ADOPTED ANNUAL OPERATING AND CAPITAL BUDGET

City of San Antonio, Texas ~ Fiscal Year 2006-2007

CITY OF SAN ANTONIO
ADOPTED ANNUAL OPERATING AND CAPITAL BUDGET

FISCAL YEAR 2006 - 2007

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City of San Antonio

Mayor and City Council

Phil Hardberger
Mayor

Roger O. Flores
District 1

Sheila D. McNeil
District 2

Roland Gutierrez
District 3

Richard Perez
District 4

Patti Radle
District 5

Delicia Herrera
District 6

Elena K. Guajardo
District 7

Art A. Hall
District 8

Kevin A. Wolff
District 9

Christopher Haass
District 10

Management Staff

Sheryl L. Sculley
City Manager

Jelynne L. Burley
Deputy City Manager

Pat DiGiovanni
Deputy City Manager

Erik J. Walsh
Assistant City Manager

Frances Gonzalez
Assistant City Manager

Penny Postoak Ferguson
Assistant City Manager

T.C. Broadnax
Assistant City Manager

Sharon De La Garza
Assistant to the City Manager

Michael Armstrong
Chief Information Officer

Edward Benavides
Executive Assistant to the City Manager

Department Heads

Florencio Pena
Administrative Services

Jeffrey L. Hale
Animal Care Services

Shawn Eddy
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Mark Webb
Aviation

Michael D. Bernard
City Attorney's Office

Mark Swann
Interim City Auditor

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City Clerk

Robert Peche
City South Management Authority

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Communications & Public Affairs

Dennis Campa
Community Initiatives

Michael Sawaya
Convention, Sports & Entertainment Facilities

Scott White
Convention and Visitors Bureau

Tony Bosmans
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Roderick Sanchez
Interim Development Services

Paula Stallcup
Downtown Operations

Ramiro Cavazos
Economic Development

Rose Ryan
Interim Environmental Services

Ben Gorzell
Finance

Robert Ojeda
Fire Chief

Andrew Cameron
Grants Monitoring & Administration

Dr. Fernando Guerra
Health

David D. Garza
Housing & Neighborhood Services

Flor Garcia
Interim Human Resources

Hugh Miller
Interim Information Technology Services

Andrew Smith
Intergovernmental Relations

Beth Costello
International Affairs

Ramiro Salazar
Library

Fred Garcia
Municipal Courts

Felix Padron
Office of Cultural Affairs

Edward Belmares
Office of Innovation & Reform

Peter Zanoni
Office of Management & Budget

Malcolm Matthews
Parks & Recreation

Emil Moncivais
Planning & Community Development

William McManus
Police Chief

Tom Wendorf
Public Works

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 of Finance Officers Association of the United States of America and Canada (GFOA) present a Distinguished Budget Presentation Award to **City of San Antonio, Texas** for its annual budget for the fiscal year beginning in **October 1, 2005**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Guide to the Budget Document

BUDGET GUIDE

OVERVIEW

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

BUDGET SECTIONS

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

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

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

Budget Summary - This section contains the City Manager's transmittal letter, executive summary, community profile, and budget summary. The transmittal letter is the City Manager's message to the Mayor and City Council highlighting significant funding changes in the Adopted Budget. The executive summary describes the policies affecting the budget, and presents a summary of the revenues the City will collect, the funds the City will spend, and program changes that have been Adopted for service delivery. The community profile provides an overview of the City's culture and history, local economy, and perspective outlook on the City's future economic growth. Finally, the budget summary provides the reader with a synopsis of the Adopted Budget.

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

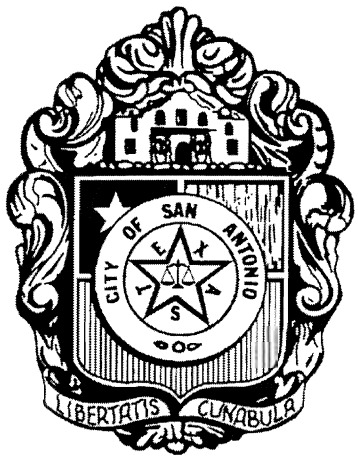
Program Changes - This section includes a discussion about Personnel Compensation policy issues, the City's Adopted Holiday Schedule and staffing levels that detail the changes in City and grant-funded authorized positions. It also includes a listing by fund of program changes sorted by Improvements,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

Source & Use of Funds Statements - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the summary overview of all funds. Following these schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

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

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

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

FINANCIAL AND BUDGET POLICIES

INTRODUCTION

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

BUDGET PROCESS & TIMELINE

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

Five-Year Financial Forecast

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

Goal-Setting Workshop

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

Proposed Budget

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

Public Hearings

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

Adopted Budget

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

BUDGET AMENDMENTS

At any time during the fiscal year, upon written recommendation of the City Manager, the City Council may transfer any unencumbered appropriation balance or any portion within a department office or agency to another. The

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

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

BUDGET BASIS

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

BUDGET CONTROLS

Budgetary compliance is a significant tool for managing and controlling governmental activities, as well as ensuring conformance with the City's budgetary limits and specifications. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council. Levels of budgetary controls, that is the level at which expenditures cannot legally exceed appropriated amounts, are established by function and activity within individual funds. The City utilizes an encumbrance system of accounting as one mechanism to accomplish effective budgetary controls. Encumbered amounts lapse at year-end, however, encumbrances generally are appropriated as part of the following year's budget.

ACCOUNTING BASIS

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles AAP). In most cases, this conforms to the way the City prepares its budget. All governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means that only current assets and current liabilities are generally included on their balance sheets. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. However, compensated absences, debt service expenditures, claims and judgments and arbitrage are recorded only when the liability is matured.

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

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

FUND TYPES

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

Special Revenue Funds—Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and

major capital projects) that are legally restricted to expenditures for specified purposes.

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

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

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

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

CAPITAL BUDGET

The Adopted FY 2007 through 2012 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program addresses general government, public health and safety, recreation and culture, and transportation functions. The first year of the six year plan is the Adopted FY 2007 Capital Budget.

DIRECT AND INDIRECT COST

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

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

Indirect Cost Identification

The City recovers indirect costs through the development and application of departmental indirect cost rates. Rates are developed and documented in the City's departmental indirect cost rate proposal. Rates include both City-wide central services costs and departmental administrative and support costs. The identification and allocation of City-wide central service costs is documented in the City's OMB A-87 Central Service Cost Allocation Plan (Plan). The Plan is prepared and documented in accordance with the OMB A-87 policies and procedures. Central Service costs included in FY 2007 rates are documented in the City's Plan based on actual expenditures and data incurred during the fiscal year ended September 30, 2005.

Department administrative and support costs included in the rate are those costs incurred for the benefit of all programs and activities of a department. Costs are recorded in administrative and support unit cost centers. Administrative and support costs are identified and documented in each department's indirect cost rate proposal. Costs included in FY 2007 rates are actual expenditures incurred during the fiscal year ended September 30, 2005. All costs included in the development of departmental rates have been reconciled to the City's Comprehensive Annual Financial Report for the fiscal year ended September 30, 2005.

Pensions

The City of San Antonio participates in two types of contributory retirement plans. These are funded plans covering full-time employees. The first is the Fire and Police Pension Plan, which is a pension fund and is a single-employer defined benefit

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

Self Insurance

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

PROPERTY TAXES & DEBT LIMIT

Current Tax Rate

The FY 2007 Adopted Budget includes $200.5 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level at 57.854 cents per $100 taxable valuation. For the thirteenth straight year, no increase in the overall tax rate is projected.

The property tax rate consists of two components. The first component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2007 is 36.704 cents for $100 of taxable value. The second component is the debt service component that is determined by the City's debt service requirement. The current debt service rate for FY 2007 is 21.150 cents per $100 of taxable value. Funds from this component of the property tax receipts are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. These two components taken together provided for a total tax rate for FY 2007 of 57.854 cents per $100 of taxable value.

Debt Service

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

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

Utilization of comprehensive financial analysis and computer modeling in the debt management plan

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

Debt Limitations

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

Long-Term Debt Planning

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

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

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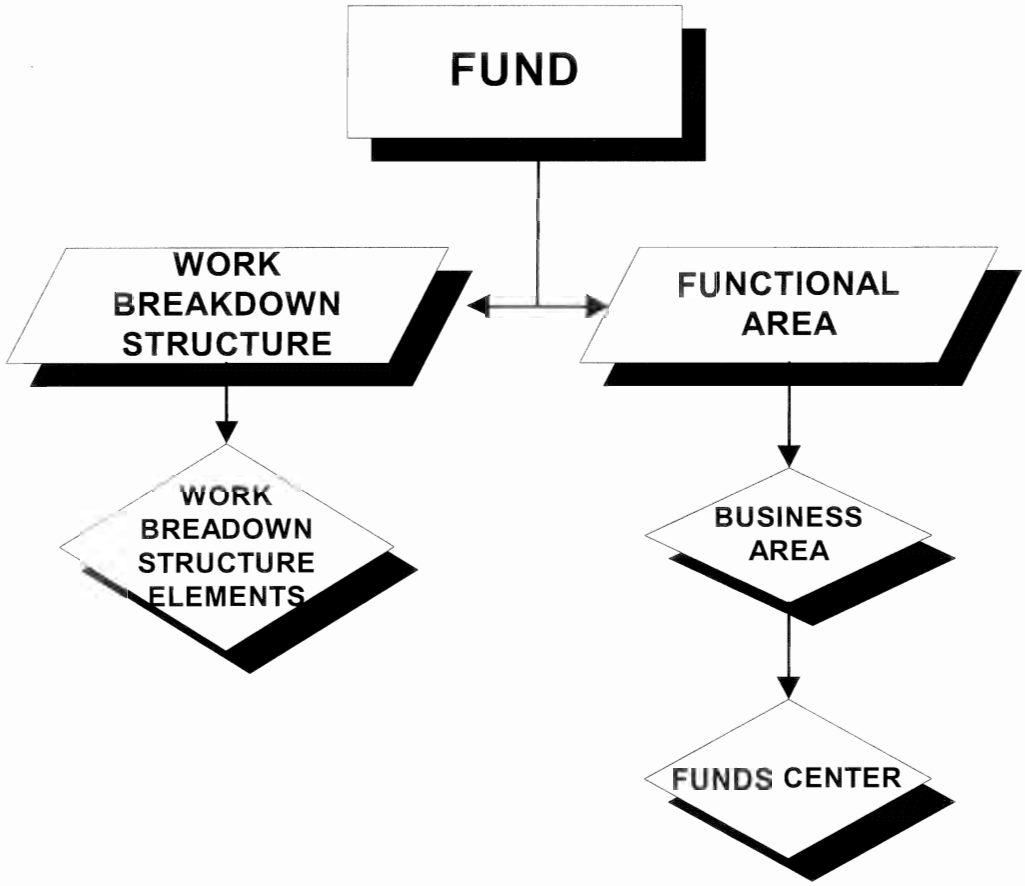
Accounting Structure

Chart of Accounts

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

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

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



Operating Flow of Funds

Detail

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

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

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

General Fund

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

Enterprise Funds

- Enterprise Fund Departments - Aviation, Environmental Services

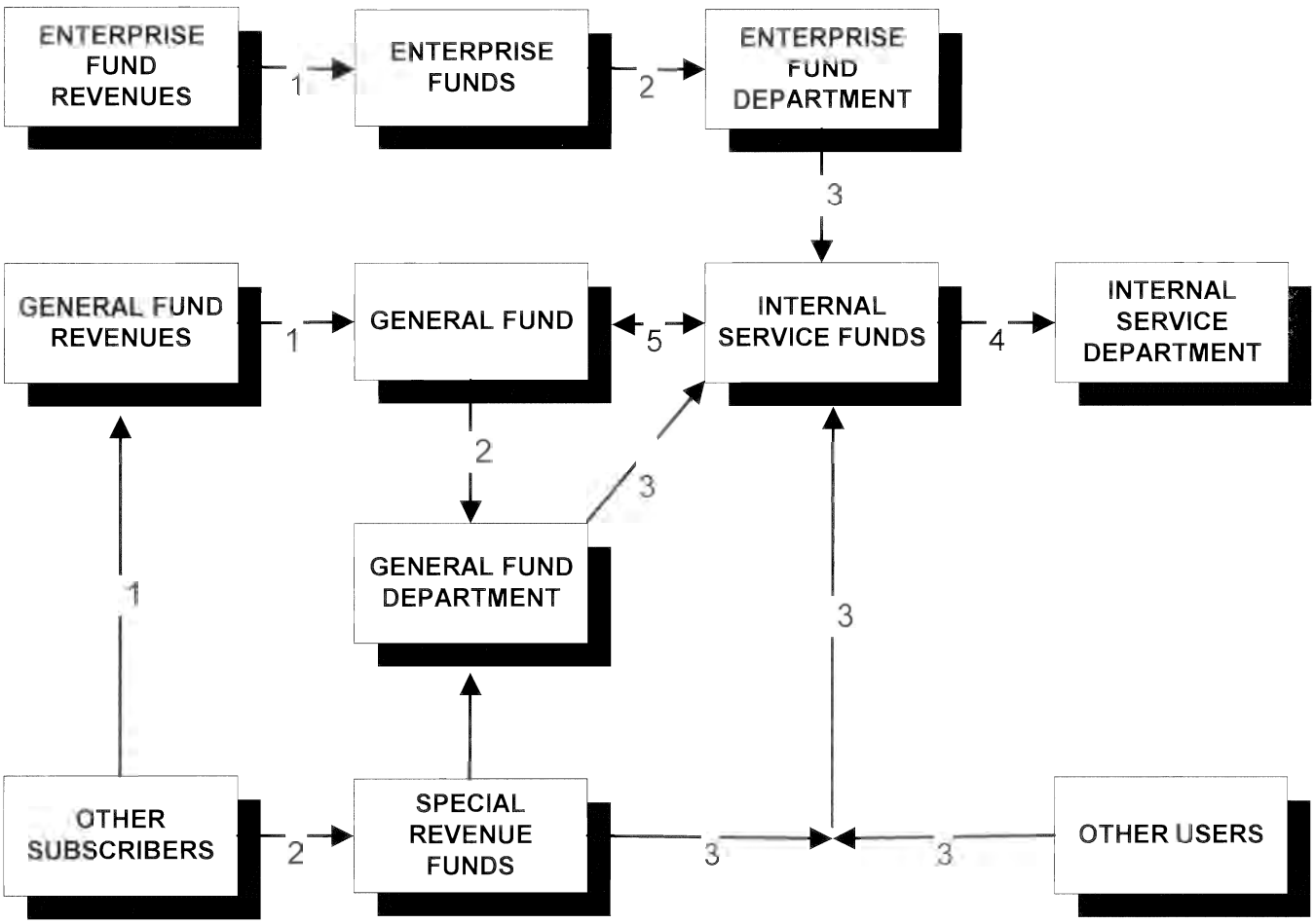
3. General Fund, Enterprise Fund, Special Revenue Funds, and other User departments all make payments into Internal Service Funds to support administrative functions which are internal City operations

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

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

Operating Flow of Funds

Exhibit



Debt Service Flow of Funds

Detail

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

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

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

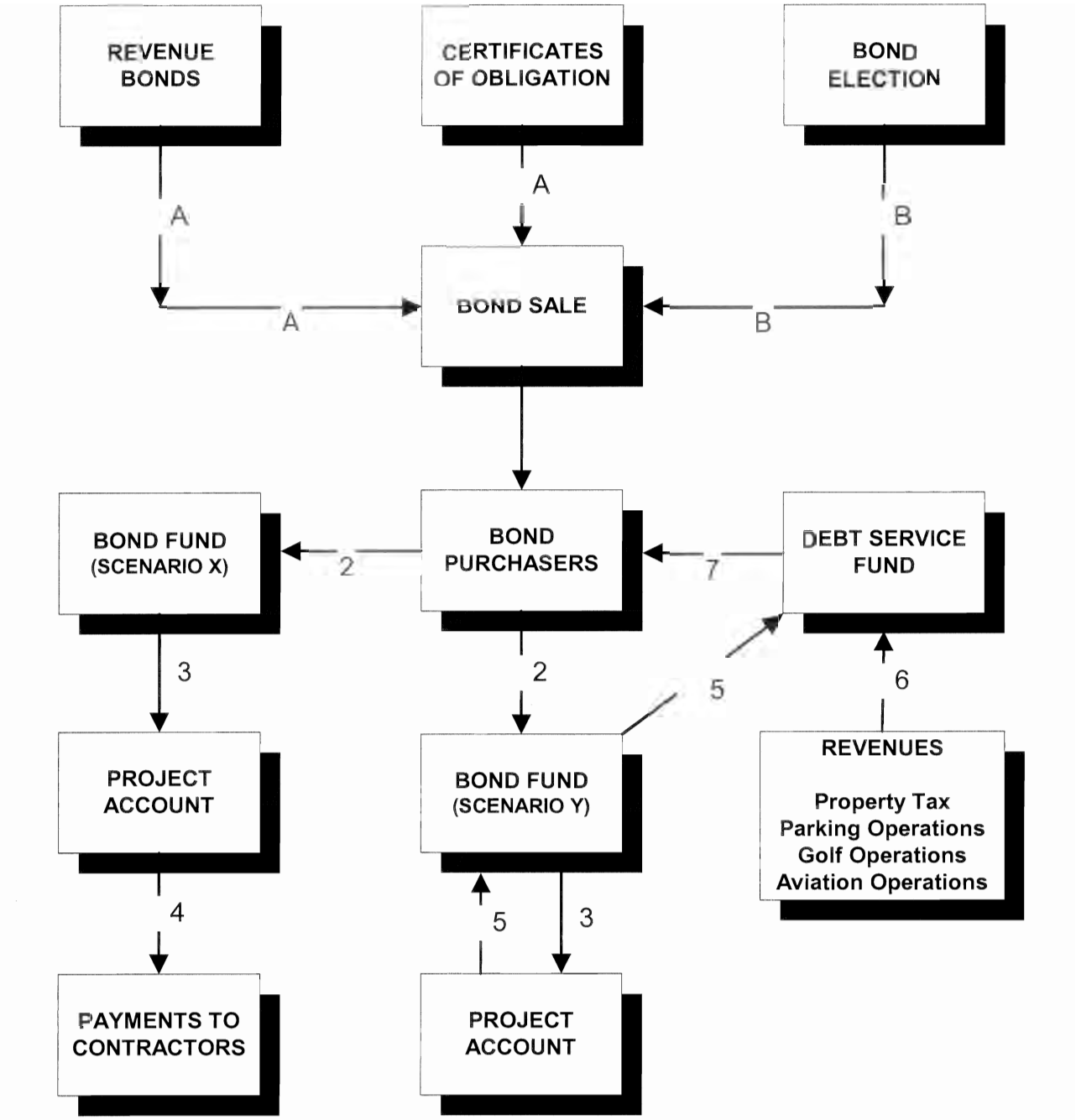
4. Open project accounts channel payments for project work to individual contractors (Scenario X).

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

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

Debt Service Flow of Funds

Exhibit



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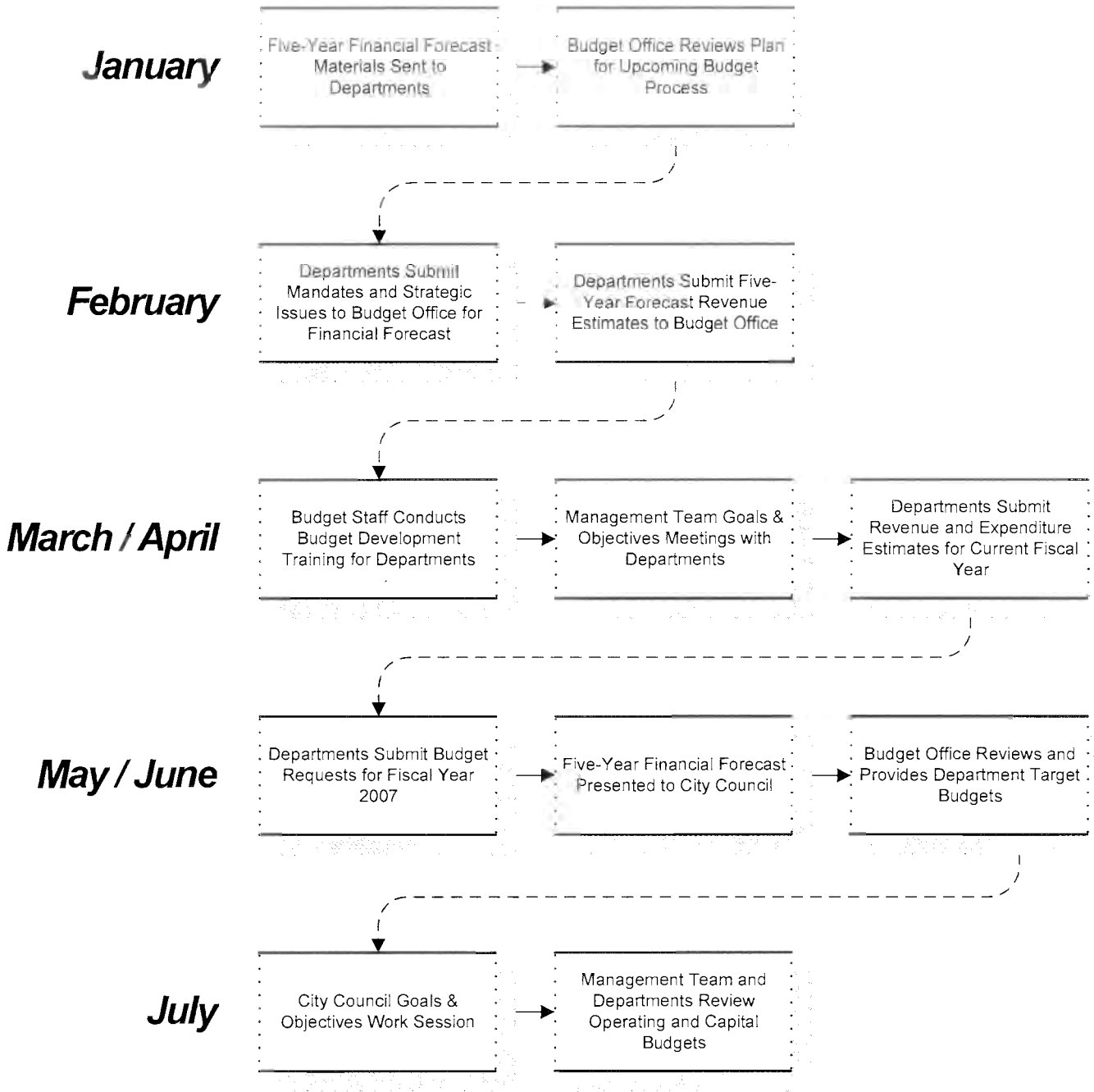
Budget Schedule Fiscal Year 2006-2007

The City of San Antonio's budget process consists of a range of Budget Worksessions, Presentations, and Public Hearings. The FY 2006-2007 budget process dates are as follows:

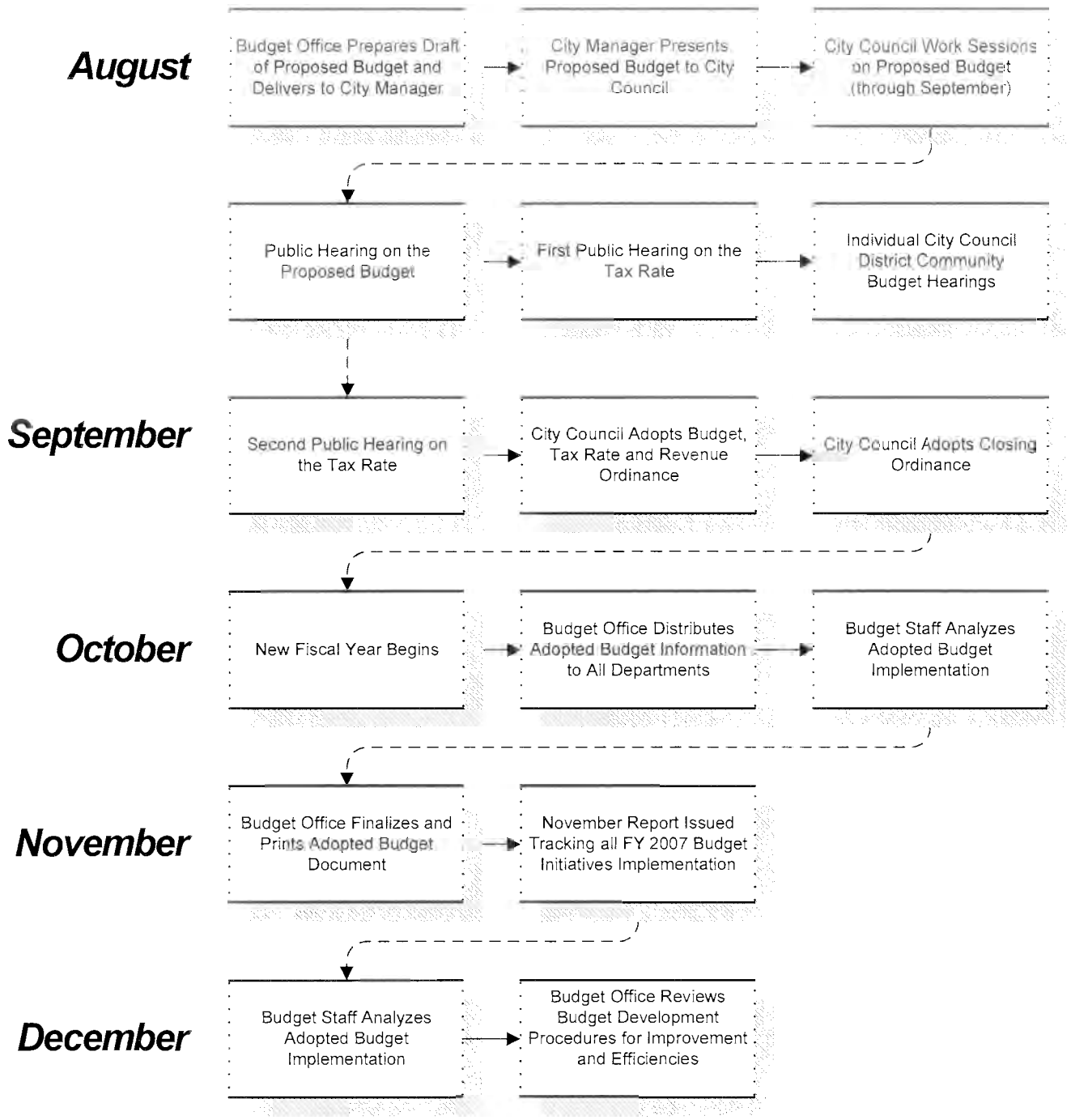
January-February	Five Year Financial Forecast materials sent to departments. Departments submit mandates and strategic issues to the Office of Management & Budget for Financial Forecast
March-April	Budget Staff conducts budget development training for departmental counterparts and conducts Management Team Goals & Objectives meetings with departments
April-May	Frontline Focus with Fire, Police, Development Services, and Environmental Services employees
May	Individual Management Team members meet with Departments and OMB to review FY 2006 Service Delivery Plans, Performance Expectations & Outcomes, Balanced Scorecards, New & Increased Revenues, Mandates, Reductions, known potential priorities, and departmental efficiencies
May 3	City Council "B" Session on the FY 2007 Annual Budget: Ranking Services for Policy Decisions
June 9	FY 2007-FY 2011 Financial Forecast document provided to City Council
June 14	City Council "B" Session on FY 2007-FY 2011 Financial Forecast
June 28	City Council "B" Session on the FY 2007 Annual Budget with facilitator: City Council policy goals and service delivery priorities
July	Management Team and OMB – meeting with departments – develop FY 2007 Proposed Operating & Capital Budget service delivery plans utilizing identified City Council policy goals and service delivery priorities
August 10	City Manager presents FY 2007 Proposed Operating & Capital Budget to City Council; OMB delivers copies of the FY 2007 Proposed Operating and Capital Budget to City Council and City Clerk
August 10	City Council considers Ad Valorem Tax Rate and sets date, time and place for public hearings and adoption of tax rate
August 14-28	Individual City Council District Community Budget Hearings
August-September	City Council Worksessions on the FY 2007 Proposed Budget (during City Council "B" Session)
August 24	First FY 2007 Ad Valorem Tax Rate Public Hearing, 3:00PM
August 30	City Council Public Hearing on the FY 2007 Proposed Budget, 6:00 PM, proceeded by staff summary report of issues discussed at individual City Council District Community Budget Hearings
August 31	Second FY 2007 Ad Valorem Tax Rate Public Hearing, 3:00PM

September 21	City Council approves FY 2006 Closing Ordinance
October	Office of Management & Budget finalizes and prints the FY 2007 Adopted Operating & Capital Budget documents. OMB distributes, analyzes, and validates the FY 2007 implementation process.
November-December	OMB reviews budget development procedures for improvements and efficiencies

FY 2007 BUDGET PROCESS



FY 2007 BUDGET PROCESS



CITY OF SAN ANTONIO

BOX 839966
SAN ANTONIO, TEXAS 78283-3966

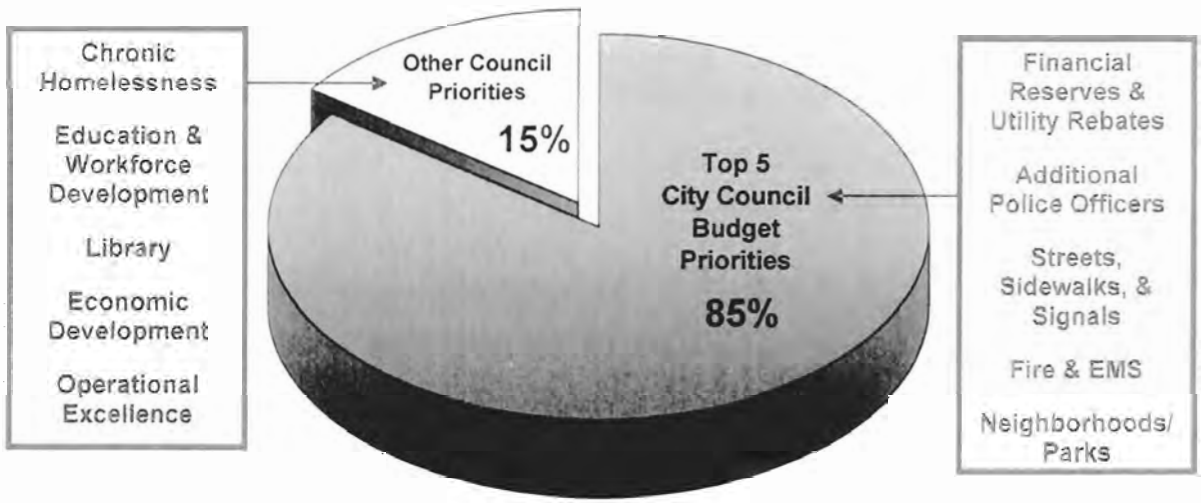
November 2, 2006

To the Honorable Mayor and City Council:

I am pleased to provide to you the FY 2007 Adopted Budget for the City of San Antonio. The FY 2007 Adopted balanced Budget includes an additional $20 million in financial reserves, CPS Energy utility rebates to the Environmental Services Fund and utility assistance program, 100 police officers to neighborhood and directed patrol, 36 firefighters and paramedics, $9.7 million in streets, sidewalks and traffic signals, roadway maintenance for City service alley ways, eight new code enforcement officers, and funding for graffiti enforcement, Animal Care Services, and parks and Riverwalk beautification and maintenance. These City Council priorities represent 85% or $52.1 million, of all General Fund resources available for enhancements. Additionally, $9.5 million is included for other City Council priorities such as $2.7 million for economic development initiatives, $2.0 million to address chronic homelessness, $2.3 million for education and workforce development, and $1.1 million for libraries. The Adopted Consolidated Annual Budget, comprised of all funds, excluding transfers, totals $1.83 billion with operating expenditures totaling $1.3 billion and the FY 2007 capital program totaling $502 million.

The following chart provides an overview of enhancements in the Adopted Budget and how the enhancements relate to City Council's priorities:

5/85 Service Plan



Top 5 City Council Priorities use 85% of enhancement resources in FY 07 Budget

FINANCIAL RESERVES

The establishment and maintenance of appropriate reserves within the General Fund is critical to prudent financial management. The FY 2007 Adopted Budget recommends specific funding targets for each reserve. By including an additional $20.0 million for Contingency, Stabilization, and Emergency reserves, the General Fund has 6.1% in reserves, up from the 3.9% in FY 2006. Specifically, an additional $4.0 million is included to increase the Emergency Reserve to $32.2 million, $15.0 million to establish a Budget Stabilization fund, and $1.0 million for a contingency reserve. The Budget Summary of the FY 2007 Adopted Budget outlines the funding targets for each reserve, the funding included in the FY 2007 Adopted Budget, and the amount required in each of the next five years to reach the established targets. Additionally, the Adopted Budget includes City Council approved policy guidelines on how each of these funds would be replenished and which reserves can be accessed.

ENHANCING PUBLIC SAFETY BY FUNDING ADDITIONAL POLICE OFFICERS

Public Safety is one of the top priorities for City Council and the community. The FY 2007 Adopted Budget reflects this priority by recommending over $3.8 million for 100 officers to perform traditional police activities within the City to include neighborhood patrol. Of the 100 officers, 54 new police officers will be added and detailed to various police assignments throughout the City based on known and projected crime trends and analysis. This improvement will also increase the use of civilian employees performing administrative duties allowing for the redirection of 46 sworn officers to the field. The FY 2007 Adopted Budget continues to enhance police services by setting aside $2.4 million in FY 2007 for an additional 50 police officers to be added in FY 2008. FY 2008 will be the second phase of a long range strategic approach to address police staffing needs, maintain patrol availability, and decrease response time. In total, neighborhood and targeted patrol will increase by 150 police officers over the next two years.

