for service or administrative duties.

PUBLIC WORKS - GENERAL FUND

Capital Improvement Projects (CIP) Under Construction: total number of City projects with plans to be designed and constructed to improve the value of governmental assets.

Traffic Studies Conducted: number of studies performed on City streets to determine the level of usage. Traffic studies are conducted in an attempt to improve traffic flow and safety.

PUBLIC WORKS - PARKING

Parking Garage & Lot Revenue per Space: total of all revenues collected for garages and surface lots divided by the total number of parking garage & surface lot spaces maintained by the Parking Facilities Division.

Parking Meter Revenue per Space: total of all revenues collected for parking meters divided by the total number of parking meters maintained by the Parking Facilities Division.

Spaces in Parking Garages & Lots: total number of parking spaces maintained in parking garages and surface lots by the Parking Facilities Division. It should be noted that this calculation includes the partial demolition of spaces at the HemisFair Parking Garage. This figure also includes the addition of 704 spaces from the St. Mary's Parking Garage.

PUBLIC WORKS - STREET MAINTENANCE

Percent of Potholes Repaired Within 48 Hours: percentage of all requests placed to Public Works regarding pothole repair which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

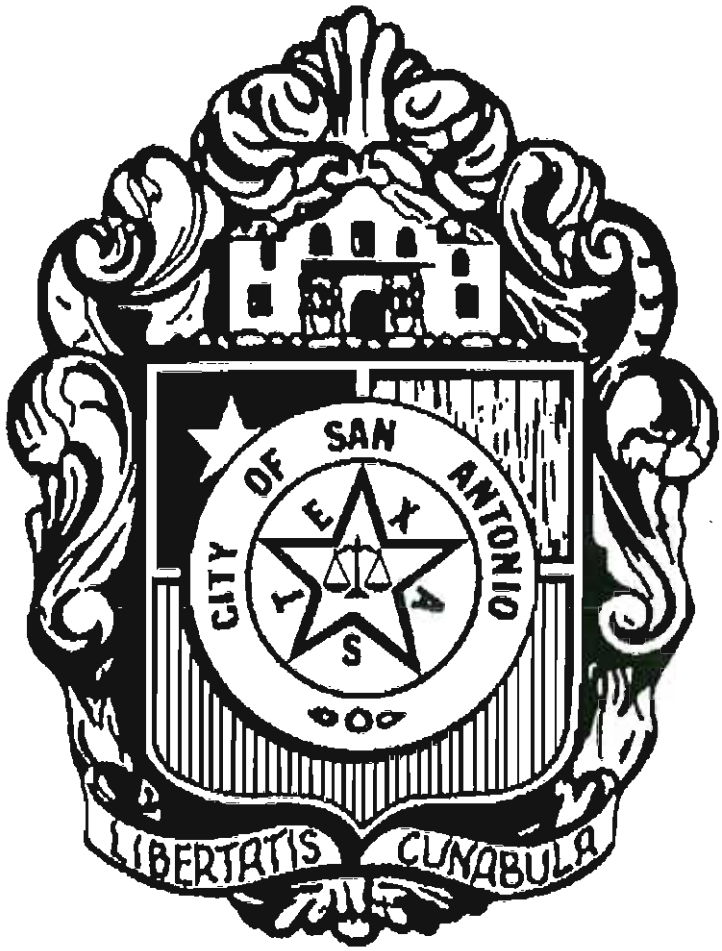
Total City Force Street Resurfacing & Rehabilitation: center line miles of street which are resurfaced or rehabilitated through various methods within the City limits each year by City Crews.

PURCHASING & GENERAL SERVICES

Average Cost of Car, Light Truck Oil Change: measure of the average cost to City departments for automobile and light duty truck oil changes. The Police Department's Crown Victoria is the most common vehicle in use by the

City and is used in the cost calculation for automobiles. The Ford ½ ton pickup truck is used for the calculation of the cost for light duty trucks.

Percentage of Total Dollars Awarded to AABE's, MBE's and WBE's: reflects the relationship between the total overall contract dollars awarded and the total dollars awarded to Women-Owned Business Enterprises (WBE's), Minority-Owned Business Enterprises (MBE's) and African-American-Owned Business Enterprises (AABE's).