INVESTING IN STREETS, SIDEWALKS, AND TRAFFIC SIGNAL INFRASTRUCTURE

The FY 2006 Adopted Budget included a two-year funding plan for streets and added $10.0 million to address the maintenance required on over 4,000 miles of City streets. Supplementing the significant investment made in the FY 2006 Budget, the FY 2007 Adopted Budget includes the planned $5.0 million in FY 2007 and adds an additional $5.0 million for contractual street maintenance. The FY 2007 total Streets budget totals $59.9 million, including $2.0 million for neighborhood sidewalks, $1.0 million in increased funding for Neighborhood Access & Mobility Program (NAMP), and $500,000 to double the number of traffic signals installed during the year. This represents a 31% increase over FY 2006 funding levels that totaled $45.8 million.

ENHANCING PUBLIC SAFETY BY FUNDING FIRE & EMS ENHANCEMENTS

The FY 2007 Adopted Budget furthers the City's goal of staffing pumper companies with four persons to promote firefighter safety and enhance incident management. Included is $1.1 million to fund nine firefighters and additional overtime funding as the first year of a three-year plan to staff all pumper companies with a minimum of four persons. The Adopted Budget also includes funding to enhance Emergency Medical Services (EMS). The additional funding will add 24 paramedics to staff a new EMS unit and a full-time EMS unit currently being staffed with paramedics on an overtime basis. Also included in the Adopted Budget is over $203,000 to allow personnel in the Firefighting Division to maintain paramedic skills and training certification.

ADDRESSING NEIGHBORHOOD ISSUES THROUGH INCREASED FUNDING FOR CODE COMPLIANCE, GRAFFITI ENFORCEMENT, AND ANIMAL CARE

The FY 2007 Adopted Budget includes $474,000 to add eight Code Enforcement positions. These investigators will reduce the case closure rate to an average of 30 days down from the current average of 36 days and increase enforcement during the weekend by three hours and weekday evening coverage by five hours. These new positions represent a 12.5% staffing increase for all code enforcement

positions. The Adopted Budget also includes $250,000 in additional funding for graffiti abatement which provides for one Neighborhood Services Coordinator (to be added to four existing dedicated graffiti staff), four trucks, temporary worker funding, public awareness materials and paint. In addition, the Parks & Recreation and Public Works' Storm Water Fund graffiti programs will be consolidated under the Neighborhood Services Department.

Developed by the Animal Care Services Advisory Board, *the Animal Care Five-Year Strategic Plan* seeks to lead the community to achieve a "no kill" goal by 2012. The FY 2007 Adopted Budget includes over $677,000 in improvements to fund spay/neuter initiatives, increased Kennel Attendants, public awareness materials, and replacement funds for 15 new and modern transportation units. With an expected completion date of June 2007, the new 38,000 square foot Animal Care facility operating budget will receive an additional $290,340 in order to provide additional personnel and equipment needed to effectively provide improved care and service to animals and citizens in the community.

INNOVATION AND REFORM

The FY 2007 Adopted Budget includes the creation of the Office of Innovation and Reform. Utilizing existing General Fund resources, this newly created unit will be responsible for improving efficiency and effectiveness of operations City-wide with priority reform areas identified by the City Manager. The Office of Innovation will provide internal support to departments while challenging the organization through the process of continuous improvement and the management of high quality internal and external reviews to provide maximum accountability and service delivery to citizens. The Office of Innovation and Reform will also implement and coordinate a new Management Intern Program.

TWO-YEAR BALANCED BUDGET PLAN

By limiting recurring improvements, implementing reductions of $4.5 million, and increasing revenue, the FY 2008 General Fund Forecast has been revised and continues to show a positive ending balance. The updated FY 2008 General Fund Ending Balance has been re-forecasted and uses $13.88 million of the Budget Stabilization Fund and maintains a positive ending balance of $75,000.

OTHER COUNCIL PRIORITIES

In addition to addressing the top City Council priorities, the FY 2007 Budget includes $9.5 million to support other City Council priorities. Included in the Adopted Budget is $2.7 million for economic development initiatives, $2.0 million to address chronic homelessness, $2.3 million for customized education and workforce development, and $1.1 million to increase the recurring Library materials budget as well as other Library service and maintenance improvements. The Capital Budget also includes over $3.0 million for roof replacement and exterior recoating at the Central Library.

OTHER FUNDS

Environmental Services

The FY 2007 Adopted Budget reflects an acceleration of the seven year manual to automated solid waste collection conversion to a three and one-half year conversion timeframe. Additionally, a program enhancement will incorporate fully automated recyclables collection within the same conversion schedule of three and one-half years. The City will improve solid waste services by implementing a twice-a-week, two cart, mechanized garbage and recycling collection system. One collection day of the week will be dedicated to garbage and one collection day will be dedicated to recycling. This new system will provide a comprehensive solid waste program designed to encourage recycling, reduce litter in neighborhoods, and ensure waste is disposed in an environmentally responsible manner.

With the acceleration of the conversion of automated solid waste and the enhancement of automated recycling collection, a monthly conversion charge of $0.74 per month will be required. This charge will support the substantial capital investment required to move to a fully automated solid waste and recycling

collection system. To help defray the overall cost of the needed capital investment and reduce the Conversion Fee, CPS Energy revenue in the form of a utility rebate of $10 million from the General Fund to the Environmental Services Fund is scheduled for FY 2007. In addition to the conversion fee, a solid waste fee increase of $1.26 per month is adopted to offset increased costs of labor, disposal, maintenance and repairs, and fuel costs.

Development and Planning Services Fund

The FY 2007 Adopted Budget reflects the creation of a new special revenue fund to clearly demonstrate how development revenues are used to support development expenses. Establishment of a new special revenue fund will enhance accountability by appropriately aligning revenue with expenses and provide increased flexibility to the Development Services and Planning departments in responding to economic trends.

Establishment of the Fund will also allow the City to add additional staff and resources to (1) improve cycle time for permitting, (2) ensure consistency and quality of plan review and inspections, and (3) enhance customer service. Improvements included in the FY 2007 Adopted Budget total approximately $2.4 million in FY 2007 and include 41 new positions, or an equivalent service level with contractual services, to support the following program changes: a Business Assistance Center, a Residential Plan Review Team, a Complex Commercial Plan Review Team, Additional Inspector Positions, a Storm Water Team Enhancement, Administrative and Management support, Permit and Plan Review support, a workflow study, and outsourced plan review and inspections. The Adopted Budget also reflects a $1.0 million reserve in the Development and Planning Services Fund.

Hotel Occupancy Tax Related Funds

FY 2007 Hotel Occupancy Tax (HOT) collections are projected at $47.14 million, a 15% increase from FY 2006. To increase art funding from 12% to 15% of HOT collections, the FY 2007 budget adds $2.25 million for a total art and cultural programming allocation of $7.07 million. Of the added art funding, $500,000 will be used to continue implementation of the Cultural Collaborative. Other significant improvements include a $1.0 million marketing reserve that will enable the Convention & Visitors Bureau to meet, if needed, the growing cost of marketing San Antonio to include funding to address the branding component of Destination SA. An additional $600,000 is included for the Convention Facilities and Alamodome for maintenance and repair of the facilities. The increase in HOT revenue provides the City with the capacity to fund a Renewal and Improvement Fund of $1.5 million for future Alamodome and Convention Facility maintenance and repair needs. The Adopted Budget also sets aside $400 thousand as a Budget Stabilization Reserve.

Aviation Fund

The FY 2007 Adopted Budget for the Aviation Fund is $53 million. In FY 2007, the Aviation Fund will continue to maintain a three month operational reserve of $8.4 million. The FY 2007 Adopted Budget includes several program changes to address increased passenger traffic as well as the operational costs of current and future capital projects. The FY 2007 Adopted Budget invests over $447,000 to enhance the Financial, Management and Maintenance operations of the San Antonio International Airport by adding 14 positions in these areas. Additionally, over $138,000 is also incorporated in the FY 2007 Adopted Budget to add four positions to implement the new Airport Police Tactical Training Program to improve security at the San Antonio International Airport. Finally, the FY 2007 Adopted Budget includes more than $133,000 to accommodate the increase in parking customers and better redirect the duties of the current parking operations staff.

CONCLUSION

City staff is committed to the swift and targeted implementation of the initiatives included in the FY 2007 Adopted Budget. Departments have begun working with the Office of Management and Budget and the City Manager's Office to establish detailed implementation work plans to include significant milestones and associated performance measures for all program changes included in the FY 2007 Adopted Budget.

I would like to express my sincere appreciation to the City Council for providing valuable policy guidance since the initial policy worksession of May 10, 2006 and especially the July Goals Setting & Prioritization Worksession. This year's budget process made significant progress towards making the Proposed Budget increasingly available and responsive to citizen input. Supplementing the opportunity for input provided by budget hearings, the City also hosted Community Budget Hearings in every City Council district and heard comment by over 200 speakers. A first-ever Proposed Budget Video was created and utilized at all community Budget Hearings and aired on TVSA and made available through all City libraries as well as on the City's Internet site. In addition, the Budget Highlights document was printed in two local newspapers—one in English and one in Spanish—reaching over 200,000 households. Finally, I would like to call attention to the extensive dedication and commitment of the Executive Team, Management Team, and the staff of the Office of Management & Budget in this important effort.

Respectfully submitted,

Sheryl Sculley
City Manager

Executive Summary

Adopted Annual Operating and Capital Budget

EXECUTIVE SUMMARY

City of San Antonio, Texas - Fiscal Year 2006-2007

2007 Adopted Budget adds police, targets local streets, neighborhoods

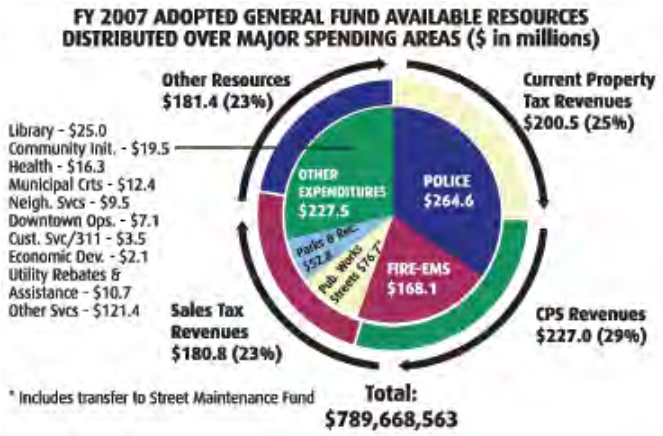
San Antonio streets and neighborhoods will see an even larger City presence in FY 2007 (October 1, 2006 to September 30, 2007) as a result of enhanced services included within the budget adopted by City Council on September 7, 2006. One hundred police officers, increased street, sidewalk and alley maintenance, two EMS units with 24 uniformed paramedic positions and 12 uniformed firefighter positions, more code enforcement officers, and additional funding for graffiti abatement services will increase public safety, improve roadways and sidewalks and make neighborhoods cleaner and safer.

For the second straight year, City services will not be challenged by a budgetary shortfall. Instead, updated revenue forecasts and lower than projected expenditures for FY 2007 have generated an additional $40.5 million available to address City Council priorities and to include reserve funding for future years.

For FY 2007, the adopted budget includes an additional 100 uniformed police officers to patrol San Antonio neighborhoods and to augment special investigative units. Additional firefighters and paramedics will also be added to meet the high volume of emergency calls.

Again this fiscal year, additional street maintenance funding has been approved. This budget increased $10 million in FY 2006 and the two-year strategy adds $5 million to the streets budget in FY 2007. Five million additional dollars in contractual street maintenance have also been added for 2007 using one-time revenues, bringing the total budget for street work in San Antonio to $59.99 million.

New resources and innovation will make San Antonio neighborhoods cleaner. Additional code compliance personnel and graffiti abatement resources, including a graffiti public awareness campaign, will expedite enforcement and abatement actions. The budget also addresses continued enhancements to animal care services to include adding kennel attendants, funding animal disease prevention services, and modernizing animal care vehicles. Additionally, a utility rebate transfer of $10.0 million from the General Fund to the Environmental Services Fund will benefit customers by offsetting heavy equipment costs and expediting the implementation of an automated garbage and expanded recyclable collection system.



The General Fund

Revenues

General Fund financial resources for FY 2007 are expected to be $789.7 million. The General Fund supports a majority of basic City services including streets and infrastructure, public safety, and parks and recreation activities. For FY 2007, these services will be supported by $200.5 million in property tax revenue, $227.0 million in CPS Energy payments to the City, and $180.8 million in local sales tax revenues.

- For the fourteenth straight year, there will be no increase in the property tax rate. The tax rate will remain 57.854 cents per $100 taxable valuation. With current homestead exemptions, the property tax freeze approved by voters in 2005, and other exemptions and limitations, the City will forgo over $30.96 million in property tax revenue in FY 2007.
- The City's payment from CPS is the largest source of revenue for the General Fund. Fourteen percent of all CPS gas and electric customer service revenue is paid to the City as a return on investment.
- Sales tax revenues are expected to increase in 2007 and beyond as local economic conditions are expected to outpace national economic indicators over the next few years.
- Finally, the adopted budget increases various existing fees and creates new fees to address the need to fund recurring expenditures within the General Fund. These increases total $2.40 million for the FY 2007 budget.

Redirections/Reductions Savings

Within the FY 2007 General Fund budget are 48 reductions/efficiencies, with a total net recurring savings of nearly $4.5 million. Included in this figure is the elimination of 139 positions, of which 50 are vacant. For filled positions proposed for elimination, employees were given the opportunity to fill a vacant position within the City. All General Fund reductions are the result of either operational efficiencies or decreases in services with little or no impact.

Financial Reserves

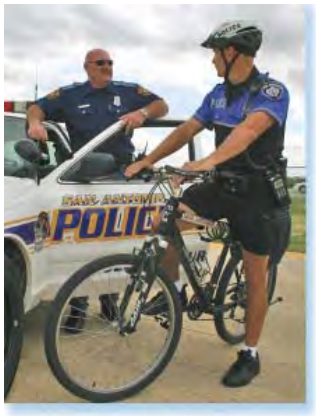
The establishment and maintenance of appropriate reserves within the General Fund is critical to prudent financial stability. The FY 2007 Adopted Budget includes the establishment of new reserves with targets for specific levels of funding. To achieve these targets, funding for each of the reserves is scheduled to be phased-in over the next five years beginning with FY 2007.

- The 2007 Adopted Budget includes an additional $4 million for the City's General Fund Emergency Reserve (formerly labeled the Reserve for Revenue Loss) bringing the FY 2007 Reserve total to $32.17 million or 4.1% of total FY 2007 General Fund appropriations. The goal is to fund this reserve at 5% of total appropriations.
- A new Budget Stabilization Reserve Fund is also established in FY 2007. This Reserve will assist the City in smoothing fluctuations in available General Fund resources from year to year, helping to manage one-time and recurring sources of revenue and provide more continuity from year to year in service delivery levels. The FY 2007 level of funding in the adopted budget is $15 million or 1.9% of total General Fund appropriations. The goal is to fund this reserve at 3% of total appropriations.

General Fund Improvements

The FY 2007 Adopted Budget offers a variety of basic services designed to meet the challenges of a growing city. It invests in City Council priorities such as police protection, street maintenance, fire and EMS response, neighborhood services, and other quality of life issues. Certain program changes adopted for the City's new fiscal year are highlighted as follows:

Police Protection



Public safety is always one of the City's top priorities.

- The 2007 budget includes $3.8 million for the addition of 100 uniformed police officers to improve police patrol availability (initiating proactive problem solving and crime prevention activities), to decrease response times, and to enhance special investigative operations such as gang and sex crime units. 100 officers will be put into service in 2007 by adding 54 new sworn personnel and redirecting 46 police officers to patrol, backfilling with civilian positions.
- An additional 50 officer positions are planned to be added in FY 2008 by setting aside $2.4 million in FY 2007.

Streets, Sidewalks and Alley Roadways

The Public Works Department maintains more than 4,000 miles of city streets. In 2006, street funding was increased by $10 million and programmed to increase in FY 2007 by another $5 million.

General Fund Improvements continued

- An additional $5 million is included in FY 2007 for contractual street maintenance, resulting in a total street budget of $59.99 million.
- $2 million was approved for a contractual neighborhood sidewalk program to address a growing list of requests for sidewalk installation and repair in various parts of the city.
- $1 million will be added to provide roadway maintenance for the City's service alley ways.
- $500,000 was also approved to double the number of traffic signals installed during the year.

Fire Protection and Emergency Medical Services

Fire and EMS responded to a combined 210,000 calls last year.

- To continue to meet the high volume of fire calls and provide a high level of service, the FY 2007 Adopted Budget approves $1.1 million to fund nine additional firefighter positions to increase the level of four-person staffing on fire pumper trucks. Four-person staffing promotes firefighter safety at the incident and allows the fire company to begin engaging in firefighting operations in a rapid manner.

- 12 new paramedic positions will be added in late 2007 at a cost of $410,405 to staff a new full-time EMS unit.
- A second EMS unit including 12 positions will also be added in part by redirecting overtime resources within the department.
- $203,808 is included to allow personnel in the Firefighting Division to maintain paramedic skills and training certification necessary for administering enhanced aid in the field.

Neighborhood Services

During FY 2006, the City realigned and enhanced services focused on improving neighborhoods. Animal Care Services became a distinct operational unit responsible for the implementation of a comprehensive program to address animal issues.

- The FY 2007 Adopted Budget has over $677,000 in improvements for Animal Care Services, including funds to address Year One priorities of the City's Five Year Animal Care Strategic Plan. Among these priorities are spay-neuter programs ($137,000), additional Kennel Attendants ($181,347), and enhanced disease prevention services ($111,000).

- To improve neighborhood safety and cleanliness, the budget also approves $474,046 for eight new positions to expedite code enforcement and abatement actions.
- $250,000 is included to consolidate graffiti abatement actions. A dedicated five-member team (four from existing staff and one new position) will combine with existing resources to implement a public awareness campaign and manage volunteer efforts to help reduce graffiti in San Antonio.
- $200,794 in additional funding is budgeted for the City's After School Challenge Program.

Parks Beautification

The Parks and Recreation Department manages and operates more than 16,500 acres of parkland as well as numerous recreational facilities. In FY 2006, City Council added $500,000 to address park maintenance issues.

- For FY 2007, City Council approved $226,599 for two additional irrigation crews to improve park appearance, increase water conservation and perform preventative maintenance.
- An additional $150,000 will be used to refurbish 14 park restrooms.

Downtown Services and Riverwalk Maintenance

Downtown San Antonio has emerged as one of the country's top tourist destinations. In an effort to continue this trend, the FY 2007 Budget consolidates major downtown service delivery areas into the newly-created Downtown Operations Department.

- The new department combines existing resources from the Parks and Recreation Department, Public Works Department and the City's Special Events Office.
- As part of this effort, close to $499,000 is included for additional positions to enhance downtown, to beautify the Riverwalk, and to improve maintenance of the San Antonio River.

Health and Chronic Homelessness

Meeting the needs of area homeless and helping to rebuild their lives continues to be a high priority for the City of San Antonio.

- $100,000 has been added to provide one-time funding for the Bienestar Diabetes Prevention Program.
- City Council approved $2.0 million for homelessness services including overnight safe sleeping units, re-housing families who have become homeless, community court support services, funds for the San Antonio Food Bank, and plan design for the development of a homeless campus.

Education, Workforce and Youth Development

A skilled workforce is integral to San Antonio's ability to attract high-profile companies and good jobs.

- $498,413 is included to support customized long-term adult and extended youth services job training.
- $1,598,413 is budgeted for Project Quest of which at least 80% will be utilized for direct long-term job training.
- $330,000 will support San Antonio Education Partnership scholarships at six additional high schools with scholarships to begin in FY 2008.
- $450,793 will be used to help fund continuing education opportunities for childcare professionals.

General Fund Improvements
continued

Library Services and Maintenance

The City currently operates 23 libraries in San Antonio with an additional branch library under construction.

- The adopted budget approves $750,000 to increase the recurring library holdings budget to add more books and materials to library shelves. This enhancement includes $100,000 in one-time funding to secure Kronkosky Foundation Challenge Grant Match funding of $250,000.
- $350,000 is also included for additional library staff, technology upgrades, and enhanced maintenance and security at City libraries.

Six-Year Capital Improvement Plan

The FY 2007 through FY 2012 Capital Improvement Plan contains 333 projects and totals more than $900 million. Items in the six-year scope include new streets and sidewalks, street improvements, drainage enhancements, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements including fire stations, airport system improvements, flood control projects, and municipal facility construction and refurbishment projects. For FY 2007, the Capital Budget totals $502.1 million.

The City's next bond program is scheduled to be presented to voters in May 2007. The program is projected to total $550 million and will be financed with the City's current tax rate.

Other Funds

Environmental Services Fund

Waste collection is one of the most frequent services residents see. However, unlike many other services, it is supported by a user fee collected monthly through residents' CPS Energy bills. Rising operational costs, including increased fuel prices and increased landfill disposal fees, will require over the next few years slight increases to the solid waste collection fee component of residents' monthly bills. For 2007, a $1.26 monthly adjustment will be added to the total current rate of $13.99.

The 2007 Adopted Budget accelerates the current seven-year manual to automated solid waste collection conversion to 3½ years. It also includes a program to incorporate fully-automated recyclables collection within the same conversion schedule.

- Automation reduces litter in neighborhoods, increases collection efficiencies, and decreases worker injuries and the insurance costs associated with those injuries.
- Accelerated conversion will require an additional $0.74 per month fee over the next three years. To keep this conversion fee low in FY 2007, the budget includes a $10 million utility rebate that transfers one-time CPS revenues to the Environmental Services Fund.
- Despite these increases, San Antonio will still maintain one of the lowest solid waste collection fees in the country.

Development and Planning Services Fund

San Antonio is experiencing a high volume of growth and development. The City's development process involves review by multiple City departments and outside agencies. To facilitate better coordination of these reviews and to provide quality customer service throughout the development process, a special revenue fund has been created for 2007 that will utilize development-related revenues to support development-related expenses.

This new fund will support additional contractual services and Development Services staff, including inspector, plan review, and planner positions, to improve cycle time for permitting and to ensure consistency and quality of plan reviews and inspections.

Hotel Occupancy Tax Related Funds

FY 2007 Adopted Hotel Occupancy Tax (HOT) collections are projected to be $47.14 million, a 15% increase from FY 2006.

- To bring art funding to 15% of HOT collections, an additional $2.25 million will be allocated to art and cultural programming. Of the added art funding, $500,000 will be used to continue implementation of the Cultural Collaborative and $500,000 will be allocated to the San Antonio Symphony.
- Included in the Adopted Budget is a $1.0 million marketing reserve which will enable the Convention & Visitors Bureau to meet, if needed, the growing cost of marketing San Antonio.
- An additional $600,000 is included for the Convention Facilities and Alamodome Departments for maintenance and repair of their facilities.
- The increase in HOT revenue provides the City with the capacity to fund a Renewal and Improvement Fund of $1.5 million for future Convention Facilities and Alamodome maintenance and repair needs.
- The adopted budget also sets aside $400,000 as a Stabilization Reserve Fund.

Community Budget Outreach

Community Budget Input Dropbox and Employee Budget Input Dropbox

The FY 2007 Adopted Budget includes valuable input from the community of San Antonio residents and employees. More than any previous budget year, the City of San Antonio has extended its reach for ideas to residents and employees alike. During the FY 2007 Budget Process, the Community Budget Input Dropbox (c-BID) and Employee Budget Input Dropbox (e-BID) Programs were established. Interested residents and employees were provided with a forum for submitting ideas and suggestions for improving City government. The English and Spanish forums were available both on-line via e-mail or through paper suggestion boxes located at all 23 City libraries, four Community Link Centers, City Council constituent offices and various Senior and Youth centers across the City, as well as at strategic departmental locations. Over 400 c-BID suggestions were received and more than 150 e-BID suggestions.

Frontline Focus

Again this fiscal year, the City utilized targeted focus-group settings to identify service delivery efficiencies and enhancements as well as sources for enhanced or new revenues. Four departments were involved including Environmental Services, Development Services, Fire and Police. Twelve sessions were conducted over a one-month period: over 120 employees participated generating more than 300 unduplicated service delivery suggestions.

Community Budget Hearings

The City also held Community District Budget Hearings in each of the City's 10 City Council Districts. At each Community Hearing, highlights of the Proposed Budget were communicated through a Proposed Budget video, the first ever produced for the City of San Antonio, and other written materials. In addition, City staff was present to answer questions from the residents. Over the two week period of Community Hearings, City staff spent more than 30 hours engaging public comment from over 200 speakers. Nearly 800 residents attended the Hearings and more than 350 comments/suggestions were received.

Enhanced Budget Communication

Communication of the FY 2007 Proposed Budget was significantly enhanced in comparison to prior years.

- A first-ever Proposed Budget Video was created and utilized at all Community Budget Hearings, played on TVSA (the City's Government Access Television) and the City's website, and made available for check-out at all City libraries.
- A first-ever Workforce Highlights document was printed and distributed to all employees to communicate those budget-related changes impacting City employees.
- The annual Budget Highlights document was redesigned, increased in size, and made available in Spanish for the first time ever.
- In addition, the Budget Highlights document was printed in two local newspapers – one in English and Spanish – reaching over 220,000 households.

For more information on the FY 2007 Adopted Budget, see www.sanantonio.gov.

Budget Highlights prepared by the Office of Management and Budget
with assistance from the Communications and Public Affairs Department

Community Profile

City of San Antonio Community Profile

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

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

San Antonio, with a population of more than 1.32 Million is the seventh largest city in the United States and the second largest city in Texas. Over the past decade, its population has grown at an annual rate of about 1.5 percent and is expected to continue at that rate. According to the 2000 Census, Hispanics make up 58.7 percent of the population, followed by Anglos at 32.5 percent and an African American population of almost 7 percent. The median age in the San Antonio metropolitan area is just under 33 years old.

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

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

- The health care and biotechnology fields have an annual economic impact of $14.3 billion and employ more than 108,275 citizens. San Antonio has become a leading research and treatment center for cancer, diabetes, heart disease and other conditions thanks to the renowned South Texas Medical Center and more than 30 other medical facilities.

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

- San Antonio is a recognized leader in the information security and technology industry. More than 9,500 employees work in the industry and register an economic impact of $3.4 billion. The Air Intelligence Agency, a Department of Defense center for excellence in information security, calls San Antonio home.

- More than 8,200 San Antonians work in San Antonio's emerging aerospace and aviation industry, which has a $9 billion annual economic impact. San Antonio is home to the maintenance, repair, and overhaul operations of some of the world's leading aerospace companies, such as Boeing, Lockheed Martin, and Standard Aero.

- Three military bases employ more than 70,000 individuals. The economic impact of the military is over $5 billion and growing with recent announcements that San Antonio will gain another 3,600 jobs over the next three to five years from the base realignment and closure (BRAC) process. Furthermore, $2 billion in military construction is scheduled for San Antonio as a result of the BRAC process. The military is also an integral part of the City's targeted industries, particularly healthcare and information technology.

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

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

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

- San Antonio is a top visitor and convention destination, with more than 20 million people choosing the Alamo City as their vacation or meeting site. Tourism employs more than 93,999 and contributes more than $8.7 billion annually to the local economy.

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

San Antonio is a great place to live. Its cost of living is typically 10% to 15% below the national average and is consistently ranked among the lowest of major U.S. cities while home prices are among the most affordable in the country. San Antonio's median household income is just over $36,706. Public, private and parochial schools are available as well as a number of colleges and higher education facilities.

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

Community Profile

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

POPULATION	
Population (2006):	1,322,500
Population Growth Rate (2006):	2%
Median Age:	33
Composition of Population: (2000 Census)	Hispanic - 59%
	Anglo - 33%
	Black - 7%
	Other - 2%

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

MAJOR EMPLOYERS

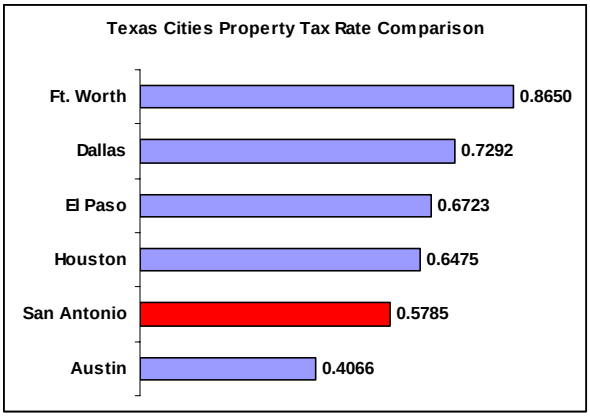
Public Sector:	Lackland Air Force Base
	Fort Sam Houston
	Randolph Air Force Base
	City of San Antonio
	Northside I.S.D.
Private Sector:	AT&T
	H.E.B. Grocery Company
	Valero Energy Cooperation
	USAA
	Zachry Group

EMPLOYMENT

Median Household Income:	$36,706
Civilian Labor Force:	840,809
Unemployment (2006):	36,335
Unemployment Rate (2006):	4.5%

HOUSING

Median Home Value:	$131,100
City Property Tax Rate: (per $100 of Valuation)	$0.57854
City Property Tax Comparison	Second Lowest Among Major Texas Cities



TRANSPORTATION

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

TOURISM

Total Annual Visitors:	21.3 Million
Leisure Travelers:	17.4 Million
Business Travelers:	3.9 Million
Tourism Employment:	93,999
Economic Impact:	$8.7 Billion

MAJOR ATTRACTIONS

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

Budget Summary

Budget Summary
Fiscal Year 2007 Adopted Budget

Overview

The **FY 2007 Annual Adopted Operating and Capital Budget** for the fiscal year starting October 1, 2006 and ending September 30, 2007 has been developed to ensure strategic financial reserves and to provide funding for targeted investments, quality City services, and continued infrastructure improvement projects. The annual budget development process serves as the foundation for the City's allocation of resources for city services. Additionally, the budget process encapsulates incremental changes to address service requirements and funding redirections. This Budget Summary of the Annual Budget serves to highlight how the allocation of City financial, human, and capital resources are directed to achieve policy and service delivery goals. The Budget Summary is organized in the following manner:

Budget Summary Outline

- Budget Development Process
- How the Adopted Budget Addresses City Council Policy Goals
- FY 2007 Total City Budget (All Funds)
- Revenue Adjustments
- How the General Fund Ending Balance Changed since the Forecast
- FY 2008 Revised General Fund Forecast
- Financial Reserves, Utility Rebates to ES Fund, and Utility Assistance
- General Fund Enhancements
- General Fund Reductions/Redirections
- Personnel Levels
- Other Funds Summaries
- Capital Improvements Plan Summary

Budget Development Process

The process of developing the FY 2007 Adopted Budget is a comprehensive effort that involves input from citizens, the Mayor and City Council, outside governmental and private agencies and organizations, all City departments and offices, and City employees. There are several major components to the process including the annual policy and goal setting work sessions with the Mayor and City Council and a review of revenues and City services for enhancement or redirection of funds to more critical City services.

This year's budget process was improved by allowing greater participation by citizens and employees. In May 2006, the newly developed Community Budget Input Dropbox (c-BID) and Employee Budget Input Dropbox (e-BID) gave citizens and employees the opportunity to offer their suggestions on how the City could increase efficiencies, generate revenues, and make effective changes to service delivery. The dropboxes were placed in 34 locations within the City including public libraries, the City's office lobbies, and other venues. Information and access for this budget initiative was provided to citizens and City employees in English and Spanish. Resources were also available on the City's internet website.

In addition, the 2007 Frontline Focus Initiative was initiated in order for departments to identify process improvements that could be considered during the development of the FY 2007 Adopted Budget. The goal of the initiative was to help identify ways that departments could (1) gain overall efficiencies, (2) generate new/additional revenues, and (3) make effective changes in service delivery. Four departments participated in the 2007 Frontline Focus Initiative to include the Fire Department, the Police Department, Environmental Services Department, and the Development Services Department. The Frontline Focus Initiative sessions were conducted between April 5th and May 4th 2006 and were coordinated by the Office of Management & Budget with the assistance of individual Department Heads and Human Resources.

Budget Summary

The following table presents an overview of 2007 Frontline Focus results:

Frontline Focus Results Summary

Department	Number of Sessions	Number of Participants	Number of Ideas Generated
Police	4	38	97
Fire	3	41	96
Environmental Services	3	25	91
Development Services	2	23	58
Total	***12***	***127***	***342***

Many ideas generated from this budget initiative have been provided to the Departments and are in the process of being implemented. Several other ideas that were identified as quantifiable are adopted to be implemented in the FY 2007 budget process. The following table represents (1) significant ideas from the Frontline Focus Initiative currently being implemented in departmental operations and (2) ideas that would be implemented in the FY 2007 Adopted Budget.