CITY OF SAN ANTONIO
TEXAS
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Index

A

Airport Confiscated Property Fund	130
Airport Improvement & Contingency Fund	203
Airport Operating & Maintenance Fund	129
Airport Passenger Facility Charge and Subordinate Lien Fund	132
Airport Passenger Facility Charge Debt Service Fund	169
Airport System Revenue Bond Series	168
Airway & Airport Improvement Program – Grant	199
Alamodome	179
All Funds Budget Summary	88
Appropriations of Policy Issues	S66
Arrestee Drug Abuse Monitoring (ADAM) – Grant	372
Asset Management	185
Assistance to Firefighters Grant	358
ATSDR Environmental Health Screening Project Phase II - Grant	373
Aventis Pasteur-Daptacel	374
Aviation	195
AVON	375

B

Better Jobs - Expendable Trust	103
Bexar County Rabies Control Fund - Expendable Trust	104
Bexar Metro 911	539
Bio-Terrorism Preparedness	376
Bio-Terrorism/Public Health Support - Grant	377
Breast Health Program- Grant	378
Budget Process	xii
Budget Schedule	xi
Building Maintenance	575

C

Capital Improvements Reserve Fund	105
Carver Community Cultural Center – Grant	243
Categorical Grants Summary	157
CDBG Entitlement Grant Program	416
Charts of Accounts	x
Child Adult Summer Food Care Service - Grant	576
Child Care Delivery System - Grant	244
City Attorney	207
City Auditor	215
City Clerk	217
City Manager's Office	223
City Organizational Chart	S5
Code Compliance	227
Combined Budget Schedule of all Fund Types	90
Community and Visitor Facilities Fund	106
Community Environmental Health Education Program (NEIHS)	380
Community Initiatives	233
Community Services Block Grant (CSBG)	246
Comprehensive Nutrition Program – Grant	248
Conference of Mayors	382
Confiscated Property Fund	109

C

Convention & Visitors Bureau 275
Convention Center Expansion Revenue Bond Series 170
Convention Facilities 269
COPS 2001 Universal Hiring Program 540
Council Priorities S9
Creating a Culture of Integrity 541
Crisis Assistance Team Administration (CATA) 542
Cultural Affairs 287
Current Property Tax Revenue 99
Customer Service / 311 295

D

Debt Management Plan 161
Debt Service Flow of Funds viii
Delinquent Property Tax Revenue 100
Departmental Appropriations Overview 177
Development Services 301

E

Early Intervention for Women Living in Domestic Violence - Grant 213
Economic Development 309
Emergency Food & Shelter – Grant 249
Emergency Management Performance 356
Emergency Medical Services 349
Emergency Medical Services Fund 110
Emergency Shelter - Grant 250
English Literacy/Civics Education Program 251
Enterprise Resource Management 317
Enterprise Resource Management Fund 111
Environmental Services 323
Environmental Services Improvement & Contingency Fund 134
Environmental Services Operating & Maintenance Fund 133
Executive Summary S33
Explosive Detection Canine Team - Grant 204
External Relations 331

F

Facilities and Equipment 355
Fair Housing Administration - Grant 287
Federal Immunization Project 379
Federal TB - Grant 383
Finance 337
Fire Act Grant Program 357
Fire 343

G

General Fund - Appropriations 98
General Fund - Available Funds 97
General Fund Delegate Agencies Agency Pages 605
General Fund Delegate Agencies Description 601
General Fund Delegate Agencies Schedule 603
General Fund Transfers 597
General Obligation Debt Service Fund 167
GlaxoSmithKline-Harvix 384
GlaxoSmithKline-HPV 385
GlaxoSmithKline-Infarix 386
GlaxoSmithKline-Pediarix 387
GlaxoSmithKline-Twinrix 388
Glossary 653
Golf Course Operations 516
Golf Course Operating and Maintenance Fund 112

H

Head Start Early Childcare - Grant 252
Health 361
Health Education Project - Grant 389
Healthy Start - Grant 390
Hepatitis C Testing - Grant 391
HIV Prevention - Grant 392
HIV / AIDS Surveillance - Grant 393
HIDTA - Intelligence Center 543
Holiday Schedule 84
Home Entitlement Program - Grant 417
Hotel/Motel 2% Revenue Fund 113
Housing & Community Development 409
Housing Counseling Program - Grant 254
Housing Opportunity for Persons w/AIDS (Community Initiatives) - Grant 255
Human Development Fund 131
Human Resources 419