Sample Frontline Focus Suggestions

Department	Participant Suggestions Currently Being Implemented
Police	Utilize Conductive Energy Devices (Tasers); Provide more comfortable uniforms
Fire	Replace Self Contained Breathing Apparatus; Replace 2-way radio batteries (capital outlay dollars of $60 K was allocated mid FY 2006 for the replacement of these batteries)
Environmental Services	Inner Departmental Newsletter; Updated organizational & workflow chart
Development Services	Enhance training for receptionist personnel to ensure better customer service; Develop and post performance reports daily
Department	**Participant Suggestions Included in the FY 2007 Adopted Budget**
Police	Add more Police Officers; Make capital improvements to substation parking lots
Fire	Enhance Training Academy and Arson Bureau staffing; Four-Person Staffing; Maintain paramedic certification in Fire Suppression; Add full-time EMS units
Environmental Services	Accelerate automated solid waste and recycling collection; Realign collection routes; Provide citizens with two 96-gallon recycling & solid waste containers
Development Services	Add additional staff; Conduct a workflow study to find efficiencies and enhance services; Ability to train more staff from additional resources

There were 140 e-BID suggestions and 453 c-BID suggestions submitted through July 2006. The following table represents significant c-BID and e-BID ideas currently being implemented in departmental operations or ideas that are being recommended within the FY 2007 Adopted Budget.

c-BID & E-Bid Sample Suggestions

Department Implementing Ideas	c-BID / e-BID Suggestions
Asset Management	Reduce number of notices sent by postal mail and replace with telecommunication and e-mail notifications (e-BID)
Fire	Civilianizing a Fire Lieutenant position in the Personnel Division (e-BID)
Parks & Recreation	Pressure wash downtown sidewalks (c-BID); Add lighting to Main Plaza (c-BID)
Communications & Public Affairs	Eliminate printed version of the city newsletter and replace with electronic version (e-BID)
Neighborhood Services	Increase fines for not having a garage sale permit (c-BID)
Asset Management	Fix city clocks located on the corner of Main and Commerce (c-BID)

FY 2007 Target Budget Development In late spring, City Departments were given target budgets based on current service requirements. Several items in the target budgets (and ultimately the FY 2007 Adopted Budget) have been adjusted for price fluctuations in the economy. Annually, many costs are automatically increased for inflation with several expenditures increasing at a higher rate than inflation. Fuel expenditures, for example, have been increased by approximately 18% (about $0.45/gallon) in the FY 2007 Adopted Budget in order to compensate for increasingly volatile diesel and unleaded fuel costs. Other examples of cost increases above inflation include gas and electricity, building maintenance, water and sewer, and building cooling costs. Conversely, some costs have been reduced due to cheaper contracts and lower usage, such as City communication costs. All of the aforementioned cost increases and decreases have been analyzed and included within the FY 2007 Adopted Target Budget.

City staff was instructed with the FY 2007 Budget Instructions to use City Council's policy and service delivery ratings results (from the City Council Goals Setting Worksession on June 28th) as the basis for recommending added investments and service delivery changes for FY 2007.

During July, the City Manager, Management Team and Management & Budget staff met with each Department Director to review their department's FY 2007 target budget and recommended service delivery changes that addressed City Council policy priorities. Other items reviewed included performance measures, capital and grant programs, policy issues, revenue changes, and potential reductions.

FY 2007 Proposed Budget After obtaining the priorities of the City Council, as well as conducting reviews of each City department, the City Manager presented the FY 2007 Proposed Budget to City Council on August 10, 2006. The Proposed Budget represented City staff's professional recommendation on how to utilize revenues and expenditures in order to achieve a balanced budget while optimizing City service deliveries and addressing City Council policy direction for FY 2007.

Public Input on Budget Priorities After the FY 2007 Budget was proposed on August 10, 2006, the City held District Community Budget Hearings in all 10 City Council Districts between August 14 and August 28, 2006. In each community hearing, an explanatory video regarding the FY 2007 Proposed Budget was shown and citizens were given the opportunity to direct questions to their City Council Member and City Officials. These District Community Budget Hearings were attended by 850 individuals and over 200 community comments were heard. The City also held a Budget Public Hearing in which 35 citizens/groups provided input. Additionally, two Tax Rate Public Hearings and four Work Sessions for City Council were held. The Public Hearings and Work Sessions resulted in the City Council being aware of issues important to citizens and community groups while the District Community Budget Hearings allowed City Council to hear feedback from the citizens on the FY 2007 Proposed Budget.

Fiscal Year 2007 Adopted Budget After receipt of the FY 2007 Proposed Budget, the City Council held four work sessions to review the proposed service program details and discuss potential City Council budget amendments. The budget work sessions provided a forum for public discourse on significant policy issues as well as an opportunity to review departmental service plans highlighting proposed program enhancements, reductions, redirections, and revenue adjustments. After considering all the recommendations and receiving input from citizens at a public hearing on August 30, 2006, a balanced budget was adopted on September 7, 2006, including amendments added by the City Council. These amendments can be found in the following paragraphs and tables.

General Fund Expenditure/Supporting Source Amendments The following tables detail the approved 13 General Fund expenditure amendments totaling $5,501,587 in FY 2007. These amendments and their supporting resources were approved by City Council on September 7, 2006 with the adoption of the Budget.

FY 2007 Amendments to the Proposed General Fund Budget

General Fund Expenditure Amendment Item	FY 2007 Budget	FY 2008 Budget Impact
Increase funding for Neighborhood Access & Mobility Program (bringing District allocation from $200,000 to $300,000)	$1,000,000	$0
New funds for City Service-Alley Roadway Maintenance	1,000,000	0
Transfer funds to Employee Benefits Fund to Offset less revenue from increasing Civilian Employee Premiums by 50%	1,509,000	0
Add resources to Economic Development Agency Results-Based Funding Process ($500,000 for SATAI, $100,000 Finance SA, and $100,000 for BioMed SA)	200,000	0
Add resources for Library books and materials to secure Kronkosky Foundation Challenge Grant Match funding of $250,000	100,000	0
Added resources to outside agency FY 2007 budgets to mitigate reduced CDBG Public Service Funding since FY 2005	291,000	291,000
New funds for Denman Estate purchase reserve (non-refundable)	50,000	0
Added resources for Free Trade Alliance	50,000	0
New funds for Veterans Affairs Commission	50,000	0
New funds for Early Childhood Professional Development	450,793	0
Added funds for After School Challenge Program	200,794	0
New funds for Bienestar Diabetes Prevention Program	100,000	0
Added resources of $500,000 for Project Quest for total allocation of $1,598,413 in FY 2007 (Proposed Budget allocated $1,098,413)	500,000	0
Total Added Expenses from Amendments	***$5,501,587***	***$291,000***

FY 2007 Amendments to the Proposed General Fund Budget

General Fund Resource Amendment Item	FY 2007 Budget Impact	FY 2008 Budget Impact
Redirect $1 Million of $3 Million in FY 07 Neighborhood Sidewalk Program to NAMP	$1,000,000	$0
Allocate $1.0 Million from the $1.6 Million fund balance within the Better Jobs Special Revenue Fund	1,000,000	0
Allocate $500,000 in General Fund "Reserve for Additional Priorities"	500,000	0
Redirect $1,600,000 in General Fund funding for five replacement Fire Apparatus to Municipal Lease Financing	1,600,000	394,000
Fund $150,000 Tree Planting Enhancement with Tree Mitigation Fund Fund Balance	150,000	0
Reduce Funding by $251,587 for Workforce Development Initiatives added in FY 07 Proposed Budget totaling $750,000	251,587	0
Use $1 Million of $2 Million General Fund Contingency Fund	1,000,000	0
Total Resources and Redirection/Reductions in FY 2007 Enhancements	***$5,501,587***	***$394,000***
Expenditure and Revenue Amendment Impact for FY 08		***$685,000***

Additional amendments include added guidelines for the General Fund Contingency and Budget Stabilization Funds, new Project Quest funding guidelines, and changes to Civilian Employee Health Care Premiums.

For the General Fund's Contingency Fund and Budget Stabilization Fund, the guidelines included within the FY 2007 Proposed Budget shall be followed and be amended with the following guideline: a two-thirds vote from City Council will be required in order for City Council to approve the use of these financial reserves.

Regarding Project Quest, the City Council requires that the funding received by Project Quest from the City's FY 2007 Budget be used to support no more than 20% of Project Quest's administrative overhead (administrative overhead will be defined by the City through the Community Initiatives Department Director).

For civilian employee Health Care Monthly Premiums, City Council also approved as part of the Adopted Budget that the employee Premium changes over the 2006 Plan Year shall increase by 50% within in the PPO and HMO Plans. The Budget Summary includes more detailed information on the adopted monthly premiums for the 2007 Plan Year. The identified estimated fiscal impact of $1,983,000 will be covered by General Fund amendments noted above and increased funding transfers from other appropriate funds to the Employee Benefits Fund.

Additionally, the budget amendments include direction to have City Staff, during its review and potential re-design of the PPO Health Care plan, eliminate the HMO Health Care Plan effective in the 2008 Plan Year.

The amendments considered by the entire City Council as part of the overall FY 2007 Adopted Budget approved on Thursday, September 7, 2006 also amended four other Funds in addition to the General Fund—the Hotel Occupancy Tax, Tree Mitigation, Storm Water, and Environmental Services Funds.

Within the **Hotel Occupancy Tax Fund**, consistent with the August 31, 2006 Council Consideration Request Memo, there will be an increase in Art & Cultural Agency funding from 12% to 15% (an increase of $1,308,604) of the Hotel Occupancy Tax collected in FY 2007. The amendment sets aside 4.25% of the total Hotel Occupancy Tax collections for eight agencies housed in City facilities, namely: the Guadalupe Cultural Arts Center, the Carver Center, the Witte Museum, the Symphony Society of San Antonio, the Alameda Theater/Museo Alameda, the Magik Children's Theater, the Centro Cultural Aztlan, and the San Pedro Playhouse.

The **Tree Mitigation Fund** will utilize resources to add one Urban Forester position in the Parks & Recreation Department. This will total $85,000 in FY 2007.

The FY 2007 Proposed **Storm Water Fund** will be amended to increase appropriations by $462,000 to expedite 11 miles of Salado Creek clean-up using contractual forces.

Finally, the monthly rate increase that supports service provided by the **Environmental Service Fund** will decrease from a total monthly adjustment of $3.01 to $2.00. To support the adjustment, $5 million more in FY 2007 will be transferred from the General Fund for a total CPS Utility Rebate Transfer of $10 million. The total monthly rate in FY 2007 will adjust from a proposed $17.00 to $15.99.

How the FY 2007 Budget Addresses City Council Policy Goals & Service Delivery Priorities

The table on the following page summarizes how the FY 2007 Adopted Budget addresses Policy Goals and City Services priorities identified by the City Council. The table depicts General Fund allocations toward each enhancement. More detail for each of the issues identified is provided on the Budget Summary and within the ***Program Change*** section of the FY 2007 Adopted Budget.

How the FY 2007 Adopted Budget Addresses City Council Identified Priorities

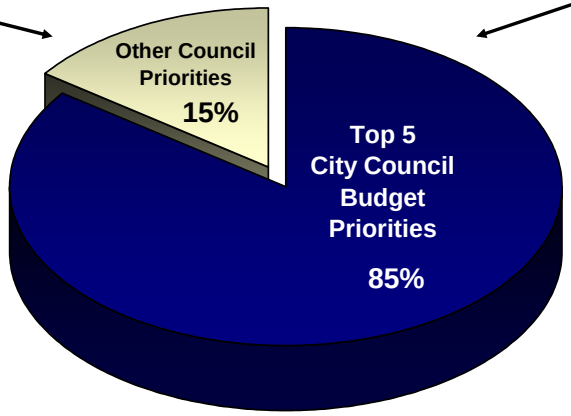
Rating	Identified Service Topic	FY 2007 Adopted Budget Enhancement	General Fund $
	Should be Done in the FY 2007 Budget (1)		
1	Increase Police Patrol Officer staffing for neighborhood and/or directed patrol	Add 54 Police Officers to Neighborhood Patrol	$2,334,511
2	Increase funding levels for Streets Maintenance	A. Increase Contractual Street Maintenance	$5,000,000
		B. Add funds for City Alley Roadway Maintenance	$1,000,000
		C. Add funds for more sidewalk construction	$2,000,000
		D. Increase funding for NAMP	$1,000,000
		E. Increase funding for Traffic Signal programs	$600,000
3	Civilianize administrative and support services and redirect uniformed personnel to fire protection and EMS Services	Redirect 3 Fire/EMS uniform positions and backfilling with 3 civilian positions; Add 2 new civilian telecom. positions; Add 3 civilians for applicant processing; and Add 1 civilian video technician	$453,732
4	Civilianize administrative and support services and redirect uniform officers to neighborhood patrol	Redirect 46 Police Officer positions to patrol backfilling with civilians	$1,472,834
5	Enhance Code Compliance enforcement to include extending enforcement service hours	Add 8 Code Enforcement Positions	$474,046
7	Enhance EMS service delivery	Add 2 Additional EMS Units; Add 2 civilian EMS Unit Stock Clerks; Add 1 civilian Case Reporting Coordinator; and Add resources for Firefighters to maintain Paramedic Certification for use in field	$839,853
8	Increase funding for Park landscape and beautification	A. Add 2 Irrigation crews, Landscaping and Tree Planting/Maintenance funds, Park Facility Maintenance and sanitation services funds	$401,599
		B. Add 3 Riverwalk Maintenance Crews, Enhance Riverwalk Landscaping and Sanitation Services	$448,401
10	Increase funding for Mayor and City Council staff	Increase Mayor and Council Administrative Assistant Funding	$88,814
11	Increase funding to address Chronic Homelessness	Add direct support and planning to address chronic homelessness to include $500,000 for SA Food Bank	$2,000,000
13	Increase funding for City Council Human Development Services Funds	Increase Funding for Human Development Services Funds with Option to redirect to Five Service Areas	$110,000
14	Fund long-term customized Education & Workforce Development programs	Enhance Workforce Development Initiatives, Re-Appropriating FY 2006 Funding to Project Quest in FY 2007, Evaluate Effectiveness	$1,523,413
	Would like to do in the FY 2007 Budget (2)		
18	Develop enhanced Graffiti removal and prevention programs and services	Add 1 Abatement Removal Facilitator, Materials and Equipment, and Redirect 4 Positions to Graffiti from Parks & Recreation and Storm Water Fund	$250,000
20	Increase funding to include more high schools in the San Antonio Education Partnership	Add 6 San Antonio High Schools to SAEP	$330,000
22	Increase funding for child care services	Funds for Early Childhood Professional Development	$450,793
25	Add more funding to Animal Care services	Address Animal Care Services Strategic Plan; Add 5 Kennel Attendants, Address Disease Prevention	$677,373
	Want to do but not at detriment of other programs (3)		
32	Add Fire Fighter positions for Fire Protection Services	Add 9 Fighters for 4-Person Staffing; Add 2 Fire Apparatus Operators to Arson; Add 1 Fire Apparatus Operator to Training Academy; Redirect 1 Fire Fighter from Comm. Resources to Training Academy	$1,363,504
36	Increase funding for library books and materials	Recurring Library Resource Budget, Library Security Services, Building Maintenance, Added Staffing	$1,100,000
39	Add funds in FY 2007 for Port Authority of San Antonio (KellyUSA)	Support infrastructure improvements at Port Authority of San Antonio	$2,000,000
41	Enhance year-round youth recreation programs	Add funds to mitigate reduced CDBG Public Service Funding and funds to After School Challenge	$491,794

When considering the Financial Reserves policies that City Council supported during their goal setting process, and the CPS Utility rebates to Environment Services Fund and CPS Utility payment assistance program, 85% of all General Fund resources for enhancements are allocated to five key City Council priorities as the chart below indicates.

5/85 Service Plan

Expenditure Percentages of Total Enhancements

-FY 2007 Adopted General Fund -



$2.0M Added Funding for Chronic Homelessness

$2.3M Customized Education & Workforce Dev.

$1.1M Library Holdings Budget, Service, & Maintenance

$2.7M Economic Development Initiatives

$1.4M Operational Excellence

Total Other Council Priorities $9.5 Million

#1 Financial Reserves & Utility Rebates/Assistance
- **$20M** Contingency, Stabilization, & Emergency Reserves
- **$2.4M** For 50 Additional Police Officers in FY08
- **$10M** FY07 Rebate to Environmental Service Customers
- **$750K** Utility Assistance (REAP)

Total #1 $33.15M (54%)

#2 $3.8M for 100 Police Officers for Neighborhood Patrol

#3 $9.7M for Streets, Alleys, Sidewalks, & Signals

#4 $2.7M Fire & EMS Enhancements

#5 $2.8M Neighborhoods, Parks, & Related Public Service Programs

Total #2-#5 $18.9 Million (31%)

Total Top 5 Priorities $52.1 Million (85%)

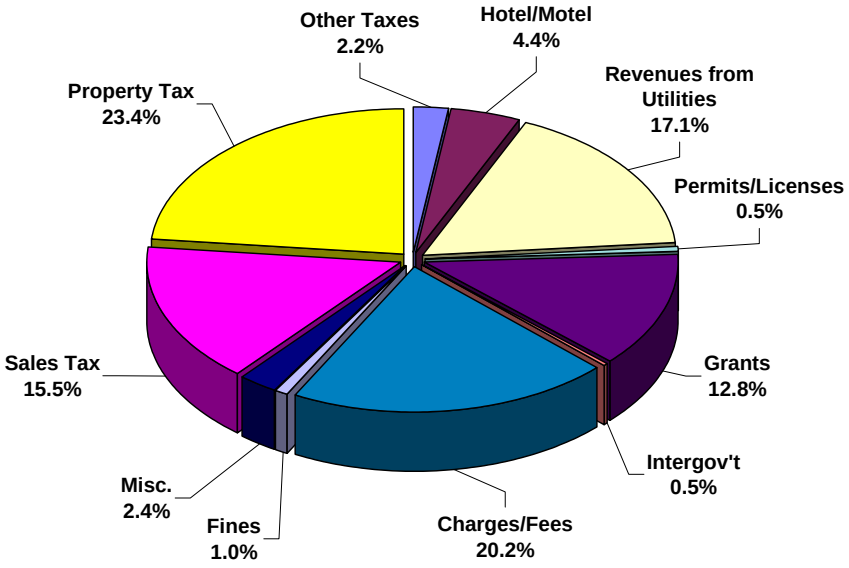
Top 5 City Council Priorities use 85% of all enhancement resources in the budget

FY 2007 Total City Budget (All Funds) Summary

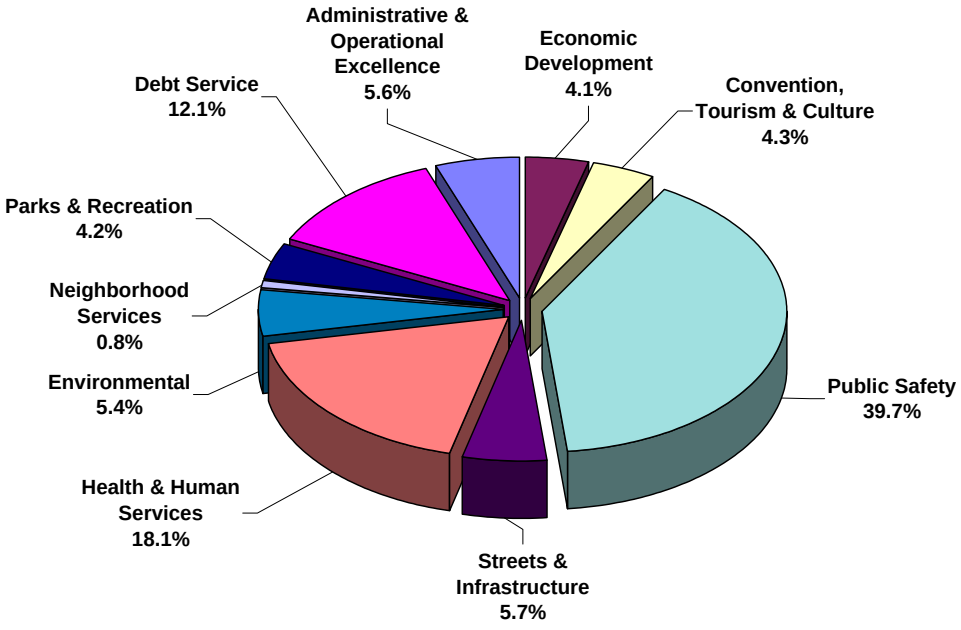
The FY 2007 Adopted Balanced Budget appropriation for **All Funds is $1.827 billion**, excluding transfers of **$359.8 million**. This amount includes **total operating expenses of $1.325 billion and $502 million in capital expenditures**. The following charts show projected operating revenues and adopted appropriations for all funds for FY 2007. These charts are followed by the General Fund chart that layers operating expenditures over major revenue categories.

FY 2007 Adopted Consolidated Operating Budget

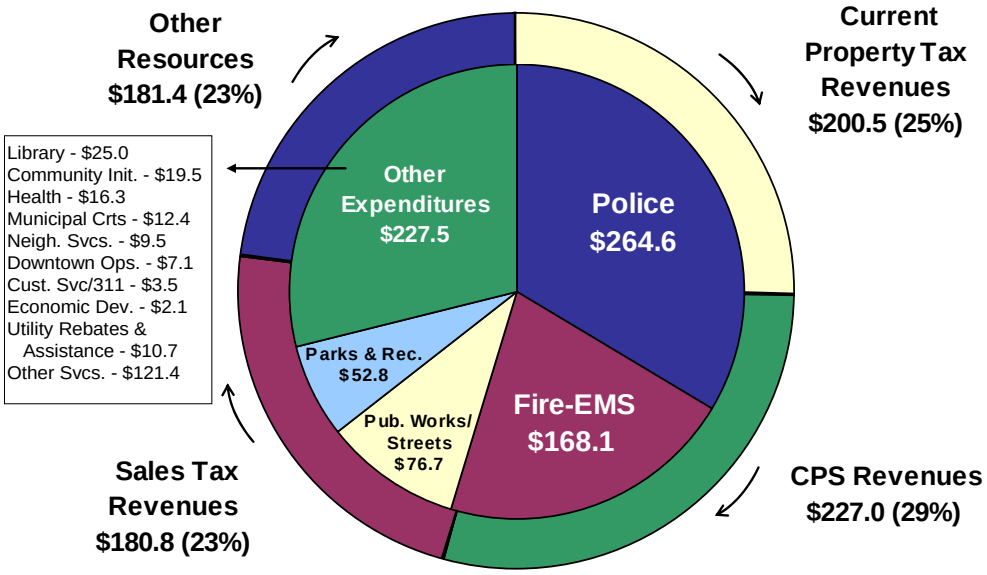
Revenues: $1,324,918,265



Service Delivery Expenditures: $1,324,918,265



FY 2007 Adopted General Fund Available Resources Distributed Over Major Service Delivery Areas ($ in Millions)



Total: $789,668,563

Property Tax The FY 2007 Adopted Budget includes $200.51 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level—57.854 cents per $100 taxable valuation. **For the fourteenth straight year, there is no increase in the overall tax rate.** Property tax values are determined by the Bexar Appraisal District (BAD) in conformance with State Law. Values for the City of San Antonio reported by BAD for FY 2007 show an increase in total net taxable value of approximately $6.885 billion, or 13.80%, above last year. Included in this total are $2.39 billion for new improvements and $499.69 million for annexation, which reflects real growth of 5.81% over last year's total taxable value. The taxable value less new improvements and annexation yields the base valuation. The increase in the base valuation from last year is $3.98 billion, or 7.99%.

The Property Tax Freeze (Proposition 3) that voters approved in May 2005 established FY 2006 property values as base values for senior and disabled property tax accounts. If resident homestead values for the senior or disabled have increased in FY 2007 their property tax payment to the City will remain the same as the payment in FY 2006. For FY 2007, it is estimated that the City will forego $2.1 million in property tax revenue.

CPS Energy Revenue The City's payment from City Public Service (CPS) Energy represents the largest source of revenue to the General Fund. Fourteen percent of CPS Energy gas and electric non-exempt customer revenue is paid to the City as a return on investment. With respect to the 14% payment, the FY 2007 Adopted Budget amount of $219.74 million is $15.07 million, or 6.4%, lower than the FY 2006 Re-Estimate of $234.81 million. The estimated revenue of $234.81 million for FY 2006 is $37.1 million, or 18.7%, higher than the original $197.77 million budgeted in FY 2006. Revenues from CPS are one of the most difficult to project due to a number of variables which can significantly impact CPS revenues and consequently, the City's payment. Therefore, as has been the case for the past several years, the Adopted Budget amount of $219.74 million for FY 2007 is conservative. Also, beginning in FY 2006, the City received an additional transfer from CPS Energy's Community Infrastructure & Economic Development (CIED) Fund to provide funding for community projects. This additional transfer is projected at $7.295 million for FY 2007. The City's payment from CPS Energy combined with the additional projected transfer results in a total projected amount of $227.0 million for FY 2007.

Sales Tax Revenue Sales tax collections have a strong correlation to national and economic conditions. Local economic conditions, such as the San Antonio unemployment rate and Gross Metro Product, are projected to outpace national economic indicators over the next few years. Actual sales tax collections for the current year are projected to be at $173.43 million. This amount is $7.66 million, or 4.6%, more than the $165.77 million budgeted in FY 2006 for sales tax revenue. Sales tax revenues in FY 2007 are projected to increase from the FY 2006 Re-Estimate by 4.2% to $180.80 million. Beyond FY 2007, as the economy continues to strengthen, revenue levels from this source are expected to steadily increase.

Revenue Adjustments

As explained and discussed in the City's FY 2007 Five Year Financial Forecast, the General Fund budget is not structurally balanced. To be structurally balanced, current annual operating revenues of the fund would meet or exceed the current annual operating expenditures of the fund. The General Fund has relied upon prior year ending balances and one-time revenues to help offset current and future operating expenses. In order to address the structural imbalance between revenues and expenditures within the General Fund, the Adopted Budget includes increases to several existing fees and creates new fees and charges for service. These new and adjusted revenue items total $2.4 million. The revenue adjustments are summarized below. More detail on those revenues that will be adjusted is provided in the ***Revenue Detail*** section of the Adopted Budget.

The policy direction for the FY 2007 budget process regarding revenue enhancements focused on cost recovery in service areas that had not been adjusted in recent past. The concept of cost recovery is to recover some or all of the costs associated with providing city services and programs at varying levels depending on factors such as the nature of the service provided, the population served, and the intended impact to the community. There are four categories of cost recovery that were evaluated: Basic City Services, Targeted Population Services, User-Driven Services, and Fees/Fines/Rates for Community-Wide Benefit. The revenue adjustments in the Adopted Budget fall into three of these categories.

Revenue Changes by Cost Recovery Category

Cost Recovery Category	Adopted FY 2007 Revenue Generated
User Driven Service	$ 1,790,745
Basic City Service	$ 23,650
Fees/Fines/Rates for Community Wide Benefit	$ 590,040

How the FY 2007 General Fund Budget Balance Changed since the Financial Forecast

In the Five Year Financial Forecast, the General Fund was projected to have a $20.9 million positive ending balance for FY 2007 based on financial data primarily from October 2005 through April 2006. Stronger than forecasted revenues and lower than projected expenditures for FY 2007 have generated an additional $40.5 million available to address City Council Priorities or to include reserve requirements for future years. The table on the following page details how the budget balance changed from the Five Year Financial Forecast to the FY 2007 Adopted Budget.

How the FY 2007 General Fund Budget Changed
From Five Year Forecast Projections to FY 2007 Proposed Budget
(Dollars in Millions)

Five-Year Forecast FY 2007 Projected General Fund Balance	**$20.9**
Revenue Changes in FY 2006 Re-Estimate since Forecast Projection	
FY 2006 Change in CPS Energy Re-Estimate	8.5
FY 2006 Change in SAWS Re-Estimate	0.8
FY 2006 Change in Other Revenue Projections	3.6
	12.9
Revenue Changes in FY 07 Budget since Forecast Projection	
FY 2007 Change in CPS Energy Budget	5.0
FY 2007 Change in Current Property Tax	9.5
FY 2007 Change in Other Revenue Projections	7.2
	21.7
FY 2007 Proposed New Revenue Not Included in Forecast	**2.4**
Expenditure Changes in FY 06 Estimates & FY 07 Proposed Budget Since Forecast	
FY 2006 Reduction in Expenditure re-estimates (Savings)	4.6
FY 2007 Budget Reductions/Redirections	4.5
FY 2007 Base Budget Increases	(5.6)
	3.5
Added Resources for Reserves and Service Improvements in FY 2007 Budget:	**$61.4**
Additional Funding for Emergency Reserve	(1.0)
Reserve for 50 Additional Officers in FY08	(2.4)
Reserve for Environmental Services Department Utility Rebate in FY 2008	(5.0)
Service Improvements not in Forecast	(31.6)
Reserve for Additional Council Priorities	(0.5)
Reserves and Service Improvements in FY 2007 Proposed Budget	**(40.5)**
Total FY 07 Projected Ending Balance used for FY 2008 Balanced Plan	**$20.9**

Revised FY 2008 General Fund Forecast

In the June 2006 Five Year Financial Forecast (that incorporated actual revenues received and expenditures incurred from October through April), the General Fund's FY 2007 and FY 2008 ending balances were projected to be positive. Since the Forecast, the City has received additional actual sales tax revenue, CPS revenue and the Certified Property Tax Roll for Tax Year 2006 from Bexar Appraisal District. With the preparation of the FY 2007 Budget, service costs estimated during the forecast development were slightly lower than initially forecasted. These budgets combined with final lower FY 2006 estimated expenditures allowed for additional resources. By managing recurring improvements, proposing recurring reductions and revenue enhancements, combined with higher than projected revenues and lower than forecasted expenditures, the FY 2008 General Fund Forecast has been revised and continues to show a positive ending balance after much of the $15 million of the Budget Stabilization Fund is used. **The updated FY 2008 General Fund Ending Balance has been re-forecasted to a positive ending balance of $75,000 and uses $13.88 million of the Budget Stabilization Fund**.

Revised FY 2008 General Fund Forecast
-$ in Thousands-

	FY 07 Budget	*June 14, 2006* Initial FY 08 Forecast	*Sept. 7, 2006* Updated FY 08 Forecast
Revenue			
Beginning Balance	$ 122,472	$ 20,920	$ 23,675
Operating Revenue	739,040	743,220	766,870
Total Revenue	***$ 861,512***	***$ 764,140***	***$ 790,545***
Expenditure			
Service Delivery Costs	789,669	779,040	797,350
Total Costs	***$ 789,669***	***$ 779,040***	***$ 797,350***
Gross Ending Balance	**$ 71,843**	**$ (14,900)**	**$ (6,805)**
Reserve for Contingency Fund	$ 1,000		$ 3,000
Emergency Reserve Fund	$ 32,168		$ 4,000
Reserve for Budget Stabilization Fund	$ 15,000		$ 1,120
Net Ending Balance	**$ 23,675**		**$ (14,925)**
Use of Budget Stabilization Reserve	N/A	$ 15,000	$ 15,000
Remaining Balance After Use of Budget Stabilization Reserve	***$ -***	***$ 100***	***$ 75***
Emergency Reserve Fund	*$ 32,168*	*$ 35,168*	*$ 36,168*

Financial Reserves, Utility Rebates to the Environmental Services Fund, and Utility Assistance

The establishment and maintenance of appropriate reserves within the General Fund is critical to prudent financial management. The FY 2007 Adopted Budget includes the establishment of new reserves with targets for specific levels of funding for each. To achieve these targets, funding for each of the reserves is planned to be phased-in over the next five years beginning with FY 2007. Following is a brief description of each reserve, general policy guidelines for their use, and their planned level of funding.

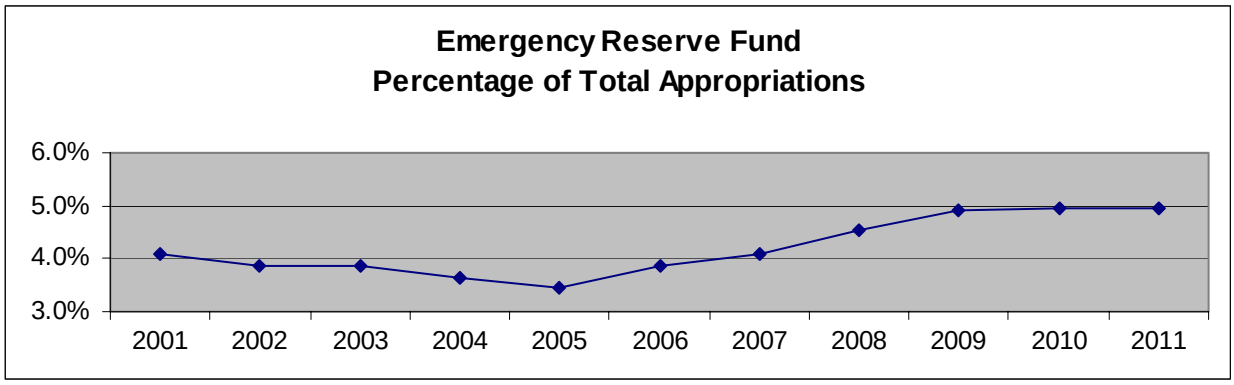
Emergency Reserve Fund The City of San Antonio established a Reserve for Revenue Loss in FY 1989 with a goal of maintaining a Reserve for Revenue Loss at 5% of the total General Fund appropriations. This current "rainy day" reserve for revenue loss is converted to an Emergency Reserve Fund beginning with the FY 2007 Budget. This reserve fund will only be used in the event of some unforeseen and extraordinary occurrence such as a natural disaster, catastrophic loss, significant change in financial position, or the occurrence of some similar event. Funds should only be drawn from the Emergency Reserve Fund if absolutely necessary to address such an extreme occurrence.

The process for the withdrawal of funds from the Emergency Reserve Fund includes analysis by City staff to determine that an extraordinary occurrence warrants a withdrawal of funds. After such analysis has been conducted, a recommendation will be made by the City Manager to the Mayor and City Council for consideration. Authorization for a withdrawal of funds from the Emergency Reserve Fund must be approved by the Mayor and City Council. In the event funds are utilized from the Emergency Reserve Fund, the replenishment of these funds through the next budget shall be a priority.

The FY 2007 – FY 2011 Forecast recommended allocating substantial funding to the reserve to reach the 5% goal by FY 2009. Consistent with the Reserve Levels outlined in the Financial Forecast, an increase of $4 million is recommended to be made to the Emergency Reserve Fund bringing the total to $32,168 million, or 4.1% of General Fund appropriations. Subsequent to FY 2009, the Emergency Reserve will only require minimal funding to preserve the 5% reserve goal as shown in the table and chart below.

Emergency Reserve Fund
FY 2007 - FY 2011
($ in Thousands)

Fiscal Year	Reserve	Appropriations	Percentage of Total	Annual Reserve Funding
2011	$42,568	$856,995	5.0%	$1,000
2010	$41,568	$838,018	5.0%	$1,400
2009	$40,168	$815,406	5.0%	$4,000
2008	$36,168	$797,350	4.5%	$4,000
2007	$32,168	$789,669	4.1%	$4,000
2006	$28,168	$728,119	3.9%	$5,000
2005	$23,168	$673,171	3.4%	$0
2004	$23,168	$639,441	3.6%	$0
2003	$23,168	$601,387	3.9%	$0
2002	$23,168	$601,111	3.9%	$0
2001	$23,168	$569,317	4.1%	$2,300



Budget Stabilization Reserve Fund As part of an effort to establish and maintain adequate levels of financial reserves, the FY 2007 Adopted Budget includes the creation of a Budget Stabilization Fund. This Fund will assist the City in smoothing fluctuations in available General Fund resources from year to year and stabilizing the budget. Consequently, this fund will be a mechanism to manage resources in the context of recurring and one-time, and as such, result in more continuity from year to year in service delivery levels.

The recommended target for the Budget Stabilization Reserve Fund is 3% of annual General Fund appropriations. With the FY 2007 budget, it is recommended that a Budget Stabilization Fund in the amount of approximately $15 million, or 1.9% of General Fund appropriations, be established through the use of one-time revenues. This $15 million initial budget stabilization balance is projected to be utilized to meet General Fund requirements in FY 2008. In subsequent years, the Budget Stabilization Fund will be funded with a portion of the balance realized above the amount of fund balance projected in the adopted budget for that year. Annually, the amount of funding for the Budget Stabilization Fund will be determined with a target of 3% of annual General Fund appropriations.

Budget Stabilization Reserve Fund
FY 2007 - FY 2011
($ in Thousands)

Fiscal Year	Amount of Reserve	Appropriations	Percentage of Total
2011	$0	$856,995	0.00%
2010	$0	$838,018	0.00%
2009	$0	$816,429	0.00%
2008	$1,120	$797,350	0.14%
2007	$15,000	$789,669	1.90%

Contingency Reserve Fund In the FY 2007 Adopted Budget, a Contingency Reserve Fund is established. This contingency is available to be utilized throughout the year to meet unforeseen operational or capital requirements which arise during the course of the fiscal year.

The level of targeted funding annually for the contingency amount is 1% of the General Fund appropriations. On an annual basis, any unused contingency funds will become part of the unreserved fund balance. For FY 2007, a contingency in the amount of $1 million, or 0.1%, of General Fund appropriations is Budgeted. Subsequently, the contingency reserve should reach $8.5 million or 1% of all General Fund appropriations by FY 2011 as reflected in the table below.

The Contingency Fund's use will be driven by two factors. The first would be a professional recommendation by the City Manager to use these resources for unplanned, unforeseen requirements (such as to remediate a public safety concern resulting from an infrastructure problem) or to mitigate an unforeseen or unprojected loss of a specific funding source (such as a grant allocation). The second

driver of the use of the funds would be a City Council initiated request to provide a certain level of City services that are not budgeted in the current year budget. Requests for utilization of contingency funds from the City Council will be analyzed by the City Manager's Office with a recommendation forwarded to the Mayor and City Council for consideration. The analysis of these requests will take into consideration the financial and operational impacts of the request as well as the nature of the expenditure as one-time or recurring.

Contingency Reserve Fund FY 2007 - FY 2011 ($ in Thousands)			
Fiscal Year	**Amount of Reserve**	**Appropriations**	**Percentage of Total**
2011	$8,500	$856,995	1.0%
2010	$6,500	$838,018	0.8%
2009	$4,500	$816,429	0.6%
2008	$3,000	$797,350	0.4%
2007	$1,000	$789,669	0.1%

For the General Fund's Contingency Fund and Budget Stabilization Fund, the City Council approved guidelines as part of the FY 2007 Adopted Budget as follows: a two-thirds vote from City Council will be required in order for City Council to approve the use of these financial reserves.

Total General Fund – Fund Balance The recommended target for the actual total General Fund Fund Balance is between 15% to 21% of total General Fund appropriations. This target will be achieved as shown in the table on the following page.

General Fund Financial Reserves	
Type of Reserve	**Percent of Total**
Emergency Reserve Fund	5% of General Fund Appropriations
Budget Stabilization Fund	3% of General Fund Appropriations
Other General Fund Reserves[1]	2% to 3% of General Fund Appropriations
Unreserved Fund Balance[2]	5% to 10% of General Fund Appropriations

Notes:
[1] The Other General Fund Reserves include Reserves for Encumbrances, Inventories, and Prepaid Expenditures, as well as budget designations such as budget carry forwards.
[2] The unreserved fund balance is the accounting amount of fund balance allocated as available for appropriations.

One-Time Revenues As part of the annual budget process, an analysis of revenues will be performed to determine or identify one-time revenues. One-time revenues will be used to fund reserve funds or one-time expenditures whether operating or capital in nature. If unspent at the end of the fiscal year, these funds may be carried forward to future budget years. However, through the carry forward process, these funds should retain their one-time categorization and only fund expenditures which are one-time in nature.

Utility Rebates to Environmental Services Fund and Utility Assistance To help defray the overall cost of needed capital investment within an accelerated Environmental Services automated collection and expanded recycling service, the Adopted Budget recommends that $10 million in General Fund CPS Energy revenue be rebated to the Environmental Services Fund—with an ultimate financial benefit realized by the City's Environmental Services customer. A second and final year of rebates will be programmed for FY 2008. To provide even greater utility assistance to CPS residential ratepayers, the

adopted budget includes a one-time allocation of $750,000 to the Residential Energy Assistance Program (REAP).

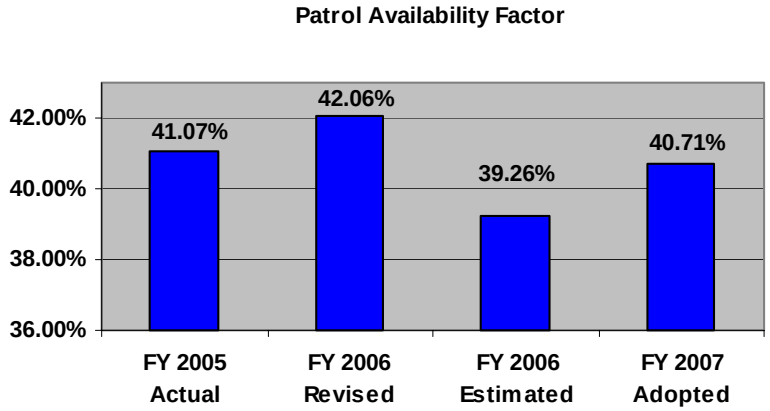
General Fund Enhancements

The following section of the Budget Summary focuses on significant City Service funding changes included within the FY 2007 Adopted Budget. For a complete listing of all City Service changes for all funds that have been included as part of the FY 2007 Adopted Budget, refer to the Program Changes section of the Adopted Budget document. Listed within that section are each of the adopted improvements, redirections/reductions and mandate policy issues along with their associated costs and savings.

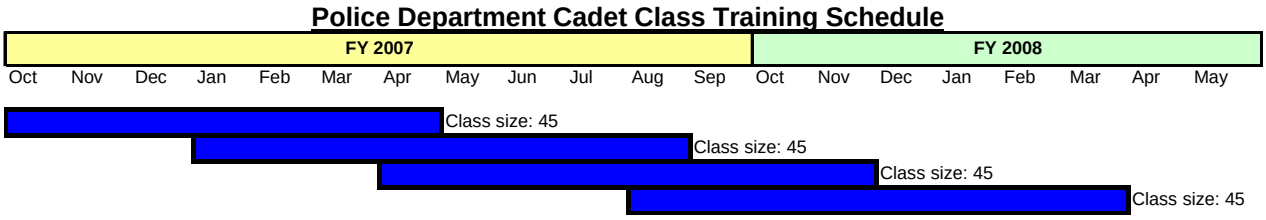
Police Officers

Add Police Officers Public Safety remains one of the top priorities for City Council and the community. This improvement provides 100 officers to the police force to perform traditional police activities within the City to include neighborhood patrol. Of the 100 officers, 54 new police officers will be added and detailed to various police substations throughout the city based on known and projected crime trends and analysis. This improvement also increases the use of civilian employees performing administrative duties by redirecting 46 sworn officers to the field. Police Department analysis indicates 46 sworn officers in administrative positions can be redirected to assist in traditional police activities and replaced with civilian staff. The redirection of sworn personnel will add 13 police officers to patrol, 10 officers to the Gang Unit and 23 Detective Investigators to various investigative units within the Police Department.

This improvement will add to officer visibility within the community and assist in maintaining a minimum Patrol Availability Factor (PAF) of 40%. Patrol Availability Factor is the percent of an officer's on-duty time dedicated to initiating proactive problem solving and crime prevention activities rather than responding to calls for service or performing administrative duties. As indicated in the chart below, in FY 2005 the actual PAF was 41.07%. The Police Department is estimating the PAF will decrease to 39.26% in FY 2006 due to population growth and the increase in demand for police services. This improvement will increase the PAF to 40.71% therefore maintaining the Police Department's goal of 40%. The cost for adding 54 sworn personnel in FY 2007 is $2,334,511. The cost for implementing the civilization plan in FY 2007 is $1,472,834. The total cost for this improvement in FY 2007 totals $3,807,345. The total one-time costs for patrol vehicles, training costs and uniforms is $741,047. In FY 2008 the total cost for this enhancement would be $5,945,977.



The following is a chart of the Police Department's Cadet Class training schedule for FY 2007 and FY 2008.



Reserve Funds to Add 50 Additional Police Officer in FY 2008 The FY 2007 Adopted Budget continues to enhance police services by setting aside $2.4 million in FY 2007 for 50 additional police officers in FY 2008. This is the second phase of a long range strategic analysis to address police staffing needs, maintain patrol availability, and increase response time. By adding an additional 50 officers and continuing to redirect uniform personnel from administrative duties to traditional police work, the Patrol Availability Factor is projected to increase from 40.71% in FY 2007 to 41.29% in FY 2008.

Emergency Medical Services

Emergency Medical Services With the growing demand for emergency medical services, the San Antonio Fire Department has initiated a review of operational efficiencies and program improvements that can be implemented to increase Emergency Medical Services (EMS) unit availability, improve patient care City-wide, and increase utilization of resources within the entire fire department. The EMS Division provides assistance and/or transport for Basic Life Support (BLS) and Advanced Life Support (ALS) calls. The Fire Department has identified both short and long term strategies to improve EMS service to this community.

The department is committed to working with the San Antonio Professional Firefighters Association to refine long term strategies to improve the level of care and service and potentially exploring additional options. In addition, best practices from other municipalities will be utilized to refine these strategies. The following short term strategies will be implemented in FY 2007.

- *Hospital Operational Adjustment* Under current City policy, when EMS unit availability is down to ten units, EMS staff are allowed to transport subsequent patients to the hospital closest to that particular scene allowing the unit to become available for subsequent responses sooner than if that unit was required to travel to distant hospital facilities. The threshold was increased from five to ten in May 2006. A "Sister Hospital" policy could also be implemented when a patient requesting a hospital that is part of a multi-hospital system would be transported to a "sister hospital" instead of their hospital of choice if the particular hospital selected is beyond a pre-designated distance from the emergency scene.

- *Voucher Program* The goal of the Voucher Program is to allow the field personnel to assess and allow on-line medical direction determine if/when non-critical patients can go to their hospital of their choice via taxicab. The Voucher Program is projected to improve response time by 2.4 seconds. The Voucher Program could result in a reduction in billable revenue and could require additional funding to pay for services rendered by the taxicab company. A pilot program will be initiated by Fall 2006.

- *Staffing of Fulltime Peak Unit* This FY 2007 improvement will provide the funding necessary to staff EMS Peak Unit 836 with twelve personnel (three per shift). This improvement will increase the resource pool and reduce annual overtime costs. The net cost for this improvement for three months in FY 2007 is $94,161.

- *Add One Fulltime EMS Unit* This FY 2007 improvement will provide the funding necessary to staff one new fulltime EMS Unit. This improvement increases the resource pool and decreases the overall Response Time average by nine seconds over a full year. This improvement will bring the City to 31 fulltime EMS units on a 24 hour basis. The cost for this improvement for three months in FY 2007 totals $410,405.

- *Continuing Education for Paramedics* This program will provide City funding for individuals in the Fire Suppression Division to maintain their paramedic certification by attending annual Continuing Education (CE) classes. When implemented, the expanded certification program will allow for higher and better operational utilization of the personnel assigned to the Fire Suppression Division, a larger resource pool for EMS, and trained paramedics on First Responding fire trucks. Approximately $203,808 is required to fund the direct cost of CE classes and backfilling of staff. This improvement is included in the FY 2007 Adopted Budget.

The following items are long-term strategies that the Fire Department will continue to refine throughout FY 2007. Some of these strategies may require funding changes or adjustments in the collective bargaining agreement with the San Antonio Professional Firefighters Association.

- *Paramedics on Fire Trucks* Currently all responses by Fire Suppression vehicles are at the Basic EMT level. This program proposes the equipping and utilization of Paramedics in Fire Suppression to assess, initiate and maintain Advance Life Support (ALS) care prior to and coinciding with EMS' arrival.

- *BLS Transport - Private Ambulance* This alternative would send non-critical patients to the hospital of their choice via a private Basic Life Support (BLS) ambulance. This program improves response time by 18 seconds. This alternative would result in a decrease in billable revenue but increase the amount of time that ALS EMS units are available. The Fire Department will further explore this option by releasing a Request for Interest/Qualifications in Fall 2006.

- *BLS Transport In-House through Firefighting Division* This alternative would utilize Firefighting personnel to transport non-critical patients to a hospital facility via an in-house Basic Life Support (BLS) ambulance. It's anticipated that this program would improve City-wide response time by approximately 18 seconds, decreases paramedic workload, expands the use of First Responders and other Fire Suppression personnel, and continues to generate revenue that would have otherwise been lost by use of the Voucher and Private Ambulance Programs. Implementation of this program would require additional funding for equipment and operating costs. During FY 2007, the department will continue to examine this option and the associated impacts.

Fire Services

Four-Person Staffing Under normal operations, the Fire Department staffs 41 of 49 fire pumper trucks, or 84%, with four firefighters. Four person staffing promotes firefighter safety at the incident and allows the fire company to begin engaging in firefighting operations in rapid manner. The additional personnel fighting a fire help ensure less property loss to residents and businesses. In addition, the increase in staffing will allow for better control of the incident and enhance uniform personnel safety. The goal is to achieve four-person staffing for all 49 apparatus through positions within three years. The first two years of this plan will require nine Firefighter positions added each year along with overtime funding. The final nine Firefighters that would be added in FY 2009 would eliminate the need for overtime funding for this improvement and bring the total number of Firefighters needed for 100% four-person staffing to 27.

Four-Person Staffing Implementation Schedule

Fiscal Year	No. of Pumpers with 4-Person Staffing	No. of Firefighters Added	Overtime to allow Staffing
2007	45 of 49	9	Yes
2008	49 of 49	9	Yes
2009	49 of 49	9	No

This improvement will add nine Firefighters (staffing for three pumpers) and overtime funding to staff a fourth pumper with four-person staffing to complete the first phase of this plan to achieve one hundred percent four person staffing. This improvement will also allow fire companies to get back in service faster after an incident as well as decrease personnel injuries. The total cost for this improvement in FY 2007 totals $1,087,618. The second year cost in FY 2008 would total $2,019,790.

Fire Civilianization/Redirections According to Article 3, Section 1, G, of the current Collective Bargaining Agreement between the City of San Antonio and the International Association of Fire Fighters Local 624, the City is authorized to civilianize the following positions or units: Fiscal Management, Personnel, Clerical, Emergency Management, Delivery, Fire Services (with exceptions), EMS Supply (with qualifications), Building Maintenance, and Information Systems.

In FY 2007 the Department recommends the civilianization of the following positions:

- Personnel – one Lieutenant shall be redirected to the Arson Bureau and shall be replaced with one Special Projects Coordinator
- Emergency Management – one Captain and one Lieutenant shall be redirected to the Training Academy and shall be replaced with one Senior Special Projects Manager and one Senior Emergency Management Specialist

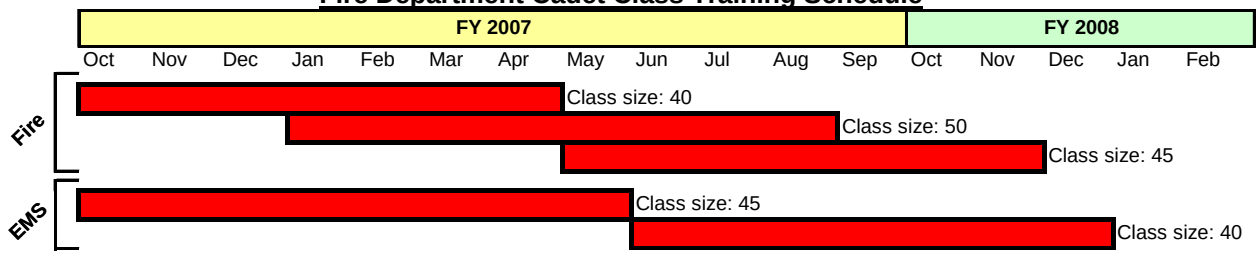
In addition one Video Production Technician will be added to the training academy to relieve a Lieutenant from doing technical work and allow that position to focus on training. The Adopted Budget also adds two Telecommunications Technicians positions that will enhance the capabilities of the Management Information Systems Division (MIS) and the Fire Department. Currently, the Division is utilizing uniformed employees on an overtime basis to meet the daily demands upon the MIS staff. The addition of these positions will reduce overtime expenditures and will allow more timely support and maintenance of departmental equipment.

The FY 2007 Adopted Budget includes the addition of three additional civilian Personnel Investigators for the Fire Department's Applicant Processing Section. This improvement will allow the Department to process the number of applicants required to maintain necessary staffing levels. The requirement to increase hiring for vacant positions has necessitated the detailing of uniform personnel into Applicant Processing to assist with performing background checks on applicants. Civilian personnel will be used to process applicants allowing emergency operations personnel to continue to provide service to the community.

To conclude full staffing of the EMS Shuttle Program for nine months of FY 2007 and reduce the (EMS) Division Response Time by 0.03 minutes, the Adopted Budget adds two Stock Clerk positions. These Stock Clerks will enhance the shuttling of EMS units for maintenance and daily restocking of supplies. The Stock Clerks transport EMS units throughout the entire City to the San Antonio Fire Department Services location for routine maintenance. This addition will reduce the need for paramedics to conduct these duties and increase their availability in the field. The total cost for civilianization in FY 2007 is $520,985.

Fire Training Academy In order to minimize the number of vacancies which has a detrimental impact on overtime costs, the Fire Department must carefully monitor retirement activity and staffing needs to determine the number and size of cadet classes held each year. The Training Division cannot support more than 50 cadets per class and classes cannot be held concurrently with existing resources. This improvement will allow the Department to increase class sizes or hire additional classes and therefore keep up with the increasing vacancy rate and anticipated increases in retirements. The San Antonio Fire Department has developed a strategic plan to address these staffing needs. The following chart is a timeline of the projected Fire Department Cadet Class Schedule.

Fire Department Cadet Class Training Schedule



The training Division will need the following personnel complement to increase the number of cadets trained each year: one Captain, two Lieutenants, one Fire Apparatus Operator and one Firefighter. This improvement in FY 2007 allows the Department to achieve this staffing level through both redirections and new positions. Through the FY 2007 civilianization plan, the Department will relocate one Captain and one Lieutenant from the Office of Emergency Management to the Training Academy to assist in instructing cadet classes. The civilianization plan will also free up one Lieutenant to be more active in the direct training of the cadets. Furthermore, the Fire Department will redirect one Firefighter from the Community Resources Division to the Training Academy. This improvement will add one Fire Apparatus Operator to complete the staffing complement proposal. The cost for adding a Fire Apparatus Operator in FY 2007 totals $89,073.

Arson Staffing In order to stabilize the increased workload of the Arson Division, the Fire Department conducted an analysis to determine workload and case closure rates. Based on the analysis it was determined the needs of the Arson Bureau require one Lieutenant and two Fire Apparatus Operators with associated equipment. The Arson Division has not had an increase in personnel since 1988 when staffing levels were increased from 10 to 12 Fire Apparatus Operator investigators. The Division currently has one Lieutenant to supervise 12 Investigators. This supervisory position works the day shift. An additional Lieutenant would supervise the evening shift and bring the span of control to a manageable ratio of seven to one. Through civilianization, a Lieutenant position will be redirected from the Personnel Division to the Arson Bureau.

Arson Investigators are responding to an average of 774 calls per year or 65 calls per year per investigator. By contrast, investigators in Houston, Dallas, and Austin respond to an average of 33 calls per investigator per year. The addition of two Fire Apparatus Operators will enhance workload distribution to 57 calls per year per investigator. This will increase the current staffing level of Arson Investigators from 12 to 14. The addition of these investigators will assist in stabilizing the growing rate of the unsolved cases backlog and reduce the number of cases per investigator. The total cost for this improvement in FY 2007 is $186,813.

Streets, Sidewalks and Traffic Signals

Street Maintenance—Contractual and City Forces The FY 2007 Adopted Budget continues the increased focus on infrastructure by adding resources for street maintenance. The City annually allocates funding for contractual street maintenance services with an emphasis on street resurfacing and rehabilitation. Additionally, City crews perform annual street maintenance services. Street maintenance programs are necessary to mitigate pavement stress caused from age, utility cuts, poor drainage, underlying soil conditions, extreme temperatures, and overloading from heavy trucks and buses. The objectives of the street maintenance program include the following:

Street Maintenance Objectives

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

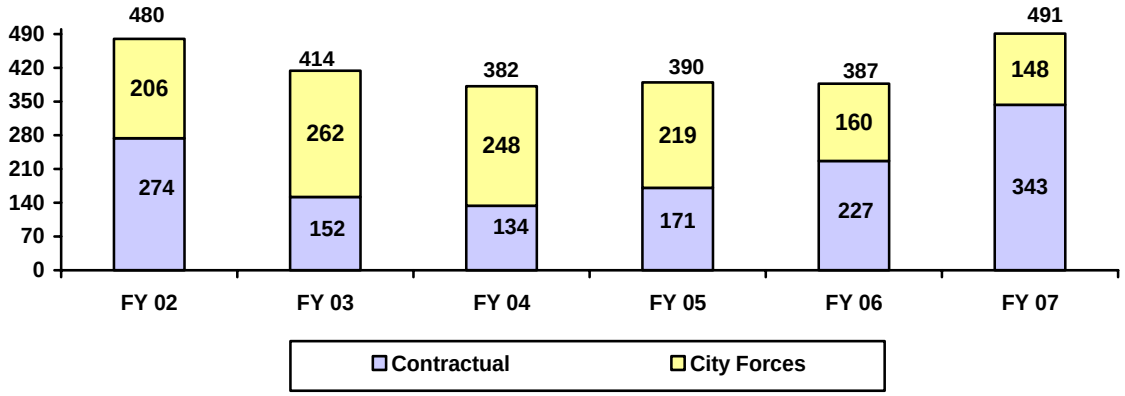
In the FY 2006 Adopted Budget, the City included $10 million to enhance the Contractual Street Maintenance Program. The improvement increased the Contractual Street Maintenance program's FY 2006 budget to $16.7 million. FY 2006 also represented the first year in a two-year street maintenance strategy. The FY 2006 Budget showed an additional $5 million in contractual street maintenance funding for FY 2007—or a total program of $21.7 million.

Contractual Street Maintenance

	FY 2005	FY 2006	FY 2007
Total Funding	***$11,734,319***	***$16,734,319***	***$26,734,319***
Percent Change Year-Over-Year	***52%***	***43%***	***60%***

However, due to the strong rating of street maintenance, the FY 2007 Adopted Budget includes an additional $5 million for contractual street maintenance for a total adopted budget of $26.7 million or 60% more than the FY 2006 funding level. With the added $5 million improvement, an estimated 67.38 additional lane miles of streets will receive maintenance for a total of 491 lane miles as indicated on the bar graph on the following page. The number of actual lane miles will depend upon the types of applications selected for each project.

Lane Miles Receiving Maintenance
FY 02 - FY 07 Budget
(Contractual and City Forces)



Added resources for materials, contractual street maintenance programs, employee compensation and benefits and operating cost such as fuel and fleet costs add over $1 million to the Street Maintenance & Improvements Fund in FY 2007. This increase totals 4% over the FY 2006 Budget funding level. The total Street Maintenance Budget has increased by $13.2 million. As depicted in the table below, this equates to an overall funding increase for all street programs and services within the Street Maintenance Fund of 31% above the FY 2006 Budget. The overall City Forces & Materials budget includes all the Programs provided by the Streets Division such as Street Maintenance, the Neighborhood Access and Mobility Program (NAMP) and Pothole repair.

Total Street Maintenance Program Budget

Funding Source	FY 2005	FY 2006	FY 2007
City Forces & Materials	$26,708,720	$28,024,843	$29,263,045
Contractual Street Maintenance (One-Time)	5,000,000	0	0
Contractual Street Maintenance (Recurring) 2 Year Plan in FY 06 & FY 07	6,734,319	16,734,319	21,734,319
FY 07 Enhancement Contractual Street Maintenance (One-Time)	0	0	5,000,000
Contractual NAMP (One-Time)	0	1,000,000	1,000,000
FY 07 Enhancement - Contractual Sidewalks (One-Time)	0	0	2,000,000
City Service-Alley Roadway Maintenance (One-Time)	0	0	1,000,000
Total Funding	***$38,443,039***	***$45,759,162***	***$59,997,364***
Percent Change Year-Over-Year	***12%***	***19%***	***31%***

NAMP & Contractual Sidewalk Improvements The FY 2007 Adopted Budget includes a one-time enhancement of $1.0 million to the $2.0 million annual allocation for the Neighborhood Access Mobility Program (NAMP) to be used for specific projects identified by the respective Council Member. In addition to the NAMP funds, the FY 2007 Adopted Budget includes $2.0 million for a system-wide Sidewalk Improvement Project. This one-time improvement will provide funds to complete identified sidewalk projects in various Council Districts based on identified need and City-wide priority as determined by the Public Works Department.

City Service-Alley Roadway Maintenance This enhancement provides $1.0 million for City Service-Alley roadway maintenance in FY 2007. Initial funding is one-time in nature; however, the service will be reviewed during the FY 2008 budget development process to determine future funding. All the alley maintenance funded in the FY 2007 Budget will be completed with contractual services.

Traffic Signal Installation The FY 2007 Adopted Budget includes additional funding for traffic signal installation. The FY 2006 Adopted Budget included $510,000 for traffic signal installation. The $510,000 will yield four intersections of traffic signals being installed per year. The adopted improvement will bring the FY 2007 Budget to over $1 million. This improvement is expected to provide for eight intersections receiving traffic signals in FY 2007. Additionally, the Adopted Budget increases the maintenance funds for Traffic signals by $100,000 for a total annual contractual maintenance amount of $350,000.

Neighborhood Services / Code Compliance

Code Compliance The FY 2007 Adopted Budget includes $474,046 to increase the number of Code Enforcement positions by eight. Included in this enhancement is the addition of six Code Compliance Investigators. These Investigators will expedite enforcement and abatement actions, provide greater area coverage, and reduce case closure rate to an average of 30 days down from the current average 36 days. The additional component of this improvement will add two Code Compliance Supervisors. These Supervisors will ensure accountability for timely follow-up actions as well as more efficient workload management. The additional staff will also allow for the implementation of an extended work schedule. The Code Compliance Division will increase enforcement during the weekend by three hours and extend weekday evening coverage by five hours. The additional staff will assist with upcoming graffiti ordinances, proactive curbstoning, removal of bandit signs, noise abatement, as well as the continuation of all other code enforcements. These additions will increase staffing by 12.5%, for a total of 72 positions within the Code Compliance Division of the Neighborhood Services Department.

Animal Care Services Animal Care Services is responsible for the implementation of a comprehensive program to address animal issues. Its mission is to promote responsible pet ownership in the community with a system of laws, policies and practices that promote the humane treatment of animals and ensure public health and safety. In FY 2006, the Bexar County Rabies Control Fund, Animal Control Division of the General Fund and the Animal Care Division of the Public Health Support Fund merged to create a new Animal Care Services Fund. This fund monitors all expenditures and revenues associated with the operations at the Animal Care Services Facility.

In FY 2006, the newly created Animal Care Services Fund received improvements totaling $868,394 to add nine positions, expand the Spay Neuter Program, increase public education and awareness initiatives, improve environmental conditions in the Adoption Center and provide funding to shift to Euthanasia by Injection (EBI). In FY 2007, the City of San Antonio will challenge and lead the community to achieve a “no kill” goal by 2012. In accordance with the *Animal Care Five-Year Strategic Plan* established by the Animal Care Services Advisory Board, the FY 2007 Adopted Budget includes the following improvements.

In order to implement the Year One Strategic Priorities as outlined in the *Strategic Plan*, the Adopted Budget includes additional funding to address the following major priorities: public education materials, increased spay neuter initiatives including a mobile unit, Management System software to facilitate tracking and reporting, and the addition of one Special Projects Officer to serve as the Strategic Plan Implementer. Under this proposal, the Animal Care will be able to perform an additional 3,556 spay/ neuter surgical procedures and the utilization of a mobile spay neuter unit will expand these services throughout San Antonio. The total cost for this improvement in FY 2007 totals $172,808.

The Adopted Budget also includes $181,347 to fund five new Kennel Attendants to replace current temporary employees. By replacing these positions with full-time positions, Animal Care can better ensure proper animal care training and certification of staff. The improvement also provides funding to pay for this specialized animal care training and certification, as well as uniform items.

The Adopted Budget uses one time funds in the amount of $182,218 to replace the remaining 15 transportation units on existing Animal Care Trucks to modern enclosed transportation units.

In order to further promote responsible pet ownership and help ensure public safety, the budget includes $111,000 to perform complete vaccinations on all animals to reduce incidences of distemper, parvo and respiratory ailments within the Animal Care Facility. This improvement will more than double vaccine expenditures. Besides receiving complete vaccination, each adopted animal will also receive a leash and collar. The addition of these items seeks to increase the returned-to-owner rate.

Animal Care Services' new facility will be completed and tenantable in June 2007. The new facility will expand total Animal Care facility space to 38,000 square feet (up from the current 24,000 square foot facility) on a nine acre site (up from the current 1.3 acre site). The FY 2007 Adopted Budget includes funds that will provide additional personnel and equipment needed to effectively provide excellent care and service to animals and the community. A total of nine personnel are added to the existing staff within Animal Care including one Special Projects Officer (Community Outreach Coordinator); one Customer Service Representative; four Kennel Attendants; one Building Maintenance Supervisor; one Building Maintenance Mechanic; and one Building Custodian. Total funding for this mandate in 2007 (assuming four months of operation) is $290,340 which includes one-time funding for security cameras, computer and other equipment, and grounds maintenance equipment.

Graffiti Abatement The FY 2007 Adopted Budget includes $250,000 in additional funding for graffiti abatement and consolidates the Parks & Recreation and Public Works' Storm Water Fund graffiti programs under the Neighborhood Services Department. The additional $250,000 will add one Neighborhood Services Coordinator, four trucks, temporary worker funding, public awareness materials and paint and volunteer supplies. These added resources combined with the current funding for graffiti abatements results in five dedicated positions and a total budget of $456,507 in FY 2007. This figure includes $132,000 from the Storm Water Operating Fund and $324,507 from the General Fund.

As part of the program, the City will be divided into four quadrants with one downtown zone for a total of five sectors. One Maintenance Crew Leader will be assigned to each quadrant. The Neighborhood Services Coordinator will be assigned to the downtown area, supervise the other four sectors and ensure the proper collection and analysis of graffiti data. This new program will encourage community participation through active community outreach from each sector leader.

CDBG Public Service Agency Funding Since FY 2005, the City of San Antonio has received less Community Development Block Grant (CDBG) funding for Public Service programs. This enhancement in the FY 2007 Adopted General Fund Budget adds funding in the amount of $291,000 that will provide added resources to outside agency FY 2007 budgets to mitigate reduced CDBG funding since FY 2005.

Parks Beautification

The FY 2007 Adopted Budget includes $551,599 for the Parks & Recreation Department which will be used to improve and beautify area parks. Of this amount, $226,599 will be used to add two Irrigation Supervisors and two Maintenance Workers to form two Irrigation Crews that will service, repair, and install irrigation systems throughout the Park system. This enhancement will result in improved park appearance, water conservation, and fewer major irrigation repairs due to the ability to perform preventative system maintenance. Also included in the amount listed above is $150,000 to purchase materials for use in the refurbishing of fourteen park restrooms. These restrooms incur a great amount of wear from public use. The work performed will include repairing doors and partitions, installing new flooring, painting, and replacing lighting and fixtures, if necessary. This improvement will improve both the parks' appearance and the public's overall satisfaction with the park areas. Another adopted improvement adds $150,000 to implement an enhanced tree planting program which will become a major component of park beautification efforts. Funds from the City's Tree Preservation & Mitigation Fund will be utilized for contractual tree planting services and a tree nursery program. Finally, $25,000 is included in the Budget for maintenance and security fencing materials at the newly acquired Voelcker Park.