I

Improvements 17
Index 683
Information Technology Services 435
Inner - City School Immunization Project - Grant 394
Interlibrary Loan Services - Grant 454
Internal Services Alternate Services Employee Fund 148
Internal Services Building Maintenance Improvement & Contingency 144
Internal Services Building Maintenance & Repair Operation Fund 143
Internal Services Equipment Renewal & Replacement Fund 147
Internal Services Information Technology Services Fund 145
Internal Services Purchasing & General Services Fund 146
International Affairs 441
International Center Fund 114

J

Job Training Fund 115
Juvenile Accountability Incentive Block - Grant 257

L

Lab-State - Grant 421
Lead Poisoning Program - Grant 395
Library 447
Library System Operation - Grant 456
Local Law Enforcement Block Grant 545

M

Mandates 47
Management & Budget 459
Mayor & Council 471
Municipal Courts 473
Municipal Drainage Utility System Revenue Bonds 173
Municipal Elections 479

N

Neighborhood Action 483
Nelson Wolff Stadium Fund 134
Non-Departmental 491
Non-Departmental/Non-Operating Schedule 591
Non-Departmental Summary 641

O

Office of Domestic Preparedness 359
Official City Store 116
One-Time Projects 594
Operating Flow of Funds vi

P

Pace Environmental Health Education Program (NEIHS) 381
Parent & Child Incorporated - Grant 396
Parking Facilities 571
Parking Facilities Revenue Refunding Bond 171
Parking Revenue Operating & Maintenance Fund 135
Parks Development & Expansion Commercial Fund 172
Parks Development & Expansion Fund 117
Parks & Recreation 505
PCEH - Grant 397
Performance Measure Definitions 669
Perinatal Depression Project 398
Personnel Compensation Policy Issues 83
Personnel Schedule 92
Planning 523
Police 531
Procurement Technical Assistance Program - Grant 315
Project SAVE - Grant 399

Public Health Support Revenue 118
Public Works 553
Purchasing & General Services 581

R

Recreation Athletic Fund 119
Reductions 57
Refugee Screening - Grant 400
Regional Auto Crimes Team (ReACT) 546
Revenues 3
Ryan White II - Grant 428

S

SA Local Development Corporation - Expendable Trust 120
San Antonio Education Partnership -Grant 258
San Antonio HIDTA 548
San Antonio Regional Detoxification Program - Grant 401
San Jose 520
San Jose Burial Fund – Expendable Trust 139
Self Insurance Fund Employee Benefits Insurance 149
Self Insurance Fund Extended Sick Leave Program 150
Self Insurance Fund Liability Insurance 151
Self Insurance Fund Occupational Health 152
Self Insurance Fund Unemployment Compensation 153
Self Insurance Fund Workers' Compensation 154
State TB Grant 402
Statistical Data 645
STD Control & Staff Support - Grant 403
Stormwater 565
Stormwater Operating 121
Stormwater Regional Facilities 122
Street Maintenance 560
Street Maintenance & Improvement 123
Streets Right of Way Management 124
Summer Food Services Program 522
Supportive Housing Program 2000 - Grant 264
Supportive Housing Program 2001 - Grant 265
Supportive Housing Program 2001 - Grant Dwyer Avenue Center - Grant 266
Supportive Housing Program 2002 - Grant 267
Supportive Services for the Elderly - Grant 260

T

TDH Title V Family Planning - Grant 433
TEA 21 Planning Program - Grant 530
Tax Increment Financing 125
Technical Assistance Negotiated - Grant 458
Texas Commission on the Arts Decentralization - Grant 293
Title V Maternal & Child Health Services - Grant 405
Title V Population-Based - Grant 406
Title V Family Planning - Grant 404
Title XX Family Planning 407
Transmittal Letter S3
TxDOT Airport Improvement - Grant 205
TxDOT "Click It or Ticket" STEP 549
TxDOT Commercial Vehicle STEP 550

TxDOT DWI Selective Traffic Enforcement Program STEP 551

U

User's Guide to the Budget Document iii

W

Welfare to Work 261
WIC - Supplemental Nutrition Program 408

Y

Youth Opportunity - Grant 262