Included in the FY 2007 Adopted Budget is $2.1 million in mandates expenditures which will add 42 positions for public safety, recreation, and support services for park facilities acquired or developed with Propositions 1, 2 or 3, General Obligation Bond Programs, and CDBG/HUD 108 Loan Programs. These mandates will provide an additional seven Park Police Officers to patrol and secure the anticipated 57 mile hike & bike trail system along Leon Creek, Salado Creek, and Medina River, including 1,400 additional acres of parkland along Salado and Leon Creeks and 143 additional acres along Medina River, as well as other parks located outside of the downtown area. It will also provide $297,487 to fund operational costs for one new community building located at Roosevelt Park and two new Recreation Centers located in Granados Park and in the Levi Strauss Building off of Highway 90. These centers will provide community cultural classes, recreation centers and meeting spaces for the public. The Levi Strauss Facility will also be utilized as the Parks and Recreation headquarters bringing together various park divisions currently scattered throughout the City resulting in a savings of $217,800 in annual rent. It is anticipated that seven new parks will be developed in FY 2007 and approximately 27 new components such as dog parks, sports fields, gazebos, skate parks, rental of portable toilets, playgrounds, and 21 miles of exercise trails will be added to existing parks. There are 35 additional operations personnel as part of these mandates as well as funding for contractual services, materials, and equipment for development and maintenance of these additions.

New Downtown Operations Department and Riverwalk Beautification Downtown San Antonio has emerged as one of the Country's top tourist destinations. In an effort to continue this trend, the FY 2007 Budget consolidates major downtown service delivery areas into the newly created Downtown Operations Department. This new entity of over 50 employees will provide a central clearing house for all information relating to services performed in the downtown area as well as oversee the maintenance and operations of downtown parks and venues such as the River Walk, sidewalks, street sweeps, and the Spanish Governor's Palace. The Downtown Operations Department will also manage and coordinate all major downtown special events such as Fiesta and the Houston Street Fair.

The FY 2007 Adopted Budget adds seven positions to the Downtown Operations Department and funds for landscaping materials. These resources, totaling $373,401, will be used to enhance and beautify the River Walk. Two Equipment Operator positions will be used to operate the river clean-up vessel that was recently donated to the City. This will allow existing personnel to resume horticultural and sanitary duties along the River Walk. One additional Horticulturist I and additional materials will provide a display of plant color year-round. Four Maintenance Workers will provide an extra four hours of daily cleaning along the river. The work performed by these crews will result in an enhanced level of maintenance along the River Walk increasing the number of stairwells power-washed daily from 25 to 38.

Another improvement includes $75,000 which will be used to fund a Management Feasibility Study of La Villita, Market Square, and HemisFair Park. Following completion of the study, the City will be able to determine the best course for managing these facilities.

Innovation & Reform

The Office of Innovation and Reform The FY 2007 Adopted Budget includes the creation of the Office of Innovation and Reform. This newly created unit from existing General Fund resources will be responsible for improving efficiency and effectiveness of operations City-wide with priority reform areas identified by the City Manager. This new office will consist of two divisions: Innovation & Reform and Municipal Integrity. The Innovation & Reform Division will provide internal support to departments while challenging the organization through the process of continuous improvement and the management of high quality internal and external reviews to improve accountability and service delivery to citizens. The Office of Innovation & Reform will also implement and coordinate a new Management Intern Program.

The goals of the Innovation and Reform Office include the following:

- Partner with client departments to provide consulting services to City through assessment, implementation, and evaluations of best practices through public and private sector innovations
- Implement and manage City-wide strategic planning process
- Implement and coordinate Gainsharing Program to encourage workplace innovation and improvements by giving employees an opportunity to have a direct financial stake in meeting specific goals
- Implement and coordinate Employee Fellowship programs
- Manage the c-BID and e-BID Program
- Implement and coordinate the new Management Intern Program

Direct Support and Planning for Chronic Homelessness Services

Homeless Services Since February 2006, the Mayor's Homeless Council, led by Councilmember Patti Radle and Valero Chairman Bill Greehey, accelerated the City's implementation of a 10-Year Plan to End Chronic Homelessness. Over the past several months, the Homeless Council recommended the piloting of a safe overnight sleeping place, re-housing families rapidly, and providing supportive services to Community Court. The Homeless Council also continues to study the feasibility of establishing a comprehensive homeless campus. To sustain the progress made by the Homeless Council, the FY 2007 budget includes major new investments totaling $1.5 million that will address the complex issues of homelessness.

The Adopted Budget includes $220,000 for two indoor Overnight Safe Sleeping locations**.** These safe sleeping zones will provide a humane environment with limited amenities for up to 40 male and female street homeless including daytime beds for homeless working the night shift.

The Adopted Budget also includes $550,000 to provide up to 32 housing apartments to rapidly re-house homeless families. Services will be provided through contracts with San Antonio Housing Authority and other community housing organizations. This improvement also expands the provision of mortgage and rental assistance to an additional 145 families to prevent homelessness.

Hundreds of chronic homeless individuals annually appear before Community Court. The Adopted Budget allocates $650,000 that will provide Community Court with treatment options to over 900 offenders cited for violation of the Quality of Life ordinances and prostitution. These services will include case management, detox, identification recovery, and residential rehabilitation.

Finally, the Budget includes $80,000 to support costs associated with coordinating a homeless campus development campaign that will include project management, real estate appraisals, facilitation of community input, and public education.

In addition, the FY 2007 delegate agency budget includes $374,774 in funding for homeless day centers. Of this amount, $333,000 was one-time funding in FY 2006 that will now be recurring. Delegate agency allocations to homeless day centers will continue services for 4,000 chronic homeless. Additionally, $146,000 in FY 2006 funding for homeless child care will now be included as a recurring expenditure in the budget. This $146,000 leverages more than $700,000 in federal homeless child care funding.

The City of San Antonio's 10-Year Plan calls for prevention of homelessness through comprehensive services and intervention strategies including emergency food support. The FY 2007 budget includes $500,000 to support food assistance initiatives through the Food Bank's Project Hope, Food Stamp Outreach, and Kids Café Programs. Without accessible food supports, individuals, seniors, and families may be pushed into homelessness. Additionally, the investment of nearly $135,000 in the Food Stamp Outreach Program will leverage an additional $135,000 in federal dollars to spend on local food assistance.

Customized Education & Workforce Development

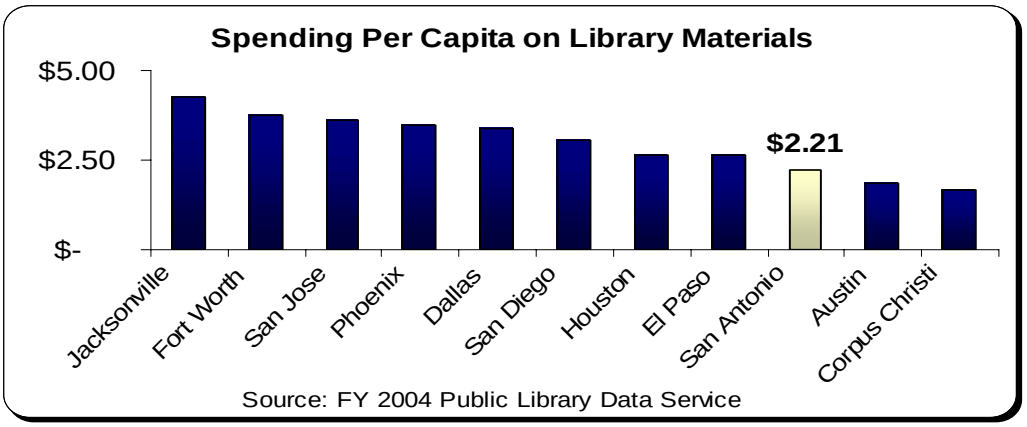
Enhanced Workforce Development Initiatives The FY 2007 Adopted Budget allocates additional resources for workforce development. Within this priority area, $498,413 will purchase job training and enhance the City's workplace literacy services. Of this amount, $325,000 will be used to continue and extend Youth Opportunity job training services to the entire City. These services will target 400 high school dropouts, ex-offenders, children aging out of foster care, women exiting welfare and teen mothers (between the ages of 17 through 25) who lack the education and life skills to secure a job that pays a family-sustaining wage. The remaining $173,413 will provide workplace literacy services to a minimum of 300 City workers. These on-site services will include adult basic education, GED, English as a Second Language, computer, and financial literacy courses. This on-site training will be geared toward improving job performance, preparing workers to compete for promotional and higher level jobs, and encourage their life-long learning opportunities.

San Antonio Education Partnership Given San Antonio's technology and knowledge based economy, high paying jobs of the future will generally require a college degree. Presently, the San Antonio Education Partnership (SAEP) provides scholarship support to students attending 18 high schools. The FY 2007 Adopted Budget includes a strategy for a five-year, three tier plan to bring the remaining 17 high schools into SAEP. For FY 2007, the following six high schools will join SAEP: John Jay (Districts 4 and 6), Holmes (Districts 6 and 7), South San West (Districts 4 and 5), Brackenridge (District 1, 3 and 5), Roosevelt (Districts 2 and 10), and MacArthur (Districts 1, 9 and 10). Funding for this improvement is included in the FY 2007 Adopted Budget in the amount of $330,000 to support the addition of six advisors and one program manager and one fiscal/contracts position.

Project Quest Project QUEST serves as a community-based workforce development program. In this capacity, it recruits and prepares participants for higher education and skilled training that leads directly to employment in the City's driver industries. Specifically, Project QUEST defines the skills required to succeed in targeted, hard-to-fill occupations, recruits and trains individuals. 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. The City will fund Project QUEST at $1,598,413 for FY 2007 ($598,413 through the Consolidated Funding process, $500,000 from its FY 2006 unspent contract, and $500,000 as a one-time enhancement included in the FY 2007 Adopted Budget through the City Council amendments process). In order to receive the City funding, Project QUEST must match the City's funding dollar for dollar. With their total budget, Project QUEST should be able to serve approximately 322 participants.

Program Effectiveness The FY 2007 Adopted Budget also includes $25,000 that will augment private sector partnership services to conduct a performance review of education and workforce development programs provided by the City or through the City's Delegate Agency contracts.

Library Enhancements The San Antonio Library System provides San Antonio and Bexar County residents with multiple types of materials, including books, periodicals, databases, and multi-media such as DVD's, CD's, and Audio books. As the City and County's population continues to grow, the use of the Library system continues to increase. According to the Public Library Data Service, San Antonio spends less per capita on library materials than comparable cities in Texas and nationwide (see chart below). In an effort to provide more materials to Library patrons, the FY 2007 Adopted Budget will allocate a recurring $650,000 increase in the Library Resources budget and a $100,000 one-time allocation bringing the total Library Resources Budget to $2,874,423 as is indicated in the following table.



Library Resources Budget—FY 2001 Through FY 2007

Fiscal Year	Library Resources Base Budget	Library Resources Enhancement	Total Library Resources Budget	% Change
2007**	$ 2,124,423	$ 750,000	$ 2,874,423	35%
2006*	$ 2,124,423	$ 500,000	$ 2,624,423	24%
2005*	$ 2,073,402	$ 150,000	$ 2,223,402	7%
2004	$ 2,214,739	$ (66,442)	$ 2,148,297	-3%
2003	$ 2,214,739	$ 23,753	$ 2,238,492	1%
2002	$ 2,164,739	$ 50,000	$ 2,214,739	2%
2001	$ 2,089,739	$ 75,000	$ 2,164,739	4%

*One Time Enhancement to Library Materials Budget

** $100,000 in FY 2007 is one-time funding

The one-time $100,000 allocation added to $150,000 of the $650,000 recurring increase in the library resources budget and a San Antonio Public Library Foundation donation of $250,000 will secure a grant of $250,000 from the Kronkosky Foundation Book Challenge in FY 2007.

In addition to the increase in the Library Resources Budget, the FY 2007 Adopted Budget includes four additional Librarian positions, $80,000 for added security for branch libraries, and $100,000 for building maintenance and technology. The Six Year Capital Improvements Budget includes over $3.0 million for maintenance of the Central Library. This includes the Central Library roof replacement and a complete recoating (re-painting) of the Central Library's exterior. Each of these enhancements will enable the San Antonio Public Library System to more adequately serve its patrons in a safe, efficient, and effective environment.

Early Childhood Professional Development The FY 2007 Adopted Budget includes $450,793 in new funding for early childhood professional development services. The City's Community Initiatives Department will secure contracts with outside agencies to provide classroom mentoring, scholarships, continuing education and professional development for early childhood educators.

Economic Development

Brooks City-Base The FY 2007 Adopted Budget continues the commitment the City has made to Brooks City-Base since FY 1999. The FY 2007 Adopted Budget includes $845,000 to continue supporting the ongoing operational costs at Brooks City-Base. In addition, the FY 2007 Adopted Capital Improvement Plan provides $2.1 million for Phase II of the South New Braunfels extension to build new telecommunication infrastructure and provide for 1,700 linear feet of roadway construction.

Port Authority of San Antonio The Port Authority of San Antonio owns, operates and develops a master-planned, multi-modal property (the former Kelly Air Force Base) to facilitate economic growth. As part of this initiative, the City has appropriated funding in previous fiscal years to the Authority for capital improvements. Through this year's Adopted Budget, the City continues its commitment to support economic growth by providing $2 million from the General Fund for infrastructure system upgrades at the Port Authority.

Economic Development Agency Results-Based Funding Process The FY 2007 Adopted Budget provides $700,000 for economic development initiatives through an economic performance results based process that will allocate $500,000 for San Antonio Technology Accelerator Initiative (SATAI), $100,000 for Finance San Antonio and $100,000 for BioMed SA.

Operational Excellence

Municipal Courts Although the FY 2007 Adopted Budget does not include additional funding for enhancements, the Municipal Courts in FY 2006 successfully redirected departmental resources to address recommendations within the April 2006 Municipal Courts Organizational Review. The Municipal Courts redirected resources to staff the mandated Collection Improvement Program which came into effect April 1, 2006 with passage of Senate Bill 1863. The purpose of the new program was to improve the collection of court costs, fees, and fines imposed in criminal cases. In addition, several enhancements were completed increasing the number of City Deputy Marshal positions to enhance the City Marshal initiative. Currently, the San Antonio Municipal Courts is evaluating with Bexar County the options of consolidating certain detention and magistrate services.

City Clerk The Office of the City Clerk is responsible for the storing, scanning, protecting and retrieving the official documents of the municipality in accordant with the Texas Local Government Records Act and the Records Management Policies and Procedures manual. In an effort to enhance the management of these documents, the FY 2007 Adopted Budget includes $278,091 in improvements for the Office of the City Clerk. Included in this amount is $209,455 for records facility improvements, shelving and other storage equipment. Also included is $44,603 for one City Archivist/Historical Preservation Officer to provide support in preserving the City's historical documents and an additional $24,033 for one Senior Records Technician.

Communications & Public Affairs An important function of the City is to inform and communicate to its citizens the services it provides and general information regarding its special events and activities. In an effort to continue this role, the FY 2007 Adopted Budget includes $12,500 in recurring funds to continue the current webcasting service in FY 2007. This service allows access to TVSA Cable Channel 21 for programs that help residents better understand how municipal government works for them. City Council meetings are broadcast live on TVSA on Thursdays and this service allows residents without cable access to view this programming via the internet. The webcasting service also allows an additional avenue of communication for area residents in the event of a disaster or emergency.

The FY 2007 Adopted Budget also provides $55,000 in recurring costs for Official City Photographer services in FY 2007. The photographer will be utilized at approximately 120 City Departments' and over 100 Mayor and City Council events annually.

Health The Adopted Budget includes the recommendation to utilize one-time resources to automate the food and environmental inspection process in order to improve employee productivity and increase customer service levels. The average daily number of inspections performed by Food and Environmental Sanitarians will increase from six to eight and the average number of hours to process results will decrease from the current range of 28 to 48 hours to eight hours. This automation process will allow reports and inspection results to be filed electronically, and managers will have the ability to quickly retrieve historical data for periodic reports or customer service requests. Electronic filing of reports and inspection results will also allow for increased public access to those records over the Health Department's website. The total one-time cost for this improvement in FY 2007 total $425,160.

Human Resources In coordination with planned increases in Police and Fire cadet classes in FY 2007, the Adopted Budget adds one civilian Human Resources Analyst within the Human Resources Department to provide support to the Fire and Police Departments in the facilitation of entry and promotional testing of uniformed positions and other employment-related processes. The total cost for this improvement in 2007 is $55,756.

Included in the FY 2007 Adopted Budget also is the addition of one Human Resource Project Manager to facilitate dialogue between employee associations, employees and management through the Employee Management Committee process and related subcommittee meetings. The Human Resource Project Manager will be assigned to provide support to the process by representing the Human Resources Department during subcommittee meetings, coordinating resources, researching applicable policies and practices discussed by the Employee Management Committee, drafting employment policies for review, and following up with related employee issues. The total cost for this improvement in 2007 will be $69,454.

The FY 2007 Adopted budget also includes funding to contract out the development and production of professional quality videos to be used for employee training. This initiative builds upon the success of the Ethics training video created in FY 2006. Total one-time funding for this improvement in FY 2007 is $40,000.

Mayor & Council and Human Development Services Funding The FY 2007 Adopted Budget increases the Mayor and City Council Administrative Assistant compensation to provide additional funding, at the discretion of the Mayor and City Council, for current and future Assistants with salary adjustments or to acquire additional Administrative Assistant services. The total funding for this improvement is $88,814.

Within the FY 2007 City Council Policy and Service Priority Worksession, a majority of City Councilmembers recommended adding additional dollars to the City Council Human Development Services Funds (HDSF). The FY 2007 Adopted Budget includes $110,000 in added funding for the HDSF—or $10,000 more per Mayor and City Councilmember. With the additional resources, a total of $569,998 will be available to continue the HDSF Program. However, as an alternative for the Mayor and each City Councilmember to consider, the additional $10,000 may be directed to uses other than the HDSF. Those alternative uses are the following:

- Contractual Street Maintenance
- Citywide Neighborhood Sidewalk Program
- Contractual Tree Planting Program
- San Antonio Education Partnership for Scholarships
- Competitive Economic Development Funding

Bob Ross Senior Center The 2003-2007 Bond Program provided funding for the acquisition, construction, and outfitting of a new community multi-service health center for the senior community. The Bob Ross Senior Center will offer comprehensive wrap-around services to seniors age 60 and older focusing on case management, health and wellness, education, social and cultural activities, and volunteer opportunities. There will also be a health service section of the center with emphasis on chronic disease management and gerontology. The FY 2007 Adopted Budget includes funding to add one Nurse Practitioner and one Health Program Specialist for the Center. Funding will also add one Accountant I, one Assistant Multi-Service Center Supervisor, one Administrative Assistant II, one Nutrition Site Supervisor, one Chauffeur, and one Caseworker II. Total funding for this expense will be $503,999 for all personnel, equipment, and furnishing to outfit the center as well as contract services for specialized classes. The center is scheduled for completion in December 2006 and is located in the Medical Center area in City Council District 8.

Civilian Market Salary Adjustment

The City of San Antonio is committed to providing a total compensation package with the goal of attracting, motivating and retaining competent and qualified employees. The total compensation program provides employees with an attractive compensation package that influences their decision to work for and continue serving the organization. Personnel costs included in the FY 2007 Adopted Budget contain several initiatives for total compensation revisions for civilian full-time and part-time employees including living wage increases, pay plan re-structuring, market adjustments for employee benefit premiums, and employee pay increases.

Living Wage With the implementation of the Living Wage in 2001, the City of San Antonio demonstrated a commitment to increase salaries in the local economy by requiring businesses benefiting from public money to pay their employees a minimum Living Wage. At the same time, the City also embraced this concept for its own part-time and full-time employees. In an effort to continue this commitment, the minimum hourly rate for all part-time and full-time City positions was increased from $8.75 per hour to $9.75 per hour effective July 22, 2006.

Pay Plan Re-structuring In order to attract and retain competent employees, the City must create a pay plan that more effectively responds to both external market forces and internal factors when determining employee pay. The re-design of the pay plan includes the creation of five separate pay plans for similar job classifications. These pay plans, targeted for completion by Spring 2007, are as follows:

- **Plan A – Skilled Craft & Service Maintenance jobs**
  - Step, seniority-driven plan
- **Plan B – Office Clerical, Para-Professional, Technician & Protective Services jobs**
  - Modified step, seniority/performance-driven plan
- **Plan C – Professional jobs**
  - Open range, performance/market-driven plan
- **Plan D – Managerial & Unclassified jobs**
  - Broad-banded, performance/market-driven plan
- **Plan E – Executive jobs**
  - Broad banded, performance/market-driven plan

Total Compensation – Employee Pay and Benefits The City acknowledges that competitive pay and benefits attract and retain the best employees. Traditionally, the benefits plan has been heavily subsidized balancing out lower salary levels. In order to increase salaries while keeping the benefits package competitive and affordable, the following steps have been approved as part of the for FY 2007 Adopted Budget:

FY 2007 Total Compensation Proposal		
Pay Plan	**Compensation**	**Benefits**
A & B	October 1st – 2% Across the Board increase January 1st – 3% Across the Board increase April 2007 – Individual salaries may be adjusted as a result of pay plan design to accommodate for compression or market-based inequities	January 1st – Benefits premium increases for both Citimed PPO and HMO; second optional HMO plan included Slight increase in generic drug co-payments (from $7 to $10), and equalization of 90-day mail order and Advantage 90 (retail 90-day purchase) co-pays
C, D, & E	October 1st – 2% Across the Board increase January 1st – Performance Pay (3% budget) April 2007 – Individual salaries may be adjusted as a result of pay plan design to accommodate for market-based inequities	

No other substantive benefits changes are scheduled for FY 2007 to include deductibles, out-of-pocket maximums, and office visit co-pays. Additionally, co-insurance levels will remain at the current levels. Benefits premiums will increase as follows:

Civilian Employee Monthly Premium Costs					
Member Category	**Citimed PPO**		***Optional Plans***		
			Citimed HMO		**Citimed HMO2**
	2006	***Adopted 2007***	2006	***Adopted 2007***	***Adopted 2007***
Employee Only	$7.00	**$10.50**	$48.00	**$72.00**	**$52.00**
Emp.+ Child(ren)	$25.00	**$37.50**	$100.00	**$150.00**	**$117.00**
Emp + Spouse	$42.00	**$63.00**	$123.00	**$184.50**	**$181.00**
Emp + Family	$59.00	**$88.50**	$170.00	**$255.00**	**$236.00**

Benefits Plan savings generated by these changes were re-directed to increase employee salaries, as outlined above, in keeping with the City's strategy to increase employee pay while maintaining competitive benefits levels.

These changes, taken as a whole, affirm employee contributions to the organization and embrace a performance-driven culture that values and supports the City's mission, goals, and objectives through the support of a qualified, dependable workforce.

Reductions / Redirections Summary

General Fund Reductions Within the FY 2007 General Fund budget are 48 adopted reductions/efficiencies, with a total net savings of nearly $4.5 million. Included in this figure is the elimination of 139 positions of which 89 were filled as of September 2006. Each of these 89 employees were given the opportunity to fill a vacant position within the City.

All adopted General Fund reductions are the result of either operational efficiencies or decreases in services with little or no impact.

Operational Efficiencies These reductions allow for more service delivery at a reduced cost including redirecting resources from personal services to contractual services or consolidating services across different departments. Below is a sample of operational efficiencies that comprise a portion of the projected savings for FY 2007.

- **Parks & Recreation Department** Efficiency savings from the outsourcing of regular and bulk mowing services will allow for the elimination of 21 positions including seven Equipment Operator I's, nine Maintenance Workers, one Parks Maintenance Crew Leader and four Equipment Operator II's. The net savings of $77,500 will also provide for an increase in the mowing cycle frequency from 21 days to 17 days and an increase of overall acreage mowed by 611 acres.
- **Health Department** The acquisition of automated laboratory equipment will allow for the elimination of one Administrative Assistant I, two Lab Technicians, and one Lab Assistant with a total savings of $170,157.
- **Public Works Department** Efficiency savings from the outsourcing of street reconstruction services will allow for the elimination of 14 positions with a total net savings of $925,474. These positions include one Street Maintenance Supervisor, one Equipment Operator I, four Equipment Operator II's, two Equipment Operator II's, two Sr. Equipment Operator II's, one Maintenance Worker, one Maintenance Worker, one Carpenter II and one concrete finisher position.
- **Parks & Recreation Department** Currently, reserving parks is done through Park Reservation Services. Consolidating this service with the City's Customer Service/311 Community Link Centers will allow for the elimination of one Administrative Assistant II, one Cashier and one Senior Accounting Clerk for a total savings of $146,567.
- **Library Department** Consolidating Library's Printing Services with the City's Purchasing Department's Print Shop will allow for the elimination of one Printer II position and a net savings of $25,000.

Minimal or No Service Impact These reductions address services that affect a very small percentage of the population or may no longer be needed or considered necessary City services. They also address funding levels that provide little or no added value. Below is a sample of minimal or no service impact reductions that comprise a portion of the budgeted savings for FY 2007.

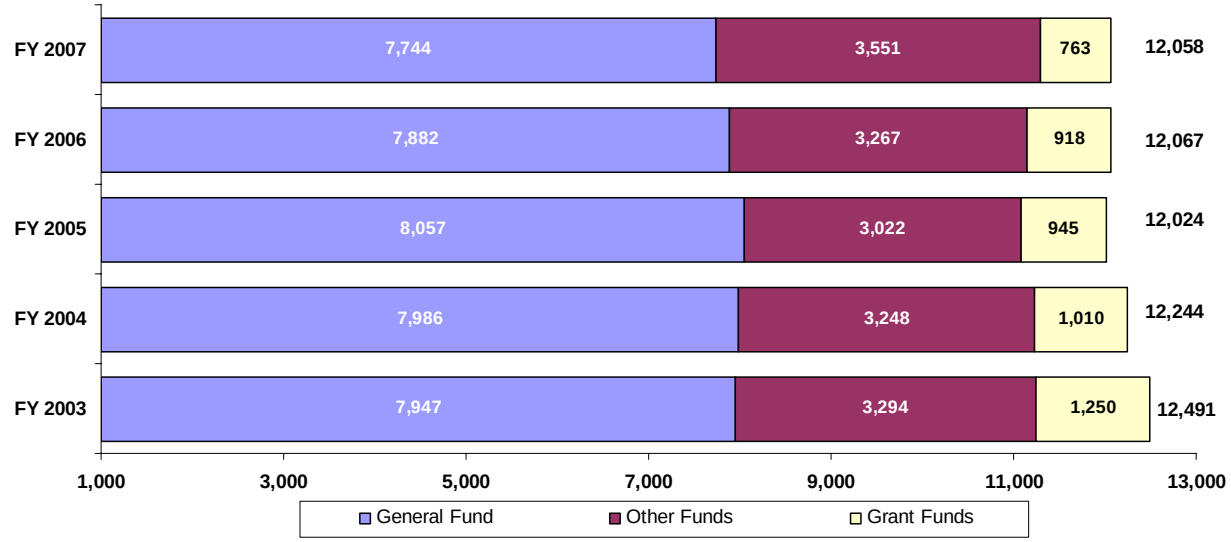
- **Health Department:** This reduction, totaling $85,419, will eliminate two Vector Control Technicians no longer necessary due to decreased demand for Vector Control Services.
- **City Auditor** Eliminating two Assistant Auditor II's, two Assistant Auditor III's and one Assistant IT Auditor I will have no immediate impact to the number of special projects conducted since the positions (and 10 additional positions) have been vacant for over a year. These program changes have been coordinated with and are recommended by the Acting City Auditor. Total savings in FY 2007 will be $312,056.
- **Parks & Recreation Department** This reduction of $46,811 will eliminate transportation and facility rental expenses in relation to community center field trips to the Ancira Sports Park. The staff at the community centers will provide all Summer Youth Program participants a field day of events similar to those provided at the sports park.

- **Public Works Department** This reduction of one Special Projects Officer and one Administrative Assistant II will result in no reduction of service as these duties are currently being absorbed by existing staff. Total savings of $87,091 will be realized in FY 2007.
- **Communications & Public Affairs** This reduction, totaling $18,723, will create an online/e-mail only version of the *Community Link* newsletter and the *In the City* employee newsletter to those with computer access thereby reducing printing and mailing costs.

City Personnel Levels

The FY 2007 Adopted Budget includes a total of 12,058 positions in All Funds excluding the 2,026 temporary positions within the Alternative Services Employee Fund. The following graph compares the total authorized positions over a five year period from FY 2003 to FY 2007. The graph denotes those positions that are authorized within the General Fund, other Operating Funds, and Grant Funds.

Five Year Comparison
All Funds Authorized Positions



The following table shows the number of uniform and civilian positions authorized in the General Fund (and the Aviation Fund which includes 28 Fire uniform positions) for FY 2007. Uniform positions are sworn positions within the San Antonio Police Department and San Antonio Fire Department. The FY 2007 Adopted Budget includes an additional 54 uniformed Police and 36 uniformed Fire/EMS positions.

FY 2007 General Fund Authorized Civilian and Uniform Positions Including Aviation

Civilian Position	Uniform Positions Police	Uniform Positions Fire/EMS
4,138	2,105	1,529

The total number of positions in FY 2007 for all funds will decrease by nine positions from 12,067 in FY 2006 to 12,058 in FY 2007. The decrease in nine positions is the net effect of adopted improvements, mandates, reductions/redirections, baseline changes, and a decrease in the amount of grant funded positions. As seen in the graph above, significant changes are included within the FY 2007 budget as a result of the redirection of budgets and personnel for certain services from the General Fund to Other Funds. Specifically, 257 Development and Planning Services positions will be redirected from the General Fund to the Development and Planning Services Fund.

Budget Summary

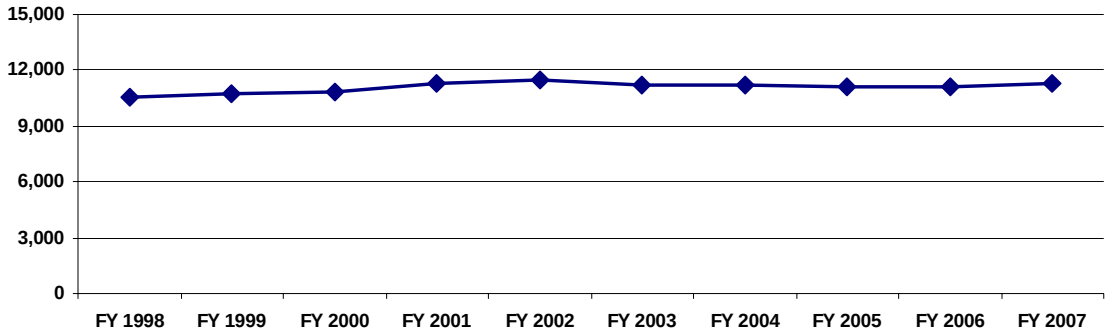
As indicated above, adopted program changes within the budget impact the personnel counts for FY 2007. The following table summarizes the changes to personnel levels by detailing the net added positions from Mandates and Improvements as well as the net reduced positions from Reductions and Redirections. The table excludes changes that result from base-line target adjustments in the FY 2007 Adopted Budget.

Impact to Personnel Levels from FY 2007 Adopted Program Changes
(Excluding Alternate Employee Services and Grant Funds)

Fund	Improvements	Mandates	Reductions	Redirections	Total Change
General Fund	198	66	(139)	(257)	*(132)*
Other Funds	79	5	(67)	257	*274*
Total- All Funds	*277*	*71*	(206)	*0*	*142*

The graph below details the trend in the number of authorized positions (both civilian and uniform) over a ten-year period for All Funds excluding Grant Funds. Over the past ten years, authorized personnel counts have increased on an annual average basis of .81%. From FY 1998 to FY 2007, there has been a 7.4% growth rate in authorized positions.

Ten Year Authorized Position Trend (All Funds Less Grants)



Other Funds

Development and Planning Services Fund The Development and Planning Services Departments are responsible for protecting the health, safety, and quality of life of the citizens of San Antonio through regulation of land development, construction and planning. In addition, the Departments seek to provide an efficient and effective development process that supports City growth and economic development. These processes include consulting, educating, reviewing, permitting, inspecting, and granting authority to develop land and occupy buildings within the City. More specifically, the Departments are responsible for master development plans, vested rights, subdivision mapping/parcel addressing, zoning administration, subdivision administration, building codes administration, landscaping, tree preservation, sign regulation, and development review of streets and traffic.

Since the development process involves review by other City departments and outside agencies, the Development Services and Planning Departments seek to facilitate the coordination of these reviews to provide quality customer service throughout the development process. To this end, the FY 2007 Budget creates a special revenue fund so that development revenues are used to support development expenses. The creation of a new Development and Planning Services' Special Revenue Fund will allow for and provide many benefits to the Departments and their customers. Benefits acquired by creating this new fund will include:

- Greater trust by stakeholders and improved perception of the Departments by assuring that all fees paid to Development Services and Planning will be used to provide stakeholders service
- Enhanced accountability by appropriately aligning revenue with expenses
- More flexibility in responding to economic trends

Establishment of the fund will also allow the City to add additional staff and resources to (1) improve cycle time for permitting, (2) ensure consistency and quality of plan review and inspections, and (3) enhance customer service. These program changes are necessary due to the volume of development in San Antonio and include the following recommendations.

Workflow Study The Development Services Department requests a workflow study of its business operations, including a study of its financial systems. The workflow study will assist the department in making decisions to improve cycle time, consistency and quality of plan review and inspections, and enhance customer service. This study will focus on ways to increase efficiency to enable staff to devote more time to providing a high level of customer service and also will ensure adequate staffing levels so workload matches the development process and goals. The study of the department's financial system will test the Hansen software system to ensure it is functioning as designed and that proper financial controls are in place. The total FY 2007 cost for this one-time improvement total $198,503.

Business Assistance Center The Business Assistance Center will provide a new six-member team that will focus on expediting permits for small businesses. The team will provide plan review and permits by appointment as well as provide consultation services to assist businesses with plan review. The Development Services Department expects that the team will conduct 900 appointments for small business plan review and will be able to reduce the total cycle time for One Stop Counter plan review from the current level of 23 days to 10 days. The total FY 2007 cost for this improvement total $262,509.

Residential Plan Review Team This program change, coupled with the redirection of two employees, will expand Development Services Department's residential plan review team from the current staffing of three to eight. This will allow the department to eliminate the need for after-hour plan review and reduce the current cycle time for residential plan review from 11 days to two days. The total FY 2007 cost for this improvement is $113,393.

Complex Commercial Plan Review Team This program change will add an additional six-member team to review complex commercial plans. The team will consist of one Fire Protection Engineer team leader and four Senior Plans Examiners. In addition, a Planner II will be added to assist with City South plan review, to process zoning verification letters, and to coordinate cross-departmental development issues. This improvement will reduce the number of complex plans reviewed each day by staff to provide enhanced customer service and reduce the cycle time for initial plan review from the current level of 26 days to 18 days (UDC requirement is 35 days). The total FY 2007 cost for this improvement totals $306,050.

Additional Inspector Positions As the volume of residential and commercial building plan reviews has grown, so has the demand for inspections. This program change will add 13 Building Code Inspectors, and two Civil Inspectors to the Development Services Department. This additional staffing will allow the department to perform 95% of inspection requests as scheduled versus the department's current ability to perform only 86% as scheduled. The total FY 2007 cost for this improvement totals $994,795.

Outsource Plan Review and Inspections This improvement will provide the necessary funding to outsource plan review and inspections during peak periods to ensure the above-stated benchmark goals are achieved. The total FY 2007 one-time cost for this improvement is $100,000.

Storm Water Team Enhancement: This new storm water review team will consist on one Engineer team leader, eight Senior Engineer Associates, and one Engineering Technician. The team will provide drainage review of all plats, master drainage plans and building permits to citizens and developers at the DBS Center to enhance their One Stop experience and reduce the current city cycle time for technical plat review from 55 days to 35 days (UDC requirement is 50 days). In addition to the new storm water

team, the Adopted Budget adds one Planner II to provide administrative and technical support to ensure benchmark goals are achieved. The total cost to the Development and Planning Services Fund for the one Planner II position is $37,698 in FY 2007.

Administrative and Management Support This improvement addresses the need to provide administrative and management support for the new special revenue fund to enhance performance controls, to increase training, and provide technical support for added staff. The positions consist of one Trainer, two Senior Management Analysts (one of which will manage the evaluation of departmental performance), one Department Systems Specialist, and one Administrative Assistant. The total FY 2007 cost for this improvement total $205,140.

Permit and Plan Review Support This improvement adds three Planner IIs and one Senior Planner for demolition permit review. The Planner II positions will address the increase in permit applications and plans within Historic and River Improvement Overlay Districts, Corridor Overlay Districts and Neighborhood Conservation Districts and will maintain current service delivery as required by the Unified Development Code. The Senior Planner position will provide review of demolition permits and improve cycle time from 30 business days to five business days. The FY 2007 cost for this improvement totals $179,042.

As part of an effort to establish and maintain adequate levels of financial reserves, the Development and Planning Services Special Revenue Fund includes a Budget Stabilization Reserve of $1 million. The purpose of this reserve is to stabilize lower than projected revenues and/or any unforeseen expenditures.

Environmental Services Fund The FY 2007 Adopted Budget includes several policy issues regarding the City's Environmental Services Fund. The Environmental Services Fund encompasses the operations and maintenance of the City's Solid Waste, Recycling, Brush Collection, and Environmental Management programs. The FY 2007 Adopted Budget for the Fund is $73.6 million. This budget summary details the following Environmental Services policy issues:

1. Rate Adjustments
2. Automated Collection
    a. Accelerated Solid Waste Automated Collection & Automated Recycling Enhancement
    b. Conversion Fee and Utility Rebates
    c. Staffing Conversion
3. Improvements
4. Mandates

Adopted FY 2007 Rate Adjustments During the past several years Environmental Services' revenues have remained static while expenditures have steadily increased. Consequently, in FY 2006 the Environmental Services Enterprise Fund began to operate on a deficit of over a million dollars. Major expenses contributing to this deficit included increased costs for labor, disposal, maintenance and repairs, fuel costs, and capital equipment. Additionally in FY 2006, revenues are not expected to meet projected amounts, thus increasing the beginning FY 2007 deficit to approximately $2.4 million.

The FY 2007-2011 Financial Forecast presented in June 2006 projected that without any changes to the Fund's rate structure or significant adjustments to expenditures, the Environmental Services Fund could expect significant annual shortfalls during the forecasted period. The overall result for FY 2007 is a need for a monthly rate increase per household of $1.26 per month. In addition to this fee increase, the FY 2007 Budget includes a new monthly Conversion Fee of $0.74. The Conversion Fee will be adjusted to $1.50 for FY 2008 and FY 2009. The Conversion Fee is required to help support the substantial capital investment required for the accelerated conversion of automated solid waste and the enhancement of automated recycling collection. This information is summarized in the following table.

FY 2007 Monthly Environmental Service Fee Adjustments

Monthly Fees	Current Fees	Adopted Fee Increase	Total w/ Fee Increase
Solid Waste Fee	$10.16	$1.26	$11.42
Brush Collection Fee	2.53	0.00	2.53
Environmental Fee	1.30	0.00	1.30
Conversion Fee	0.00	0.74	0.74
Total	***$13.99***	***$2.00***	***$15.99***

Over the next five years, additional adjustments to the Solid Waste Fee and new Conversion Fee are planned.

Accelerated Solid Waste Automated Collection & Automated Recycling Enhancement*:* The FY 2007 Adopted Budget includes the recommendation of accelerating the seven (7) year manual to automated solid waste collection conversion to a three and a half (3 ½) year conversion timeframe. In addition, a program enhancement is included as part of the FY 2007 Budget to incorporate fully automated recyclables collection within the same conversion schedule of three and a half years.

The accelerated conversion of a manual collection system to a fully automated solid waste and recycling collection system will provide many benefits to the City and its employees. Under the current manual collection system, the Environmental Services Department has the highest injury rate within the City's civilian workforce. Currently, the Department averages 256 work-injuries per year or one injury per work day. Over the past three years, the average workers' compensation cost to the Department for work related injuries has been over $1 million per year. The move to an automated collection system will reduce employee injuries providing a future cost benefit.

The automated system also provides employees with job growth and opportunities. At present, the average Solid Waste Collector is paid $10.52 per hour or $21,881 annually. Under automation, a Solid Waste Collector could become an Automated Collection Driver with an increased salary of $13.19 per hour and with incentive performance pay could now earn $30,178 annually. In addition, moving to a fully automated collection system will help to reduce the Department's turnover rate of 43% for newly hired employees, eliminate employees' exposure to adverse weather conditions, and provide for a cleaner/safer work environment.

As part of the FY 2007 Adopted Budget, the City will improve solid waste services by implementing a twice a week, two cart mechanized garbage and recycling collection system. This new system will provide a comprehensive solid waste program designed to encourage recycling, reduce litter in neighborhoods and ensure waste is disposed in an environmentally responsible manner.

The two-cart system has many enhancements to make garbage and recycling collection more convenient for residents and improve the appearance of neighborhoods on collection day. With this new system, residents will continue to receive twice a week collection service. This service will consist of once a week garbage collection and once a week recycling collection. To better manage solid waste, residents will be issued two 96-gallon carts (one for garbage and one for recycling).

This method of solid waste collection will make residential curbside recycling easier for the residents. Since recycling is the key to managing solid waste with the area landfills, the City will expand the current program to accept more recyclable paper items such as flattened cardboard, junk mail, magazines and paperboard.

The twice a week, two cart system will use a single driver to operate a mechanized collection truck equipped with a mechanical "arm" that lifts the cart, empties the contents, and returns the cart to its original position at the curb. The system is more efficient than the current manual collection system and offers many advantages such as quicker collections and a reduced rate of job-related worker injuries.

Under the automated program, only garbage and recyclables placed into each of the issued 96 gallon containers will be collected. Under the automated collection service, a citizen wishing to have additional material collected (such as excessive yard waste and grass clippings) above the available volume of the containers can schedule with Environmental Service Department an out-of-cart collection pickup for a minimum fee of $50. This service option was also recommended by current Environmental Service employees participating in this year's Frontline Focus Initiative. The City will continue to facilitate clean neighborhoods and offer citizens options to manage their solid waste by continuing to provide twice a year brush/bulky items collection as well as sponsor two free landfill days a year.

Conversion Fee and Utility Rebate With the acceleration of the conversion of automated solid waste and the enhancement of automated recycling collection, a monthly conversion fee of $0.74 per month in FY 2007 and $1.50 in FY 2008 and FY 2009 will be required. This fee will support the substantial capital investment required to move to a fully automated solid waste and recycling collection system. The purchase of automated refuse trucks, along with providing each household two 96-gallon plastic wheeled refuse containers, is necessary for implementation of the system. A total of 31 automated trucks and 172,050 carts are scheduled for purchase in the FY 2007 automated conversion.

CPS revenues in the form of a utility rebate of $10 million from the General Funds will be transferred to the Environmental Services Fund in FY 2007. This utility rebate to the solid waste collection system will defray the overall cost of the needed capital investment and thus reduce the Conversion Fee in FY 2007. These funds will be targeted for the purchase of the two required 96-gallon plastic wheeled refuse containers, one container for garbage and one container for recyclables. This utility rebate of $10 million is budgeted for FY 2007 and an addition $5 million is schedule to be transferred from the General Fund for the utility rebate in FY 2008.

Staffing Conversion As part of the staffing conversion under the automated solid waste collection system, 52 vacant part-time positions will be eliminated in FY 2007. With the elimination of these positions, temporary employees may be utilized if necessary to continue to operate the manual collection system as automated conversion progresses. Under the accelerated conversion schedule, no change in Environmental Services full-time position count is anticipated in FY 2007. However, a mid-year conversion of 30 solid waste collector positions into new positions will be required in order to implement the automated program. The conversion of these solid waste collector positions will afford promotional opportunities to displaced or current employees.

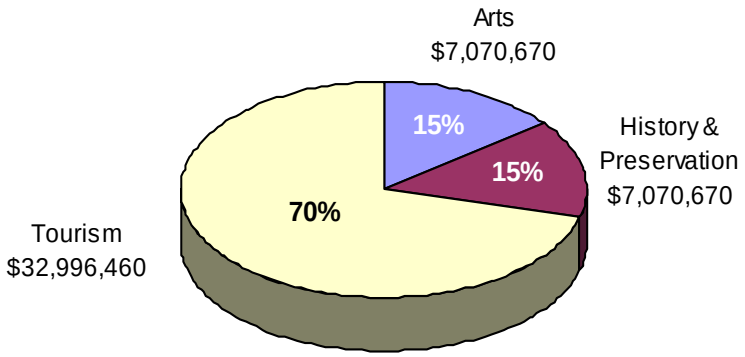
Additional Environmental Assessment Staff This improvement totaling $89,693 in FY 2007 will add one Senior Environmental Protection Officer and one Special Projects Coordinator to the Environmental Management Division. These new positions will supplement the current Environmental Management staff in conducting various environmental assessments and investigations in support of other City departments relating to Capital Projects including Public Works, Parks & Recreation, Asset Management, Police and Fire. The cost of the positions will be reimbursed by project funds from the requesting department.

Additional Environmental GIS Staff This improvement totaling $35,028 in FY 2007 will add one full-time Geographic Information Systems Technician position to the Environmental Management Division. This new position will allow the Environmental Division to provide historical links to its various assessment projects. The historical links created by this position will allow any department or individual to geographically locate a project, the type of work being conducted, and the outcome of any assessment and/or testing being performed. This improvement will also afford quick and easy access to critical information, especially in an emergency.

Mandates The Adopted Budget includes three Environmental Services mandates for increases in Collection Contracts, Disposal Contracts, and Billing and Collection Contracts. The total cost for Environmental Services mandates in FY 2007 is $834,757. The total annual disposal contract budget for FY 2007 is just under $8.8 million.

Hotel Occupancy Tax Fund The Hotel Occupancy Tax Fund (HOT) captures revenues and expenditures associated with Hotel Occupancy Tax collection. Funding from the HOT is used to support tourist, convention and arts and cultural programs across the City. This is done through transfers to the Community and Visitor Facilities Fund, the Convention & Visitors Bureau Fund, and the Cultural Affairs Fund. These transfers are designed to cover any perceived shortfalls that may exist between the revenues and expenditures of the three funds. The HOT Fund also contributes a portion of revenues through a transfer to the General Fund under History and Preservation in order to support various visitor related activities such as maintenance of the Riverwalk, HemisFair Park and La Villita. The yearly contribution to the General Fund comes from HOT collections and is a total of 15% of the taxes to be collected which, for FY 2007, equals $7,070,670. The chart below shows how HOT revenue is allocated among Arts and Cultural Programming, History and Preservation (H&P) and Tourism. It also shows the FY 2007 allocation amounts.

Hotel Occupancy Tax
FY 2007 Revenue Allocation

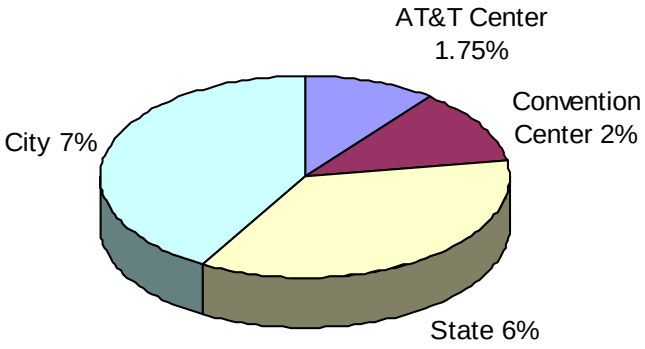


Hotel Occupancy Tax revenue projections are based upon an analysis of anticipated lodging demand, projected number of room nights sold, projected average daily rates, estimated hotel/motel room supply, inflation rates and known events. For FY 2006, the City projected HOT collections of $40.954 million. However, the FY 2006 Re-estimate is projected at $44.237 million or 8% higher than the FY 2006 Adopted Budget. For FY 2007, HOT collections are projected at $47.138 million or 15% higher than last year's budgeted amount. The Adopted Budget for the Hotel Occupancy Tax Fund will have $50.916 million in appropriations which includes a $1.5 million Renewal and Improvement transfer as well as a $400,000 Stabilization Reserve. The ending balance for the Hotel Occupancy Tax Fund when resources from the Convention Center, Alamodome and other revenue sources are taken in to account will be $220,649.

Budget Summary

The current HOT rate of 16.75% levied on every single room night charge is broken out to 1.75% for the AT&T Center, 7% for the City, 6% for the State and the remaining 2% is a dedicated source of revenue to pay debt service and fund capital improvements and/or maintenance of the Convention Center Complex. The following chart shows the allocation of the HOT rate:

Hotel Occupancy Tax Rate (16.75%)

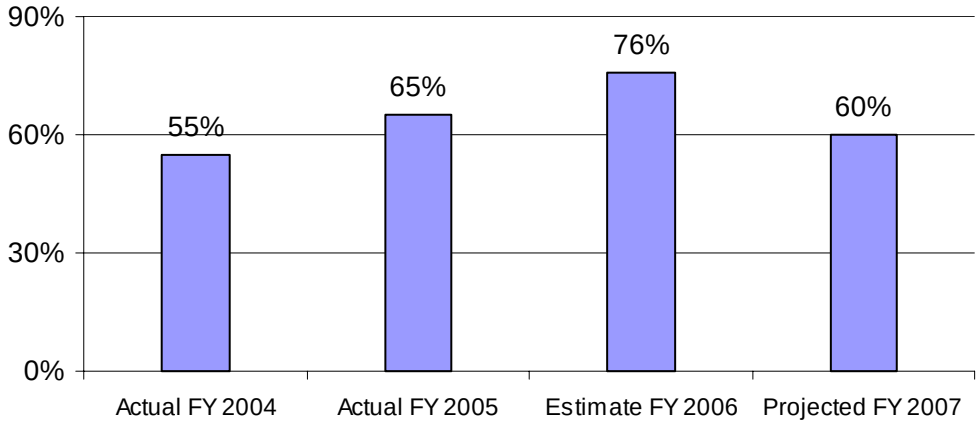


Community & Visitor Facilities Fund The Community and Visitor Facilities Fund (CVF) was established in FY 2004 to account for revenues and expenditures generated from all convention, tourism, sports and entertainment related facilities and activities. Departments included in the CVF are the Alamodome, Nelson W. Wolff Stadium, Convention Facilities, International Affairs and Non-Departmental.

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 facility revenue in FY 2006 is estimated at $6.6 million which is 12%, or $729,000, more than the $5.9 million FY 2006 Adopted Budget. In the FY 2007 Adopted Budget, facility revenues are projected to be $6.0 million.

The primary sources of revenue for the Convention Center are facility rentals, catering commissions, reimbursable expenses, and various event-related fees. Revenues are estimated based on both scheduled and projected events. The following chart depicts the actual occupancy rate of exhibit halls in FY 2004 and FY 2005, the estimated occupancy rate for FY 2006, and the Projected FY 2007 occupancy rates. The decrease in FY 2007 projected occupancy rate is due to less anticipated event days.

Occupancy Rate of Exhibit Halls



For the Convention Facilities Department, the Adopted Budget provides $350,000 for one-time and recurring maintenance and repair. Among other things, this funding will enable the Convention Center to upgrade its audio capabilities and improve its maintenance and repair response times. The Convention

Facilities Department has also been allocated $130,000 for software and customer service improvements which will better enable the Convention Center to meet customer needs as well as facilitate room set-up and design. An improvement of $150,000 will commission two studies concerning Convention Center expansion and the creation of a facility maintenance model.

In addition to the $630,000 in improvements, the Adopted Budget includes the following revenue enhancements that will generate $90,325 in additional revenue for FY 2007:

- A Boardroom has been added to the rental inventory thereby establishing a $500 per day rental rate. This is projected to generate $30,000 in additional revenue.

- A projected $60,325 in additional revenue is estimated to be collected for equipment rental and related fees which will be charged to clients such as tables, chairs, risers, catering list fee and an off-hour labor rate increase for Audio Visual Technicians

For FY 2007, the Adopted Budget includes an improvement of $250,000 for Alamodome maintenance and repair. This additional funding will provide the Alamodome with the resources and labor necessary to improve the building's condition and attend to necessary repairs.

Convention & Visitors Bureau Fund For FY 2007, the Convention and Visitors Bureau (CVB) has been repositioned from the Community and Visitor Facilities Fund to its own new fund. An improvement of $1 million is budgeted to create a marketing reserve for the CVB. This reserve will enable the CVB to meet, if needed, the growing cost of marketing San Antonio including the marketing of the Convention Center Hotel, branding strategic plan, and addressing group market challenges in FY 2007. There is also an improvement of $56,000 for the purchase of two vans which will be utilized by clients and staff during site visits and familiarization tours.

Cultural Affairs Fund The Office of Cultural Affairs (OCA) has been repositioned from the Community and Visitor Facilities Fund to the newly created Cultural Affairs Fund. In order to increase the total funding level for arts and cultural programming (to include the Cultural Collaborative) from 12% of HOT collections in FY 2006 to 15% of HOT collections in FY 2007, an incremental $2.25 million is added in the FY 2007 for a total art allocation of $7.07 million. The additional $2.25 million will provide a slight increase in the OCA Budget and contractual obligations related to arts programming with the remaining $2.14 million being dedicated to the art and cultural program funding process. The total funding for the art and cultural program funding process for FY 2007 totals $5.3 million. The additional funding to art programs in the FY 2007 funding process will increase the allocation to current agencies and/or will increase the number of agencies funded to include the San Antonio Symphony.

Golf Fund The objective for the municipal golf program in FY 2007 is to strategically refocus resources with an emphasis on improved maintenance and conditions to attract more play and additional revenue. A mid-year inflationary adjustment in green fees is adopted for all courses for FY 2007. The fund begins FY 2007 with a projected deficit of $1.071 million. Following the implementation of the improvements listed below and the subsequent increase in revenue projected as a result of those improvements, it is projected that the fund will end FY 2007 with a deficit of $880,879. This is an improvement to the financial position of the fund by $191,108.

A proposed five year Capital Improvement Program for all Golf Operations facilities is programmed for FY 2007–FY 2011 with funding calculated within the City's Debt Management Plan. In FY 2007, capital improvement funds would be allocated for Brackenridge Golf Course ($2.8 million), Cedar Creek Golf Course ($500,000) and San Pedro Driving Range ($500,000) in order to address the postponement of capital improvement projects over the past few years. The Capital Improvement Program during FY 2007 would include the following enhancements:

- Brackenridge Golf Course would implement renovations at the clubhouse, fairways, greens, tees, irrigation system, cart paths, comfort stations and shelters.
- Cedar Creek would implement renovations to the irrigation system and the clubhouse.
- San Pedro Driving Range would implement renovations to the irrigation system, driving range, putting greens, and lighting system.

All improvements are designed to restore and modernize the look and playability of the San Antonio Municipal Golf Courses. It is anticipated that upon completion, the renovations will enhance the public's use and enjoyment of the facilities which will result in increased rounds and revenues in future years.

Storm Water Fund The FY 2007 Adopted Budget for the Storm Water Operating Fund is $31.2 million. The Adopted Budget includes $22.4 million for the fund's operating expenses including personnel costs and payments to SAWS for billing services. The primary revenue sources for the Storm Water Fund is the Storm Water Fee which is assessed to all property platted within the City that receives water service or sanitary sewer service. Programs supported by the Storm Water Fee include River Maintenance, Vegetation Control, Tunnel Operations, Street Cleaning, Engineering, and Floodplain Management.

The Storm Water Fee was established in FY 1993. Since its establishment, the rate for the Storm Water Fee has increased four times. The FY 2007 Adopted Budget includes a Storm Water Fee increase of 6.8% across all customer tiers. This increase is consistent with the average annual Consumer Price Index growth for the previous two years.

Below is a table that shows the increase of the Storm Water Rate since 2002.

Average Residential Storm Water Rate History with FY 2007 Adjustment

Rate Increase 9/19/1999 (15%)	Rate Increase 10/3/2002 (30%)	Rate Increase 12/13/2003 (3.36%)	Rate Increase 1/1/2005 (19.5%)	Rate Increase 11/20/2006 (6.8%)
$2.29	**$2.98**	**$3.08**	**$3.68**	**$3.93**

The rate was first increased by 15% as part of the FY 2000 Budget. This increase was necessary to replenish the Storm Water Fund which had been depleted by needed repairs as a result of the October 1998 floods. Following the first increase, the rate was increased by 30% in October 2002 to generate $46 million in bonds for Storm Water Revenue Bond projects. This increase also funded a natural waterway crew and a concrete maintenance crew. In FY 2004, the fee was increased by 3.36% to fund one additional natural waterway maintenance crew. The most recent increase became effective January 1, 2005. At that time, the Storm Water Fee was increased by 19.5% across all customer classification and tiers. The increase was estimated to generate additional revenues of $1.4 million in FY 2006 and secured $61 million in resources programmed and approved for Regional Storm Water Projects.

The FY 2007 Adopted Budget includes one reduction that will eliminate four positions and related equipment associated with the Flood Buyout Maintenance Program in the Storm Water Operating Fund for a total of $79,640 and will add an improvement of $38,513 to outsource the maintenance of flood buyout property. The net savings will total $41,127 in FY 2007 and have a recurring savings of $81,254 beginning in FY 2008. An improvement of $462,000 is included within the FY 2007 Budget to expedite 11 miles of Salado Creek clean-up using contractual forces. One mandate is also included in the Adopted Budget for the Storm Water Fund. The mandate, totaling $4,255, will address the added costs of the

disposal of waste materials generated by storm water operations. The adopted program changes will leave the Storm Water Fund with an ending balance of $216,721 in FY 2007.

Aviation Fund The Adopted Budget for the Aviation Fund is $53 million. In FY 2007, the Fund will continue to maintain a three month operational reserve of $8.4 million. The following summarizes the FY 2007 Adopted program changes to address the increased passenger traffic as well as the operational cost of current and future capital projects.

The FY 2007 Adopted Budget invests $447,775 to enhance the Financial, Management, and Maintenance operations of the San Antonio International Airport by increasing current staffing levels by fourteen positions to:

- Strengthen the management capabilities of the Airport
- Provide maintenance support to Airport facilities
- Provide IT support to Aviation staff with the new Security System.
- Increase support to the new Customer Experience Program
- Provide additional support to the revenue contracts division in Capital Improvements
- Increase administrative support to the Operations and Maintenance Division.

An investment of $138,957 is also incorporated in the FY 2007 Adopted Budget to improve the security at the San Antonio International Airport. Specifically, this improvement adds five positions to implement a new Airport Police Tactical Training Program and ensure all Aviation tenants comply with federal aviation security regulations. This improvement will also provide funding to increase the Texas Commission Law Enforcement Officer Standards & Education (TCLEOSE) Certification Pay Program.

In an effort to accommodate the increase of parking customers and better re-direct the duties of the current Parking Operations staff, the FY 2007 Adopted Budget includes $133,271 to elevate these current staffing levels and improve the customer service provided to parking customers.

Parking Facilities Fund The FY 2007 Adopted Budget for the Parking Facilities Fund totals $9.95 million and maintains a restricted three-month operating reserve of $1.69 million. A total of $1.74 million in debt service will be directed to the Parking Facility Debt Service Fund. The Parking Facilities Fund is expected to earn revenues totaling $9.81 million in FY 2007.

The FY 2007 Adopted Budget includes a Parking Facilities mandate for the maintenance and operations support for the Downtown Visitor Center being built at the Riverbend Garage that will provide 24-hour public restrooms. This mandate includes cost of cleaning, security services, utilities, repairs and maintenance for the facility that will commence in spring of 2007. The cost for FY 2007 will be $68,305.

The FY 2007 Adopted Budget also includes $153,512 for an Energy Conservation/Lighting Project at the Houston Street Garage, Riverbend Garage and Marina Garage that are in operation twenty-four hours a day. An efficient lighting system will reduce energy consumption by 20% annually. Each parking facility will include retrofits from T12 to high efficiency compact florescent bulbs, T8 lamps, and electronic ballasts. In addition, exit signs will be converted to LED lamps. The total cost of these parking garage improvements is $198,671. The total net savings for the first year is estimated to be $45,159. The installation of higher efficiency lighting systems within each parking facility will lower kilowatt hour consumption reducing energy costs. The approximate payback time for the total investment would be 53 months.

Six-Year Capital Improvement Plan

Six-Year Capital Improvement Plan The FY 2007 through FY 2012 Capital Plan for the City of San Antonio totals **$900.3 million** The One Year Capital Budget for FY 2007 totals $502.1 million. The following table details the planned expenditures by program area.

FY 2007-FY 2012 Capital Plan by Program Category
($ in Thousands)

Program Category	**Amount**	Percentage
Air Transportation	$375,536	41.7%
Parks	176,128	19.6%
Streets	134,467	14.9%
Drainage	112,239	12.5%
Municipal Facilities	46,314	5.1%
Fire Protection	43,731	4.8%
Libraries	6,792	0.8%
Law Enforcement	4,199	0.5%
Community Initiatives	918	0.1%
Total FY 2007 Program	***$900,324***	***100.00%***

The six-year program, containing **333** projects, represents the City's long-range physical infrastructure development and improvement plan. Items in the six year scope include new streets and sidewalks, street improvements, drainage enhancement projects, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements including new fire stations, airport system improvements, flood control projects, and municipal facility construction and refurbishment projects.

Revenues

OVERVIEW

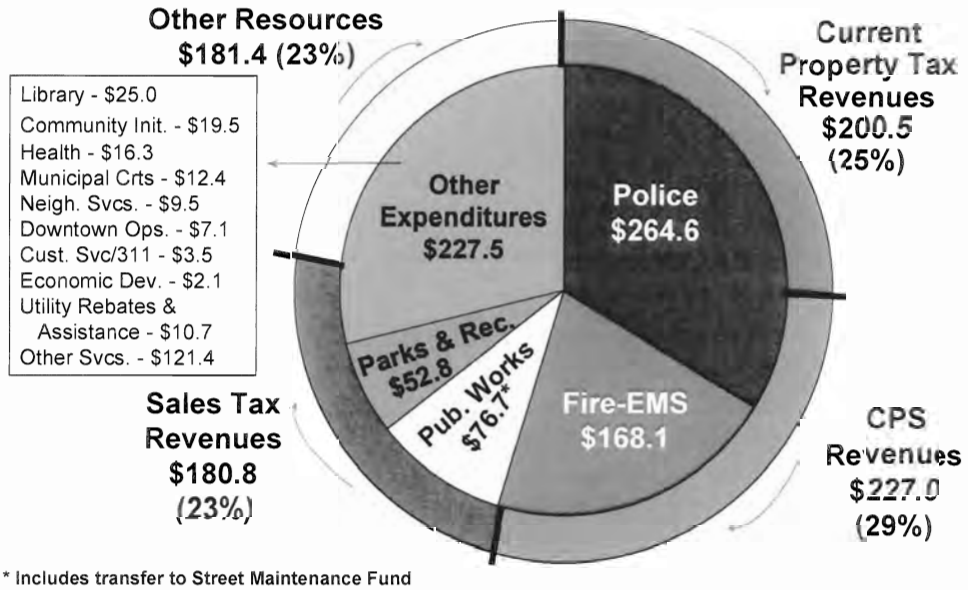
The Revenue Detail section includes a discussion of major General Fund revenues–Property Tax, CPS Energy payments to the City, and Sales Tax–including details on the basis for establishing the FY 2007 budgets and related policy issues. Also discussed are significant Other Fund revenues including Environmental Services monthly charges, Hotel Occupancy Taxes, and the Storm Water Fee. A detailed report on changes to existing revenues and new revenues for FY 2007 is also included.

The revenue budgets for FY 2007 are based on initial revenue estimate projections included in the June 2006 Five-Year Financial Forecast. The projections are developed by both the Office of Management and Budget and the responsible departments. Most revenue projections are based on historical trends and known policy changes; however, since a single method of projecting revenue is not feasible, each source is considered on its own merit and projected accordingly. For those revenues closely tied to economic conditions such as Sales Tax and the Hotel Occupancy Tax, additional factors including projected inflation, unemployment rates, and economic growth are considered. Projections for the Hotel Occupancy Tax also account for tourist-specific factors and conditions such as hotel/motel room supply and known future events. Regression models and business analyses are utilized to generate these revenue projections.

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **$789.7 million**. The three principal sources of General Fund revenue are: Current Property Tax, City Public Service (CPS) Energy payments to the City, and Sales Tax. Combined, these three sources of revenue account for approximately $608.3 million, or 77.0%, of total available General Fund resources.

FY 2007 Adopted General Fund Available Resources Distributed Over Major Spending Areas ($ in millions)



* Includes transfer to Street Maintenance Fund

Total: $789,668,563

- **Current Property Tax – $200.5 Million**

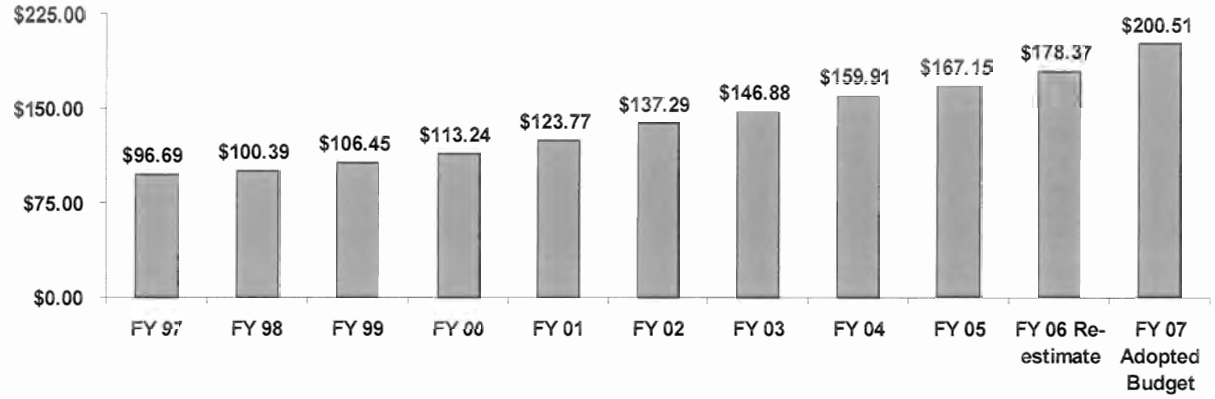
The FY 2007 Adopted Budget includes $200.5 million in maintenance and operations support for the General Fund from property taxes while maintaining the overall tax rate at the current year level–57.854

cents per $100 taxable valuation. **For the fourteenth straight year, there will be no increase in the overall tax rate.**

In the Five-Year Financial Forecast presented in June 2006, the current property tax revenue projected for FY 2007 was $191.0 million. The estimate assumed no change to the property tax rate and was based on added revenue coming from increases in base property values, anticipated growth in new property value improvements as well as values attributable to annexation. The assumed increase in base property values and new property values were based upon preliminary estimates from the Bexar Appraisal District (BAD). The Forecast projection has been modified based on the receipt of the certified tax roll from the BAD in late July 2006. The new FY 2007 projection is $200.5 million or $9.5 million above the $191.0 million projected at the time of the Five-Year Financial Forecast.

The chart below reflects the 10-year trend in actual property tax collections as compared to the FY 2006 Re-estimate and FY 2007 Adopted Budget.

10 Year History – General Fund Current M&O Property Tax Revenue
-$ in Millions-



The property tax rate consists of two components: Maintenance & Operations (M&O) and Debt Service. The FY 2007 M&O rate is 36.704 cents per $100 of taxable value. This rate is the same rate assessed in FY 2006. Funds from this component of the property tax receipts are deposited in the General Fund and are used to pay for recurring and one-time expenses. The Debt Service component is determined by the City's debt service requirements. The FY 2007 Debt Service rate is 21.150 cents per $100 of taxable value. This rate is also unchanged for FY 2007. Funds from this component of the property tax receipts are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. These two components taken together provide for a total tax rate for FY 2007 of 57.854 cents per $100 of taxable value–the same total rate as was set in FY 2006.

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 2007 show an increase in total net taxable value of approximately $6.886 billion, or 13.8%, above last year. Included in this total are $2.399 billion for new improvements and $0.500 billion for annexation, which reflects real growth of 5.81% 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 $3.987 billion, or 7.99%. The chart on the following page breaks down the components of total taxable value.

FY 2007 Taxable Values
-$ in Billions-

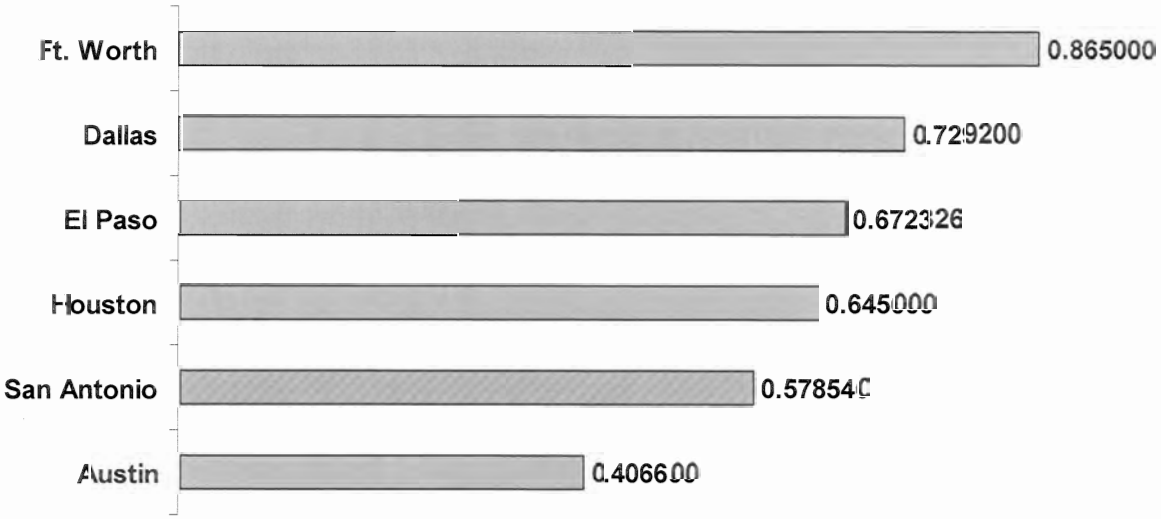
Base Value FY 2007	Increase in Base Value	Annexation	New Improvements	Total Value FY 2007
$49.892	$3.987	$0.500	$2.399	$56.788
% Change Over FY 2006:	*7.99%*	*1.00%*	*4.81%*	*13.80%*

State law requires cities to calculate an "effective M&O tax rate" which is generally equal to the prior year's M&O taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (total value less new improvements and annexation). As indicated above, base valuations increased from last year by $3.987 billion, or 7.99%. Consequently, to generate the same amount of General Fund revenue for FY 2007 as generated in FY 2006, the effective M&O tax rate for FY 2007 would be set at 32.723 cents per $100 taxable valuation, a decrease from the adopted FY 2007 M&O tax rate (36.704) of 3.981 cents, or 10.8%.

For the individual homeowner whose appraised value has not changed from FY 2006 to FY 2007, there will be no change in their City property tax bill. However, if the Bexar Appraisal District has changed the appraised value on the same home to reflect changes in market value, the impact may vary depending on the value determined by the BAD. From FY 2006 to FY 2007, the average homestead in the City of San Antonio increased in value from $103,177 to $111,437 which represents an increase of $8,260, or 8.0%. The calculation of the average residence homestead value takes into account new improvements as well as changes to base valuations. The increase in the average value means that the average residence homestead will pay $47.79 a year more in City property taxes in FY 2007 than in FY 2006.

The adopted tax rate for FY 2007 of 57.854 cents per $100 taxable valuation makes the San Antonio property tax rate the second lowest of the major cities in Texas. The following chart shows the adopted FY 2007 tax rate for San Antonio as compared to the rates in other major Texas cities.

Major Texas Cities Tax Rate Comparison
-Per $100 of Valuation-



Note: the City of Austin's tax rate was reduced by 0.0635 in FY 2004 as a result of the creation of the Travis County Hospital District. The FY 2007 property tax rate for the Travis County Hospital District is $0.0743 per $100 of taxable valuation. The rate indicated for Houston reflects the FY 2007 Proposed tax rate as the City has not yet adopted a rate for FY 2007.

Below is a sample property tax statement that demonstrates the portion of local taxes due to the City of San Antonio. This sample statement compares current tax rates for a home located in the San Antonio Independent School District valued at $111,437 which is the FY 2007 average residence homestead value within the City of San Antonio. City taxes represent $644.71 or 21.7% of the total taxes due.

Sample Property Tax Statement
Bexar County, Texas

Taxing Unit	FY 2007 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per $100 Value	Tax Levy	Percent of Total Levy
San Antonio ISD	$111,437	$15,000	$96,437	1.579700	$1,523.42	51.2%
City of San Antonio	*$111,437*		*$111,437*	*0.578540*	*$644.71*	*21.7%*
Bexar County	$111,437		$111,437	0.314147	$350.08	11.8%
University Health System	$111,437		$111,437	0.243869	$271.76	9.1%
Alamo Community College Dist.	$111,437		$111,437	0.137050	$152.72	5.1%
San Antonio River Authority	$111,437	$5,000	$106,437	0.016045	$17.08	0.6%
County Road & Flood	$111,437	$3,000	$108,437	0.012719	$13.79	0.5%
Totals				**2.882070**	**$2,973.56**	**100.0%**

The City of San Antonio has long recognized the need to provide senior citizens and disabled veterans with property tax relief. The City initially offered an over-65 homestead exemption in the amount of $3,000 in FY 1974. The over-65 homestead exemption amount has increased on five different occasions to the current exemption amount of $65,000 set in FY 2004. At this level, the City of San Antonio offers one of the highest homestead exemptions among major Texas cities. In FY 2007, a total of 69,698 property owners are expected to qualify for the over-65 Residence Homestead Exemption. *The estimated impact of this exemption is $3.982 billion in taxable value loss equating to $23.0 million in property tax revenue that will be exempted in FY 2007.* Of these exemptions, an estimated 28,345 homeowners, or 40.6% of the total homesteads exempted, will not pay City property taxes because their assessed homestead valuation is $65,000 or less.

In May 2005, Proposition 3 (Property Tax Levy Freeze) was approved by voters of the City of San Antonio. Proposition 3 freezes the amount of property taxes imposed on residence homesteads owned by persons 65 years of age or older or disabled. City taxes may not increase as long as the residence is maintained as a homestead by the owner and no new improvements are constructed. For senior and disabled homeowners, the FY 2006 City property tax levy became their "frozen" tax levy. If the appraised value of the homestead increased in FY 2007, the senior or disabled homeowner City tax payment would remain the same as the payment in FY 2006. *It is estimated that the City will forgo approximately $2.1 million in FY 2007 from this property tax freeze.*

The City of San Antonio also offers two disabled exemptions. The Disabled Resident Homestead (DRH) Exemption, set at $12,500, became effective in FY 2006. An estimated 9,352 disabled property owners will qualify for this exemption in FY 2007 resulting in the loss of $114.8 million in taxable value, which equates to $664,045 in foregone property tax revenue. The City also provides the State-mandated Disabled Veterans Exemption (DAV) offering eligible tax payers a homestead exemption ranging from $5,000 to $12,000 depending on the veteran's percentage of service-connected disability. For FY 2007, an estimated 19,405 DAV exemptions will be granted resulting in the loss of over $182.9 million in taxable value which equates to nearly $1.1 million in property tax revenue. *When combined, the City will forego an estimated $1.7 million in property tax revenue from disabled-related property tax exemptions.*

- **CPS Energy Payment to the City and Additional CPS Energy Transfer – $227.0 Million**

The City's payment from CPS Energy represents the largest source of revenue to the General Fund. Fourteen percent of CPS Energy gas and electric non-exempt customer revenue is paid to the City as a return on investment. The estimated revenue of $234.8 million for FY 2006 is $37.1 million or 18.7%

above budgeted levels. The FY 2007 adopted budget of $219.7 million is $15.1 million or 6.4% lower than the FY 2006 Re-estimate.

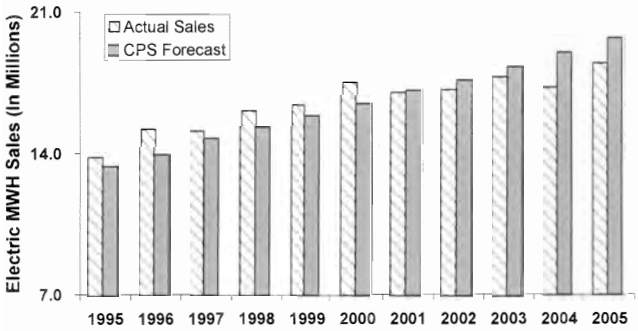
Beginning in FY 2006, the City received an additional transfer from CPS Energy's Community Infrastructure & Economic Development (CIED) Fund to provide funding for community projects. This additional transfer is projected at $7.3 million for FY 2007. The City's payment from CPS Energy combined with the additional projected transfer results in a total budgeted amount of $227.0 million for FY 2007 or 29.0% of total FY 2007 General Fund available resources.

The payment to the City from CPS Energy can fluctuate significantly from year to year. Revenue from CPS Energy is one of the most difficult to project due to a number of variables that can significantly impact CPS Energy revenues and consequently, the City's payment. Therefore, as has been the case for the past several years, the FY 2007 Adopted Budget is conservative. City staff utilized the CPS Energy forecast as a basis for the development of the adopted amount. CPS Energy's forecasted demand (growth) assumptions were partially discounted and adjustments to forecasted natural gas prices were made. The resulting adopted budget assumes a normalized weather pattern, discounted forecasted demand, and does not assume continuation of conditions such as very high natural gas prices. The adopted budget was also developed with consideration for a multi-year forecast outlook, managing the City's reliance on revenues from CPS Energy, as well as the current level of reserves within the City's General Fund.

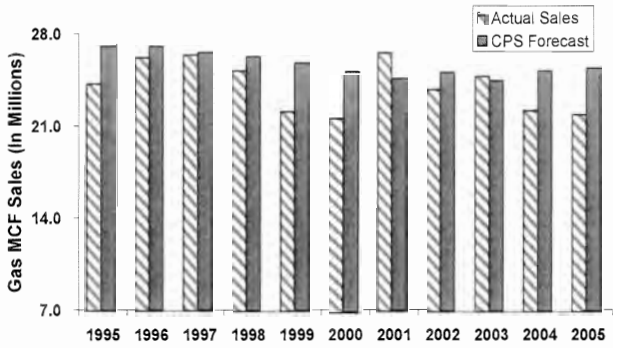
Accurately budgeting the CPS Energy payment revenue is challenged by a number of variables such as the weather, growth of the system, fuel prices, generation mix, and unscheduled maintenance on generation plants. For the past several years, instability in natural gas prices, coupled with fluctuations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

To illustrate the fluctuations in demand, the graphs below reflect CPS Energy's historical electric and gas sales (excluding off-system sales) as compared to the forecast. As the graph illustrates, CPS Energy's electric sales increased steadily from FY 1995 to FY 2001. While the electric system has continued to experience growth, electric sales have fluctuated to a greater degree from FY 2002 to FY 2005 primarily related to the weather. With respect to natural gas sales, actual sales fluctuate significantly over the 10 year period largely dependent on the weather in the winter months.

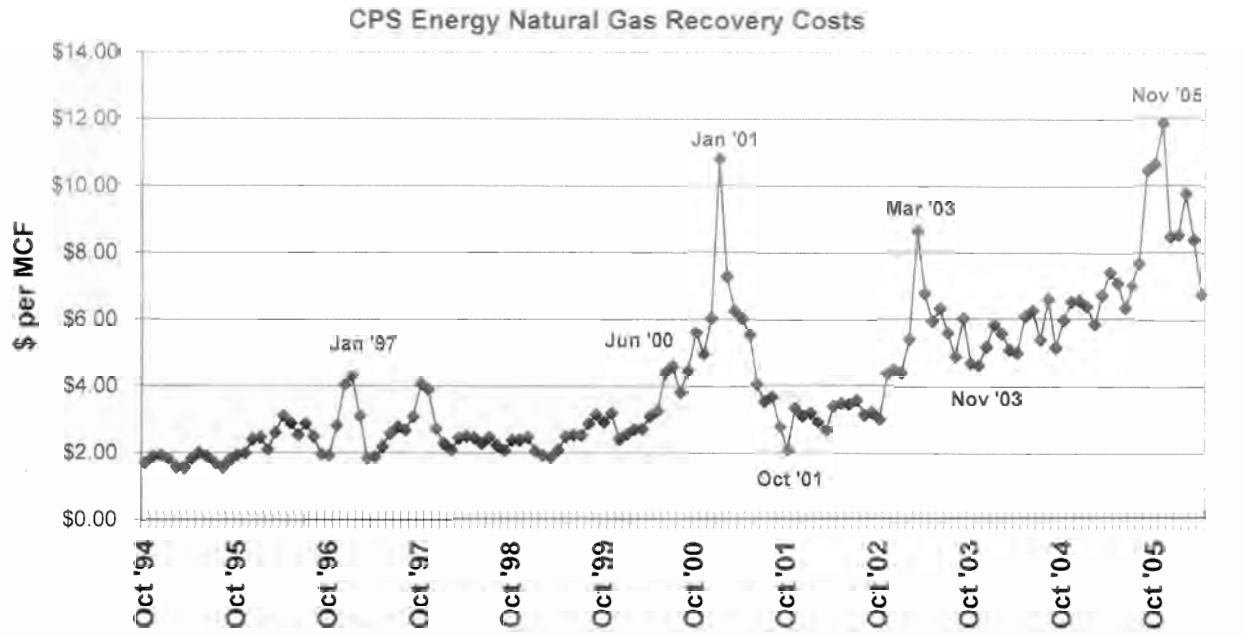
Electric Sales



Natural Gas Sales



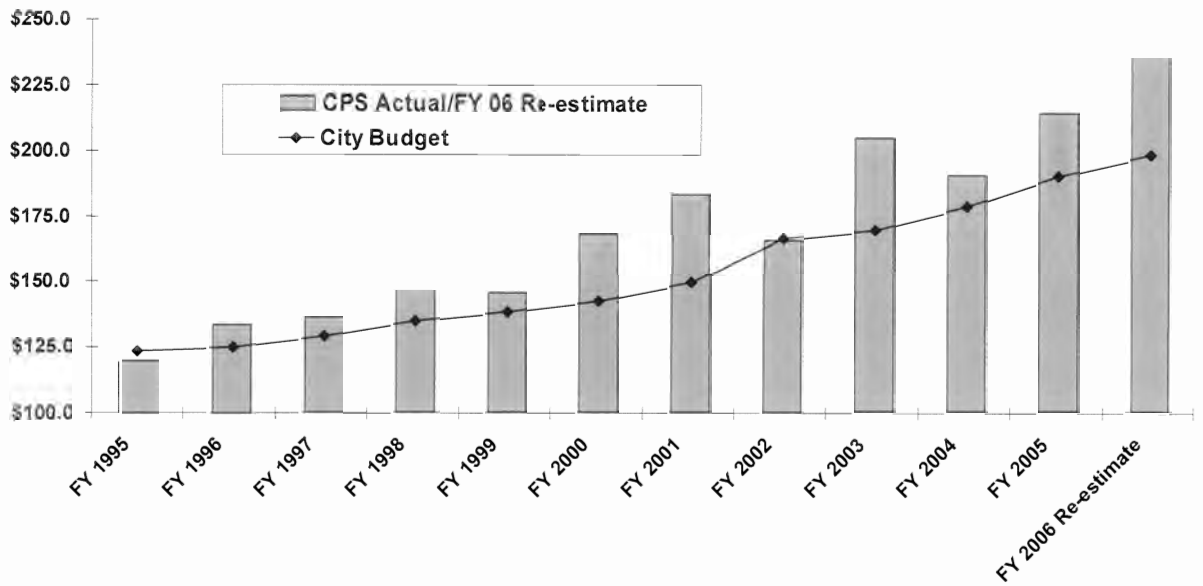
Natural gas costs are a component of CPS Energy fuel costs which are a pass-through to ratepayers in CPS Energy electric and gas rates and can also significantly affect the City's payment from CPS Energy. The line graph on the following page reflects CPS Energy historical natural gas prices recovered through its rates as a pass-through.



As illustrated in the graph above, natural gas prices have become much more volatile since June 2000. Natural gas costs recovered by CPS Energy increased in June 2000 to $4.41 per MCF (Thousand Cubic Feet) and continued to rise reaching a high of $10.78 per MCF in January 2001. Subsequently, nine months later natural gas costs recovered fell to a low of $2.08 per MCF in October 2001 and remained under $4.00 per MCF until November 2002. Natural gas prices recovered by CPS Energy rose again to a high of $8.64 per MCF in March 2003 falling back to $4.74 in November 2003 and have continued to fluctuate since that time, reaching a high of $11.85 per MCF in November 2005.

Fluctuations in demand, natural gas costs, and the other aforementioned factors result in the corresponding impacts to the City's total payment from CPS Energy. The graph below reflects the total actual payment from CPS Energy as compared to the adopted budget for the past ten years, including the FY 2006 Re-estimate. The additional CPS Energy transfer from the CIED Fund is not reflected in the FY 2006 Re-estimate.

CPS Energy Actual Payment Compared to Adopted Budgets and FY 2006 Re-estimate
($ in Millions)



A review of the electric and natural gas sales and natural gas costs graphs in conjunction with the graph on CPS Energy's actual payment to the City demonstrate the correlation between significant fluctuations in the City's payment from CPS Energy and these primary factors. Consequently, the City's projections of the payment from CPS Energy remain conservative.

- **Sales Tax – $180.8 million**

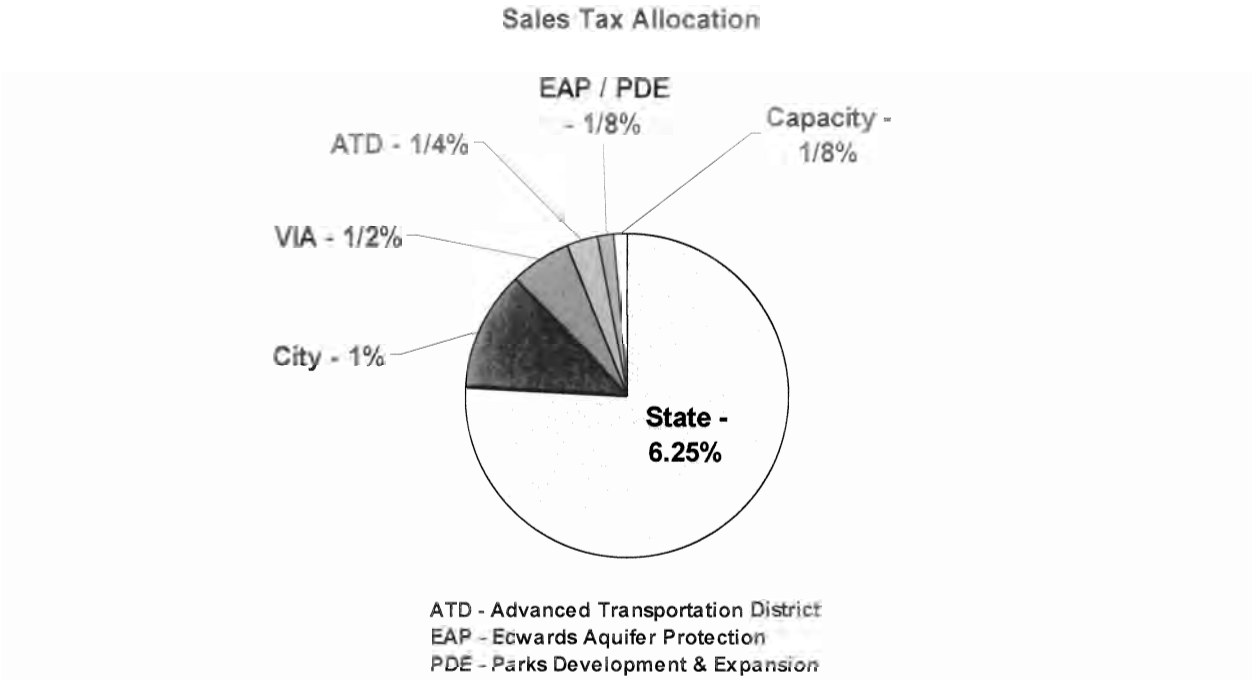
Sales tax collections have a strong positive correlation to local and national economic conditions. Therefore, current and future years' sales tax revenue projections are based on a regression model utilizing key economic indicators such as local unemployment, consumer price index, San Antonio gross metro product and actual sales subject to tax. While both the local and national economy continue to show signs of improvement, local economic indicators such as the unemployment rate and economic production are projected to outpace national trends over the next few years.

Actual sales tax collections for FY 2006 are estimated to be at $173.4 million. This amount is $7.6 million, or 4.6%, more than the $165.8 million budgeted in FY 2006 for sales tax revenue. Sales tax revenues in FY 2007 are projected to increase from the FY 2006 Re-Estimate by 4.3% to $180.8 million. For FY 2007 Sales tax revenue collected to support maintenance and operations for the General Fund account for 23.0% of all operating revenues.

The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Re-estimate and FY 2007 Adopted Budget.

10 Year History – General Fund Sales Tax Revenue
-$ in Millions-

San Antonio's current sales tax rate is 8.125%. The adopted General Fund sales tax revenue excludes the sales tax collected by the City for the May 7, 2005 Edwards Aquifer Protection and Parks Development & Expansion venues, and the City's share of the Advanced Transportation District. Several entities receive percentages of all sales tax proceeds as summarized in the chart on the following page. Currently, one-eighth of a cent remains available before the State mandated cap of 8.25% is reached.



OTHER FUND REVENUES

Environmental Services Fund

The Environmental Services Enterprise Fund monitors and records all revenues and expenses associated with the operation and maintenance of the City's Solid Waste and Environmental Services programs. Revenues collected fund various Solid Waste functions including refuse collection, brush collection, recycling programs and collection of household hazardous materials and Environmental programs including the environmental risk assessment of City construction projects, property acquisitions and maintenance of closed City landfills. The primary sources of revenue for the Environmental Services Fund are the Solid Waste Fee, Brush Collection Fee, and Environmental Services Fee. These fees are assessed and billed to the customer monthly within the City Public Service (CPS) Energy statement whether serviced by the City or a contracted hauling company. The Solid Waste Fee represents 59.6% of total available resources. This fee covers the cost of residential garbage and recycling collection. The Brush Collection Fee, which represents 13.2% of total available resources, is assessed to each residential household in the City for the collection of brush and bulky items. The Environmental Service Fee, which represents 10.5% of total available resources, is assessed to each residential household and all commercial entities serviced by CPS.

Actual Solid Waste Fee collections for FY 2006 are projected to be at $39.9 million. This amount is $286,689, or 0.7%, more than the $39.6 million budgeted in FY 2006. Solid Waste Fee revenues in FY 2007 are projected to increase from the FY 2006 Re-Estimate by 13.9% to $45.5 million. This increase is due primarily to the $1.26 increase in the FY 2007 adopted Solid Waste Fee which is projected to generate an additional $4.96 million. This rate adjustment is required in order to cover the cost of increased labor, disposal, maintenance and repairs, fuel, and capital equipment.

In addition to this fee increase, the FY 2007 Adopted Budget includes a new monthly Conversion Fee of $0.74 which will be adjusted to $1.50 in FY 2008 and FY 2009. The Conversion Fee is required to help support the substantial capital investment required for the accelerated conversion of automated solid waste and the enhancement of automated recycling collection. In FY 2007, CPS revenues in the form of a utility rebate of $10 million from the General Fund will be transferred to the Environmental Services Fund

to defray the overall cost of the needed capital investment and thus reduce the Conversion Fee required. The following table details the changes to monthly rates from FY 2006 to FY 2007.

FY 2007 Adopted Monthly Rate Changes

Monthly Fees	FY 2006 Rates	FY 2007 Rate Increases	FY 2007 Total Rates with Increases
Solid Waste Fee	$10.16	$1.26	$11.42
Brush Collection Fee	2.53	0.00	2.53
Environmental Services Fee	1.30	0.00	1.30
Conversion Fee	0.00	0.74	0.74
Total	**$13.99**	**$2.00**	**$15.99**

Over the next five years, additional adjustments to the Solid Waste Fee and new Conversion Fee are planned. The table below summarizes these planned incremental adjustments as currently forecasted and the resulting new total monthly bill.

FY 2007 Adopted Rates with Current Planned Incremental Rate Adjustments

Monthly Fees	FY 2007 Adopted Rates	FY 2008 Projected Rate Adjustment	FY 2009 Projected Rate Adjustment	FY 2010 Projected Rate Adjustment	FY 2011 Projected Rate Adjustment
Solid Waste Fee	$11.42	$1.24	$1.60	$1.73	$0.38
Brush Collection Fee	2.53	0.00	0.00	0.00	0.00
Environmental Services Fee	1.30	0.00	0.00	0.00	0.00
Conversion Fee	0.74	0.76	0.00	(1.50)	0.00
Total Adjustments	**N/A**	**$2.00**	**$1.60**	**$0.23**	**$0.38**
Total Monthly Bill	**$15.99**	**$17.99**	**$19.59**	**$19.82**	**$20.20**

As the table above indicates, the new Conversion Fee is projected to increase by $0.76 in FY 2008. This projected incremental increase assumes an additional CPS utility rebate transfer from the General Fund of $5 million in FY 2008. The new Conversion Fee is planned to be phased out in FY 2010; however, as daily operational costs continue to increase, the Solid Waste Fee component of residents' monthly bill is projected to continue to increase through FY 2011.

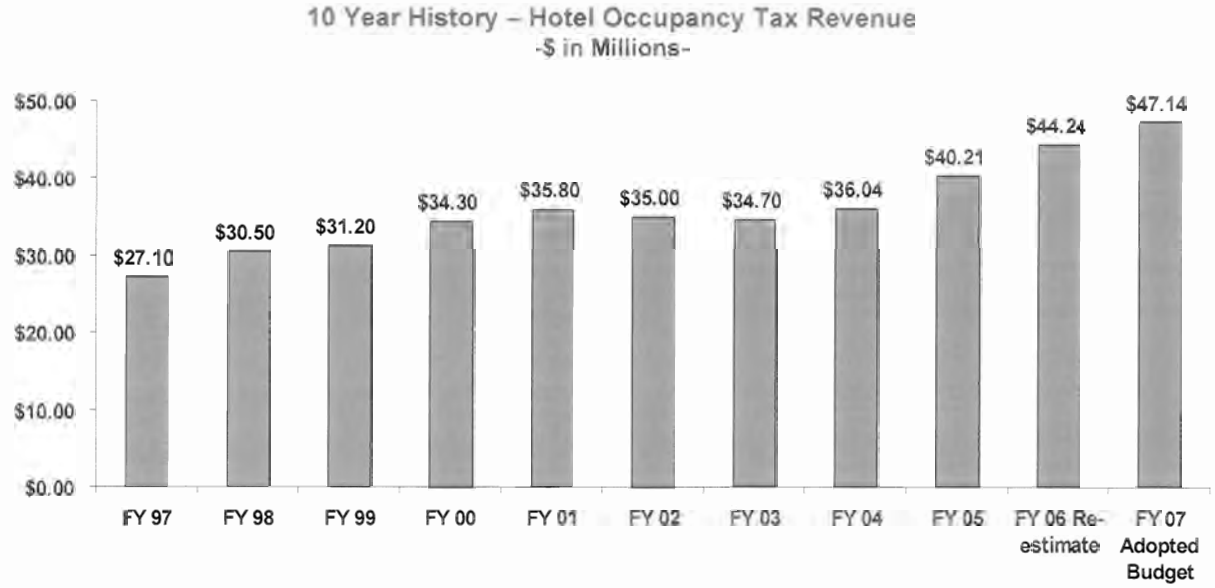
Hotel Occupancy Tax Related Funds

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

The current Hotel Occupancy Tax rate of 16.75% levied on every room night charge is broken out at 1.75% for the AT&T Center arena, 7% for the City, 6% for the State, and the remaining 2% is a dedicated source of revenue for the Convention Center Expansion Debt Service and future Convention Center projects. Hotel Occupancy Tax revenue projections are based upon an analysis of anticipated lodging demand, projected number of room nights sold, projected average daily room rates, estimated hotel/motel room supply, and the projected rates of inflation.

Actual Hotel Occupancy Tax collections for FY 2006 are projected to be at $44.2 million. This amount is $3.3 million, or 8.1%, more than the $40.9 million budgeted in FY 2006. HOT tax revenues in FY 2007 are projected to increase from the FY 2006 Re-Estimate by 6.6% to $47.1 million.

The chart below reflects the 10-year trend in actual collections as compared to the FY 2006 Re-estimate and FY 2007 Adopted Budget



Storm Water Fund

The Storm Water Special Revenue Fund is designated to monitor and record all revenues and expenses associated with the operation and maintenance of all City storm water activities. The primary source of revenue is generated from a monthly Storm Water Fee initially authorized by City ordinance in FY 1993. The Storm Water Fee supports City activities responsible for storm water pollution prevention and drainage improvements as federally mandated through the Water Quality Act of 1987. The Storm Water Fee is assessed to all properties platted within the City that receive water service or sanitary sewer service and are structured with customer classifications and tiers.

Actual Storm Water Fee collections for FY 2006 are projected to be approximately $27.6 million. This amount is nearly $300,000, or 1.1%, more than the $27.3 million budgeted in FY 2006. Storm Water revenues in FY 2007 are projected to increase from the FY 2006 Re-Estimate by approximately 5.4% to $29.1 million. This increase is due primarily to the planned monthly rate increase scheduled for November 2006 and which is projected to generate an additional $1.4 million in FY 2007.

The current monthly residential rate is $3.68. The planned rate adjustment will increase the monthly fee by 6.8% to $3.93. The table below illustrates the historical changes to the Storm Water Fee since its establishment in FY 1993.

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

The first rate increase was necessary to replenish the Storm Water Fund which had been depleted by needed repairs as a result of the October 1998 floods. In FY 2003, the rate was again increased in order to generate $44.3 million in bonds for Storm Water Revenue Bond projects. This increase also funded a natural waterway crew and a concrete maintenance crew. The rate was increased the following fiscal year to fund one additional natural waterway maintenance crew. The most recent increase occurred in FY 2005 when the rate was increased by 19.5% across all customer classifications and tiers. The increase secured $64.0 million in resources programmed and approved for Regional Storm Water projects.

The FY 2007 Storm Water Fee rate increase is scheduled to become effective in November 2006. This increase is consistent with the average annual Consumer Price Index growth for the previous two years. While no future increases are planned at this time, it is anticipated that in the future additional rate adjustments may be required in order to keep pace with inflationary pressures.

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GENERAL FUND			
Economic Development			
New Revenue - Establish a Grant Assistance Fee for Grants Made for Private Economic Development Purposes under Local Government Code Chapter 380.	N/A	$5,000	5,000
Fire			
Increase the Fire Alarm Service Fee for False Calls and Establish a False Alarm Cancellation Fee	Lack of permit $25; 1st - 3rd false alarm $0; 4th false alarm $50; 5th - 10th false alarm $100; 11th and successive false alarm $100 (within a 12 month permit cycle). No false alarm cancellation fee.	Lack of permit $125; 1st false alarm $0; 2nd - 4th false alarm $125; 5th - 10th false alarm $250; 11th and successive false alarm $500 (within a 12 month permit cycle). New false alarm cancellation fee: 1st false alarm cancellation $0; 2nd - 4th false alarm cancellation $50; 5th - 10th false alarm cancellation $125; 11th and successive false alarm cancellation $250 (within a 12 month permit cycle).	337,953
Increase the Hazardous Materials Annual Permit Fee	Retail Service Station $250. Gross weight of 101 - 999 lbs. $50; 1,000 - 4,999 lbs. $100; 5,000 - 9,999 lbs. $175; 10,000 - 49,999 lbs. $250; 50,000 - 99,999 lbs. $375; 100,000 - 499,000 lbs. $500; 500,000 - 999,999 lbs. $750; 1,000,000 - 4,999,999 lbs. $1,000; 5,000,000 - 9,999,999 lbs. $1,250; 10,000,000 - 49,999,999 lbs. $1,500; 50,000,000 - 99,999,999 lbs. $2,000; 100,000,000 lbs. and above $2,500.	Retail Service Station $315. Gross weight of 101 - 999 lbs. $65; 1,000 - 4,999 lbs. $125; 5,000 - 9,999 lbs. $220; 10,000 - 49,999 lbs. $315; 50,000 - 99,999 lbs. $470; 100,000 - 499,000 lbs. $625; 500,000 - 999,999 lbs. $940; 1,000,000 - 4,999,999 lbs. $1,250; 5,000,000 - 9,999,999 lbs. $1,565; 10,000,000 - 49,999,999 lbs. $1,875; 50,000,000 - 99,999,999 lbs. $2,500; 100,000,000 lbs. and above $3,125.	106,050
Increase the Hazardous Materials Incident Response Fee	$440 per hour per apparatus.	$500 per hour per apparatus.	11,280
Fire-EMS			
Increase the Advanced Life Support II Fee	$500	$550	23,650

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GENERAL FUND			
Health			
New Revenue - Establish a Fee for Re-inspection of Custodial Care Facilities (facilities that provide foster care for adults)	N/A	$15	7,500
Library			
Increase Replacement Cost Fees on Uncatalogued Library Materials and Establish Other Categories for Cataloged Materials	LOST UNCATALOGED MATERIAL: Adult paper back books $4 per item; Juvenile or young adult paperback books $2 per item; Pamphlets, magazines or other items $2 per item; Video or audiocassette case only $1 per item. LOST CATALOGED MATERIAL: N/A	LOST UNCATALOGED MATERIAL: Materials for which list price is known charge list price; Adult paper back books $10 per item; Juvenile or young adult paperback books $6 per item; Magazines or other items $4 per item; Cases for videos, DVDs, music CDs, or audio books $1 per item. LOST CATALOGED MATERIAL: Material for which list price is known charge list price; Lost or damaged audio book cassette/CD $8 per item; Missing liner notes: DVDs, videos, or music CDs $3 per item.	5,000
New Revenue - Establish a Fee for the Sale of Novelties at the Central Library	N/A	Book bag $8.00 each; Postcards $0.15/$0.25 each; Poster $5.00 each; T-shirt $5.00 each.	0
Eliminate the Library Fees for Specialized Database Search Copies and Color Copies	11x17 black & white $0.20 per page; 8 1/2 x 11 color $1.00 per page; 8 1/2 x 14 color $1.00 per page; 11 x 17 color $2.00 per page	$0	0
Neighborhood Services			
Increase the Garage Sale Permit Fee (and Authorize a 4th Garage Sale Permit within a 12-month Period at no Cost to Residents)	$15	$16	57,622
Change the Status of Garage Sale Permit Violations from Criminal to Administrative (Similar to Parking Citations) and Establish a Window Fine of Double the Existing Garage Sale Permit Rate (To be Implemented as a One-year Pilot Program)	N/A	$32	4,480

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GENERAL FUND			
Parks & Recreation			
Increase the Fees for Riverwalk/Park Wedding Ceremonies	$100 per ceremony.	$200 per ceremony.	60,000
Revise and Increase the Downtown Operations Department (formerly Parks & Recreation Department) La Villita Juarez Plaza Use Fees	150 or fewer persons use fee $380; 151 persons up to 500 persons use fee $560.	500 or fewer persons use fee $600.	14,350
Increase the Market Square Plaza Areas Per Day Rental Fees, the San Saba Street Closing Per Day Rental Fee, and Various Market Square Plaza Temporary Vending Permit Fees	Market Square Plaza areas per day per plaza rental fees $350.00. San Saba Street closing per day rental fee $750.00. Market Square temporary vending permit fees: daily temporary outdoor plaza vending permit $20.00; monthly temporary outdoor plaza vending permit $275.00; daily temporary photo services permit $5.00; monthly temporary photo services permit $100.00; daily temporary shoe shine services permit $5.00; monthly temporary shoe shine services permit $100.00.	Market Square Plaza areas per day per plaza rental fees $400.00. San Saba Street closing per day rental fee $800.00. Market Square temporary vending permit fees: daily temporary outdoor plaza vending permit $25.00; monthly temporary outdoor plaza vending permit $345.00; daily temporary photo services permit $6.25; monthly temporary photo services permit $125.00; daily temporary shoe shine services permit $6.25; monthly temporary shoe shine services permit $125.00.	7,575
Revise and Increase the Downtown Operations Department (formerly Parks & Recreation Department) Arneson River Theater Use Fees	Rentals without Concessions: before 5:00 p.m. Monday to Sunday per day rental $120; after 5:00 p.m. Monday to Sunday rental $220; deposit $75. Rentals with Concessions: Monday to Thursday per day rental $370; Friday, Saturday and Sunday rental $520; deposit $200.	Rentals without Concessions: before 5:00 p.m. Monday to Sunday per day rental $200; after 5:00 p.m. Monday to Sunday rental $250; deposit $100. Rentals with Concessions: Monday to Thursday rental $400; Friday, Saturday and Sunday rental $600; deposit $250.	4,440
Increase the Three Month Parks Vending Permit Fee and Expand the Woodlawn Lake Park Vending Program to Additional Parks Outside of the Downtown Central Business District	$150 for three months.	$175 for three months.	1,975
New Revenue - Establish a La Villita Stage Lighting Rental and Deposit Fee	N/A	$100 per day usage fee; $100 deposit fee.	1,200

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GENERAL FUND			
Parks & Recreation			
Increase the Downtown Operations Department (formerly Parks & Recreation Department) Lease Assignment Fee	$1,000	$1,500	1,000
Increase the Downtown Operations Department (formerly Parks & Recreation Department) News Vending Fee	$10	$50	760
Revise and Increase the Graff Pavilion Rental Fees and Increase the Kitchen Use Rental Fee	Monday - Friday before 5:00 p.m. rental fee $50; Monday - Friday after 5:00 p.m. rental fee $75; Saturday, Sunday and Holidays rental fee $75; per use kitchen fee $50.	Monday - Thursday before 5:00 p.m. rental fee $60; Monday - Thursday after 5:00 p.m. rental fee $100; Friday, Saturday, Sunday and Holidays rental fee $100; per use kitchen fee $75.	750
Increase the Downtown Operations Department (formerly Parks & Recreation Department) La Villita McAllister Building Rental Fees	Large room per event fee $300; small room per event fee $150.	Large room per event fee $350; small room per event fee $175.	525
Revise and Increase the Rental Fees for the Olmos and Woodlawn Party Houses and Increase the Deposit Fee	$75 per day rental fee; deposit fee $50.	$75 four hour base rental fee; $25 rental fee per each hour of additional use (above the base rate); deposit fee $100.	500
Increase the Downtown Operations Department (formerly Parks & Recreation Department) La Villita Working Artist Program Daily and Monthly Temporary Vending Permit Fees	Daily permit fee $20; monthly permit fee $275.	Daily permit fee $25; monthly permit fee $300.	300
Increase the Per Tour Fees for Private Tours of the Japanese Tea Garden, Riverwalk, and Botanical Center	$30 per tour.	$40 per tour.	220
Increase the Showmobile Full Stage Rental Fee for Each Additional Hour above the Base Eight Hour Rental Period and Increase the Mini-stage Per Day without Sound Equipment Rental Fee	Showmobile additional per hour rental fee $40. Mini stage per day without sound equipment rental fee $200.	Showmobile additional per hour rental fee $50. Mini stage per day without sound equipment rental fee $250.	200
Increase the Downtown Operations Department (formerly Parks & Recreation Department) Lease Name Change Fee	$250	$300	50

FY 2007 REVENUE DETAIL REPORT

ALL FUNDS REVENUE ENHANCEMENTS

FUND

Department / Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GENERAL FUND			
Parks & Recreation			
Increase the Fee for Night Camping	$5	$15	50
Increase the Fees for the Sale of Firewood Per Cord of Oak, Mesquite and Mixed Wood	Oak and Mesquite $80 per cord; mixed wood $60 per cord.	Oak and Mesquite $90 per cord; mixed wood $70 per cord.	40
Police			
Increase the Fee for Residential and Commercial Alarm Permit Renewals	$10 per annual residential permit renewal; $25 per annual commercial permit renewal.	$25 per annual residential permit renewal; $50 per annual commercial permit renewal.	712,730
Increase the Daily Impounded Vehicle Storage Fee	$15 per day.	$20 per day.	470,110
Reduce the Threshold for Assessing Burglar Alarm Service Fees and Establish a Graduated Rate for false Calls	1st - 5th false alarm $0 per call; 6th and successive false alarms $50 per call. (Within a 12 month period.)	1st - 3rd false alarm $0 per call; 4th - 5th false alarm $50 per call; 6th - 7th false alarm $75 per call; 8th and successive false alarm $100 per call. (Within a 12 month period.)	273,850
Increase the Fee for New Annual Residential and Commercial Alarm Permits	$10 per annual residential permit; $25 per annual commercial permit.	$25 per annual residential permit; $50 per annual commercial permit.	179,245
Increase the Impounded Vehicle Notification Fee	$32 per notification.	$50 per notification.	110,430
Simplify and Increase the Fee Structure for the Robbery Alarm Service Fee for False Calls	1st false alarm $0 per call; 2nd and 3rd false alarms $100 per call; 4th false alarm $150 per call; 5th and successive false alarms $250 per call. (Within a 12 month period.)	1st false alarm $0 per call; 2nd and 3rd false alarms $100 per call; 4th and successive false alarms $250 per call. (Within a 12 month period.)	5,600
		GENERAL FUND TOTAL	**2,404,435**

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
AIRPORT OPERATING & MAINTENANCE FUND			
Aviation			
Increase the Maximum Per Day Rate for Hourly Parking and the Rate for Daily Parking; and Reduce the Per Day Fee for the Economy Lot to Help Maximize and Direct the Utilization of Airport Parking Facilities	Maximum per day rate for hourly parking $18; maximum per day rate for daily parking $9; maximum per day rate for economy parking $6.	Maximum per day rate for hourly parking $22; maximum per day rate for daily parking $10; maximum per day rate for economy parking $5.	1,112,734
New Revenue - Establish a Progressive Security Enforcement Fee for Tenants that are in Non-compliance with the Transportation Security Administration's Airport Security Program	N/A	$10 x Frequency x Severity Factor.	35,740
Increase the Airport Parking Permit Fee (for off-airport parking facilities)	8% of gross revenues.	9% of gross revenues.	27,077
Increase the Rate Charged for the Airport Security Parking Decal and Commuter Parking Badge	Airport operations area Parking Decal $2; airport Commuter Parking Badge $8.	Airport operations area Parking Decal $5; airport Commuter Parking Badge $15.	1,600
		AIRPORT OPERATING & MAINTENANCE FUND TOTAL	**1,177,151**

ALL FUNDS REVENUE ENHANCEMENTS

FUND / Department / Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
COMMUNITY & VISITOR FACILITIES FUND			
Convention Facilities			
Increase Various Convention Center Daily Equipment Rental Rates (Risers, Tables, Dance Floors, Chairs)	Riser rental $10.00 per day; table rental $5.00 per day; dance floors $3.50 per piece; Chair rental $0.60 per chair.	Riser rental $20.00 per day; table rental $10.00 per day; dance floors $5.00 per piece; Chair rental $1.20 per chair.	46,380
New Revenue - Establish a Convention Center Board Room Rental Rate	N/A	$500 per day.	30,000
New Revenue - Establish a Lila Cockrell Theater/Municipal Auditorium Truss Rental Fee	N/A	$25 per stick; $10 per corner block.	5,000
New Revenue - Establish a Municipal Auditorium Three Year Application Fee to be Charged to Caterers Who Want to be Put on the Catering List	N/A	$300 (renewable every three years).	3,600
Revise the Timeframe and Rate for Audio Visual Overtime Labor Charges	$25 per hour weekends, City holidays, and Monday - Friday before 7:00 a.m. and after 6:00 p.m.	$30 per hour weekends, City holidays, and Monday - Friday before 7:45 a.m. and after 4:30 p.m.	2,820
New Revenue - Establish a Lila Cockrell Theater/Municipal Auditorium Banner Drop Fee	N/A	$50 per drop (maximum of 5 drops).	1,000
New Revenue - Establish a Lila Cockrell Theater/Municipal Auditorium Scaffolding Rental Fee	N/A	$50 per event.	1,000
New Revenue - Establish a Lila Cockrell Theater/Municipal Auditorium Lighting Tree Rental Fee	N/A	$15 per day.	525
International Affairs			
Revise and Increase the Rates for Trade Missions and Potential Client Lists	Trade mission fees: $250 per San Antonio resident; $250 per non-San Antonio resident. Potential client list fees: $35 per San Antonio resident; $35 per non-San Antonio resident.	Trade mission fees: $300 per San Antonio resident; $400 per non-San Antonio resident. Potential client list fees: $50 per San Antonio resident; $60 per non-San Antonio resident.	300
		COMMUNITY & VISITOR FACILITIES FUND TOTAL	**90,625**

ALL FUNDS REVENUE ENHANCEMENTS

FUND			
Department **Revenue Enhancement Description**	**FY 2006 Rate**	**FY 2007 Rate**	**New Revenue Amount**
ENVIRONMENTAL SERVICES FUND			
Environmental Services			
Increase the Solid Waste Collection Fee	$10.16	$11.42	4,956,336
New Revenue - Establish an Automated Recycling Conversion Fee	N/A	0.74	2,868,240
		ENVIRONMENTAL SERVICES FUND TOTAL	**7,824,576**

ALL FUNDS REVENUE ENHANCEMENTS

FUND / Department / Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND			
Asset Management			
Increase Cell Tower Lease Prices for all New Agreements	One Tower, One Provider: 1st 5-year period $12,500 per year; 2nd 5-year period $14,400 per year; 3rd 5-year period $16,600 per year; 4th 5-year period $19,100 per year. One Tower, Two Providers: 1st 5-year period $8,750 per year; 2nd 5-year period $10,100 per year; 3rd 5-year period $11,600 per year; 4th 5-year period $13,400 per year. One Tower, Three or More Providers: 1st 5-year period $7,000 per year; 2nd 5-year period $8,050 per year; 3rd 5-year period $9,300 per year; 4th 5-year period $10,700 per year.	One Tower, One Provider: 1st 5-year period $15,625 per year; 2nd 5-year period $18,000 per year; 3rd 5-year period $20,750 per year; 4th 5-year period $23,875 per year. One Tower, Two Providers: 1st 5-year period $10,938 per year; 2nd 5-year period $12,625 per year; 3rd 5-year period $14,500 per year; 4th 5-year period $16,750 per year. One Tower, Three or More Providers: 1st 5-year period $8,750 per year; 2nd 5-year period $10,063 per year; 3rd 5-year period $11,625 per year; 4th 5-year period $13,375 per year.	6,625
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND TOTAL			**6,625**

ALL FUNDS REVENUE ENHANCEMENTS

FUND / Department / Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
GOLF FUND			
Parks & Recreation			
Increase by $1 the Adult, Senior/Disabled and Junior Weekday and Weekend Green Fees for BRACKENRIDGE, OLMOS, WILLOW SPRINGS, RIVERSIDE, MISSION DEL LAGO and CEDAR CREEK Golf Courses (Effective April 1, 2007) (The Brackenridge golf course is anticipated to be closed the last quarter of the fiscal year for capital improvement projects.)	BRACKENRIDGE, OLMOS and WILLOW SPRINGS Adult Weekday/Weekend: $19/$22; Senior/Disabled Weekday/Weekend: $10/$16; Junior Weekday/Weekend: $8.50/$8.50. RIVERSIDE and MISSION DEL LAGO Adult Weekday/Weekend: $16/$19; Senior/Disabled Weekday/Weekend: $10/$16; Junior Weekday/Weekend: $8.50/$8.50. CEDAR CREEK Adult Weekday/Weekend: $27/$30; Senior/Disabled Weekday/Weekend: $16/$19; Junior Weekday/Weekend: $8.50/$8.50.	BRACKENRIDGE, OLMOS and WILLOW SPRINGS Adult Weekday/Weekend: $20/$23; Senior Weekday/Weekend: $11/$17; Junior Weekday/Weekend: $9.50/$9.50. RIVERSIDE and MISSION DEL LAGO Adult Weekday/Weekend: $17/$20; Senior/Disabled Weekday/Weekend: $11/$17; Junior Weekday/Weekend: $9.50/$9.50. CEDAR CREEK Adult Weekday/Weekend: $28/$31; Senior Weekday/Weekend: $17/$20; Junior Weekday/Weekend: $9.50/$9.50.	136,500
		GOLF FUND TOTAL	**136,500**

ALL FUNDS REVENUE ENHANCEMENTS

FUND				
Department				New Revenue
Revenue Enhancement Description		FY 2006 Rate	FY 2007 Rate	Amount
LANDA GARDEN PAVILLION FUND				
Library				
New Revenue - Establish a New Landa Valero Pavilion Rental Fee		N/A	$50 per hour	3,600
			LANDA GARDEN PAVILLION FUND TOTAL	**3,600**

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
PUBLIC HEALTH SUPPORT FUND			
Health			
Increase Adult Hepatitis A/B Combination Vaccine Fee	$55	$65	23,900
New Revenue - Establish an Foreign Travel Administrative/Office Visit Fee	N/A	$15 per visit.	15,000
Increase Adult Measles/Mumps/Rubella (MMR) Vaccine Fee	$55	$65	14,600
Increase PPD (TB Skin Test) Vaccine Fee	$10	$15	14,150
New Revenue - Establish an Influenza Vaccine (LAIV-Oral) Fee	N/A	$25	6,250
Increase Adult Hepatitis A Vaccine Fee	$35	$40	5,650
Increase Foreign Travel Consultation Visit Fee	$20 per visit.	$25 per visit.	3,750
Increase Varicella (Chickenpox) Vaccine Fee	$75	$90	3,000
Increase Meningococcal (MPSV 4) Vaccine Fee	$80	$85	2,965
Increase Yellow Fever Vaccine with Certificate Fee	$80	$85	1,800
Increase Pre-Exposure Rabies Vaccine Fee	$145	$155	1,500
Increase Pneumococcal (Adult) Vaccine Fee	$30	$35	200
Increase MMR (Pediatric and Non-Pediatric) Vaccine Rate	$55	$65	0
Increase TB Vaccine (Child Skin Test) Fee	$10	$15	0
		PUBLIC HEALTH SUPPORT FUND TOTAL	**92,765**

FY 2007 REVENUE DETAIL REPORT

ALL FUNDS REVENUE ENHANCEMENTS

FUND

Department Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
RECREATION ATHLETIC FUND			
Parks & Recreation			
Increase Adult Softball League Fee	$345	$375	20,670
Increase Gate Admission Fees	$0.50	$1.00	12,300
Increase Youth Softball League Fee	$295	$325	5,820
Increase Adult Basketball League Fee	$345	$355	390
		RECREATION ATHLETIC FUND TOTAL	**39,180**

ALL FUNDS REVENUE ENHANCEMENTS

FUND *Department* Revenue Enhancement Description	FY 2006 Rate	FY 2007 Rate	New Revenue Amount
STORM WATER FUND			
Public Works			
Increase the Monthly Storm Water Fee Rate	$3.68	$3.93	1,407,709
		STORM WATER FUND TOTAL	**1,407,709**

Improvements

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
FINANCIAL RESERVES			
FINANCIAL STABILITY			
Budget Stabilization Fund			
Create a $15 Million Budget Stabilization Reserve Fund	15,000,000	15,000,000	0
Provides for funds set aside to help financially manage and stabilize the General Fund in the event of significant revenue shortfalls and/or service delivery costs. This new reserve is 1.9 percent of total General Fund appropriations.			
Contingency Fund			
Create a $1 Million Contingency Reserve Fund	1,000,000	1,000,000	0
Provides for funds set aside to help manage necessary expenditures unforeseen during the budget development process. This new reserve is 0.1 percent of total General Fund appropriations.			
Emergency Reserve Fund			
Add $4 Million to Emergency Reserve Fund	4,000,000	4,000,000	0
Provides additional funds for existing Emergency Reserve Fund (formerly labeled the Reserve for Revenue Loss) to be used only to provide services in case of a catastrophic event. The total Emergency Reserve is $32.2 million or 4.1 percent of total General Fund appropriations.			
FINANCIAL STABILITY TOTAL	**20,000,000**	**20,000,000**	**0**
FINANCIAL RESERVES TOTAL	***20,000,000***	***20,000,000***	***0***

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
OPERATIONAL RESERVES			
POLICE PROTECTION / PUBLIC SAFETY			
Police			
Set Aside $2,400,000 to Fund 50 Additional Police Officers in FY 2008	2,400,000	0	0
Enhances Police Patrol Availability Factor and response times by setting aside funding for an additional 50 police officers in FY 2008.			
POLICE PROTECTION / PUBLIC SAFETY TOTAL	2,400,000	0	0
OPERATIONAL RESERVES TOTAL	*2,400,000*	*0*	*0*

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
UTILITY REBATE/ASSISTANCE			
One-Time Projects			
CPS Utility Revenue Assistance in FY 2007 for Project REAP (Residential Energy Assistance Program)	750,000	750,000	0
Provides funding for CPS Energy's Residential Energy Assistance Program (REAP) using CPS one-time revenues. REAP targets families with young children (3 years or younger), seniors (60 years or older), disabled persons and households dependent on critical care medical equipment.			
Transfer - Other			
CPS Utility Rebate in FY 2007 to Environmental Services Customers from One-time CPS Revenues	10,000,000	10,000,000	0
Reserves one-time CPS Energy revenues to provide a utility rebate to Environmental Services customers in FY 2007.			
UTILITY REBATE/ASSISTANCE TOTAL	**10,750,000**	**10,750,000**	**0**
POLICE PROTECTION / PUBLIC SAFETY			
Police			
Enhance Public Safety - Add 54 Police Officers and Redirect 46 Police Officers to Patrol, Backfilling with Civilians	3,807,345	741,047	100
Increases the Police Department's projected FY 2007 Patrol Availability Factor (PAF) by 1.45 from the FY 2006 Re-estimate of 39.26 and reduces response time by increasing the number of patrol officers out in the field. The PAF measures the actual time a patrol officer is available to patrol within the community. This does not include the time needed for an officer to respond to calls for service or to perform administrative duties. This improvement will also enhance other police operations by increasing the number of sworn personnel within the Department's investigative units.			
POLICE PROTECTION / PUBLIC SAFETY TOTAL	**3,807,345**	**741,047**	**100**
STREETS & INFRASTRUCTURE			
Public Works			
Design Enhancement for Capital Projects (Funded Equally with Aviation and Hotel Occupancy Tax Funds) - Add 1 Program Manager	66,332	5,600	1
Augments administration and management of enhancement projects associated with the San Antonio International Airport's new terminals and parking facility and Convention Center improvement projects.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
STREETS & INFRASTRUCTURE			
Public Works - Street Maintenance			
Increase Funding for Contractual Street Maintenance Services	5,000,000	5,000,000	0
Provides for a total of $26.7 million in contractual street maintenance and a Street Maintenance Fund total of $59.0 million in FY 2007. The added $5.0 million will provide an estimated 67 lane miles of contractual street maintenance, bringing the total number of lane miles maintained to 491 in FY 2007 (148 through City forces and 343 through contractual services).			
Increase Funding for Contractual Neighborhood Sidewalk Program	2,000,000	2,000,000	0
Provides $2.0 million for sidewalk repair and construction for which projects are to be funded on a "needs based inventory" currently estimated at $1.4 billion.			
Increase Funding for Neighborhood Access & Mobility Program (NAMP)	1,000,000	1,000,000	0
Provides an additional $1 million for NAMP funding bringing the total FY 2007 Council District allocation from $200,000 to $300,000 per district.			
Fund Alley Roadway Maintenance	1,000,000	1,000,000	0
Provides funds for new service - Alley Roadway Maintenance - for FY 2007. Initial funding is one-time in nature; however, the service will be reviewed during the FY 2008 budget development process to determine future funding. All the alley maintenance funded in the FY 2007 Budget will be completed with contractual services.			
Transfer - Other			
Increase Funding for Traffic Signal Installations	500,000	0	0
Doubles the number of traffic signals currently installed in each fiscal year. Traffic signal installations will increase from 4 intersections to 8.			
Increase Funding for Traffic Signal Maintenance	100,000	0	0
Augments by 40 percent the amount of street light maintenance currently being delivered.			
STREETS & INFRASTRUCTURE TOTAL	**9,666,332**	**9,005,600**	1

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
FIRE PROTECTION & EMERGENCY MEDICAL SERVICES			
Fire			
Four-Person Pumper Truck Staffing - Add 9 Firefighters and Overtime Funding Staffs 45 of 49 pumper trucks with four people. Currently, the Fire Department staffs 41 of 49 pumper trucks with four people. Four-person staffing promotes firefighter safety at the incident and allows the fire company to begin engaging in firefighting operations in a rapid manner.	1,087,618	22,406	9
Civilianize Fire Uniform Personnel - Add 7 Civilian Positions Redirects existing uniformed personnel into other areas of the Fire Department where additional staffing needs exist, including the Arson Division and the Fire Training Academy.	366,777	58,797	7
Add Resources to Maintain Paramedic Certifications Allows for personnel in the Firefighting Division to maintain paramedic skills and certification for use in the field.	203,805	0	0
Enhance Arson Services Staffing - Add 2 Uniform Positions Adds 2 Fire Apparatus Operator (FAO) positions to stabilize the increase in workload within the Arson Division.	186,813	50,549	2
Enhance Fire Training Academy Staffing - Add 1 Uniform Position Provides for 1 additional Fire Apparatus Operator (FAO) position for the Fire Training Academy to augment the training of Firefighters, which helps minimize the level of vacancies in the ranks, reducing the need for providing services on an overtime basis.	89,073	27,430	1
Add 2 Civilian Telecommunications Technicians Provides additional support for the Fire Department's Information Services Division.	86,955	16,542	2
Fire - EMS			
Fund 1 Additional EMS Unit (Ambulance) for Three Months in FY 2007 - Add 12 Paramedic Positions Adds 1 full-time EMS unit to service areas typically addressed with Peak Period units, enabling the redirection of current Peak Period units and funding to other areas of high demand.	410,405	122,591	12

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
FIRE PROTECTION & EMERGENCY MEDICAL SERVICES			
Fire - EMS			
Redirect Peak Period Resources to Fund New Full-time EMS Unit - Add 12 Paramedic Positions	94,161	0	12
Creates a new full-time EMS Unit by redirecting existing Peak Period overtime resources to add 12 Fire Apparatus Operator positions. This improvement would have no impact on response times; however, it would decrease the overtime load and increase the EMS staffing pool.			
Add 2 Stock Clerk Positions for EMS Shuttle Program	67,253	8,080	2
Provides for additional EMS Unit support resulting in reduced EMS Unit downtime and increased unit availability.			
Add 1 Case Reporting Coordinator for EMS Patient Billing Resulting in Revenue Generation Greater than Position Cost	64,226	7,693	1
Adds 1 Software Specialist position that will enable the Information Systems Division and the EMS Division to maintain current and expected future programming requirements including timely support, extensive project management, and Web page design.			
FIRE PROTECTION & EMERGENCY MEDICAL SERVICES TOTAL	**2,657,089**	**314,088**	**48**
NEIGHBORHOOD SERVICES / CODE COMPLIANCE			
Animal Care Services			
Fund Additional Costs to Convert Remaining Animal Care Services Trucks	132,218	182,218	0
Provides for the conversion of the 15 remaining Animal Care Services trucks that have not been equipped with modern animal transportation units.			
Add 5 Kennel Attendants	181,347	0	5
Provides for the conversion of 5 temporary Kennel Attendants to 5 full-time Kennel Attendants, resulting in improved training and certification levels.			
Animal Care Services Strategic Plan Initiatives - Add 1 Special Projects Officer	172,808	32,359	1
Provides funding to accomplish objectives established by the Five-Year Strategic Plan including the addition of 1 Special Projects Officer, spay-neuter funding ($122K), public education materials and management software.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
NEIGHBORHOOD SERVICES / CODE COMPLIANCE			
Animal Care Services			
Enhance Animal Disease Prevention Services	111,000	0	0
Provides for complete vaccination of all admitted animals to reduce incidences of distemper, parvo and respiratory ailments within the Animal Care Facility.			
Redirect Existing Position Resources to Create 1 Animal Care Services Assistant Director Position	30,000	0	0
Redirects existing position resources and adds additional funding for an Assistant Director position to support the Animal Care Services Director manage the $6.0 million operating budget and 102 employees of the Animal Care Services Department.			
Community Initiatives			
Additional Funding for After School Challenge Program	200,794	200,794	0
Provides for additional funding to support the After School Challenge Program.			
Add 1 Position to Manage the Operations of the Carver Cultural Center	0	0	1
Provides for 1 Special Projects Manager for the Carver Cultural Community Center. This position will provide high-level oversight and board development, promote the arts and cultural aspects of the center, and increase community participation at the Carver Center. The Department of Community Initiatives will manage its personnel turnover to accommodate the addition of this position.			
Contributions to Delegate Agencies			
Mitigate Reduced Community Development Block Grant (CDBG) Funding	291,000	0	0
Provides added resources to outside agency FY 2007 budgets to mitigate reduced CDBG public service funding since FY 2005.			
Neighborhood Services			
Add 8 Code Enforcement Positions	474,046	192,884	8
Expedites enforcement and abatement actions through the issuance of citations and timely follow-up documentation for all service requests.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
NEIGHBORHOOD SERVICES / CODE COMPLIANCE			
Neighborhood Services			
Add 1 Position, 4 Trucks and Abatement Resources for Graffiti Abatement Program	250,000	71,231	1
Eradicates graffiti through the implementation of a public awareness campaign and proactive coordinated volunteer opportunities.			
NEIGHBORHOOD SERVICES / CODE COMPLIANCE TOTAL	**1,893,213**	**679,486**	**16**
PARKS BEAUTIFICATION			
Parks & Recreation			
Add 2 Irrigation Crews (with 2 Irrigation Supervisors and 2 Maintenance Workers)	226,599	54,476	4
Results in improved park appearance, water conservation, and fewer major repairs due to the ability to perform preventative maintenance.			
Park Restroom Maintenance and Improvement	150,000	0	0
Funds will be used to refurbish 14 permanent park restrooms.			
Voelcker Park Property Maintenance and Security	25,000	0	0
Adds resources for maintenance and security at this newly acquired park.			
PARKS BEAUTIFICATION TOTAL	**401,599**	**54,476**	**4**
DOWNTOWN SERVICES AND RIVERWALK MAINTENANCE			
Downtown Operations Department			
Add 2 New Daily Riverwalk Maintenance Crews	133,506	30,000	4
Adds funding for Maintenance Worker positions to clean Riverwalk areas, increasing the current number of stairwells cleaned daily from 10 to 38.			
Enhance Riverwalk Landscaping - Add 1 Horticulturalist Position	120,170	0	1
Provides additional landscape materials and staff for Riverwalk beautification. Increases the number of seasonal planting locations from 15 to 45.			

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
DOWNTOWN SERVICES AND RIVERWALK MAINTENANCE			
Downtown Operations Department			
La Villita / Market Square / HemisFair Management Feasibility Study (Consistent with Master Plans) Provides funding for a feasibility study to assist in determining the best course of action given the existing strengths, weaknesses, and opportunities existing at these facilities.	75,000	75,000	0
Enhance Riverwalk Sanitation Services Provides for additional contractual sanitation services, increasing the daily number of Riverwalk cleaning hours by 4, bringing the total to 10 hours per day.	65,700	0	0
Add 2 Equipment Operators for River Clean-up Vessel Funds staff to operate the river clean-up vessel recently donated to the City. This will increase the amount of debris cleaned from the river surface from 60 percent to 95 percent as cleaning cycle times will become more frequent.	54,025	0	2
Economic Development			
Fund Update to Downtown Strategic Plan Provides funding to perform a strategic assessment and to develop an updated strategic plan for Downtown San Antonio.	25,000	25,000	0
Downtown Housing and Market Analysis Provides funding to update the 2002 Downtown San Antonio Housing Market and Demand Analysis.	25,000	25,000	0
DOWNTOWN SERVICES AND RIVERWALK MAINTENANCE TOTAL	**498,401**	**155,000**	**7**
CHRONIC HOMELESSNESS			
Community Initiatives			
Direct Support and Planning for Chronic Homelessness Services Provides for overnight safe sleeping ($220,000); re-housing of homeless families ($550,000); Community Court support services ($650,000); and Homeless Campus development: real estate services and plan design with a public education campaign ($80,000).	1,500,000	80,000	1

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
CHRONIC HOMELESSNESS			
Contributions to Delegate Agencies			
Redirect Resources for San Antonio Food Bank	500,000	500,000	0
Supports food assistance initiatives through the Food Bank's Project Hope, Food Stamp Outreach and Kid's Café programs.			
CHRONIC HOMELESSNESS TOTAL	**2,000,000**	**580,000**	**1**
EDUCATION & WORKFORCE DEVELOPMENT			
Community Initiatives			
Enhance Workforce Development Initiatives	498,413	0	0
Provides for the extension of youth job training services ($348,413) and the enhancement of City employee workforce literary services ($150,000).			
Fund Early Childhood Educators' Professional Development	450,793	450,793	0
Provides funding for continuing education and professional development for early childhood educators.			
Add 6 San Antonio Area High Schools to the San Antonio Education Partnership Program	330,000	0	8
Incorporates six additional high schools into the San Antonio Education Partnership (SAEP) Program. FY 2007 will be the first year of a ten year plan which will eventually add all San Antonio Area public high schools into this partnership. Scholarships for these six high schools will be awarded beginning in FY 2008.			
Add Resources to Evaluate Effectiveness of Job Training and School Readiness Programs	25,000	25,000	0
Augments private sector partnership services to conduct a performance review of education and workforce development programs provided by the City or through the City's Delegate Agency contracts.			
Contributions to Delegate Agencies			
Funding for Project Quest	1,000,000	1,000,000	0
Adds $1 million to Project Quest's Delegate Agency contribution of $598,413 for a total FY 2007 allocation of $1,598,413 of which at least 80% must be spent on direct long-term job training.			
EDUCATION & WORKFORCE DEVELOPMENT TOTAL	**2,304,206**	**1,475,793**	**8**

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
LIBRARY SYSTEM RESOURCES			
Library			
Add Recurring Library Resources Budget Funding	750,000	100,000	0
Adds money to the Library's base materials budget, which will expedite its ability to begin filling shelves with more books and materials. Includes $100,000 to secure Kronkosky Foundation Challenge Grant Match of $250,000.			
Enhance Library Customer Service Delivery to Include Adding 4 Positions and Upgrading Building Maintenance and Technology	270,000	40,000	4
Provides for landscaping of grounds, window cleaning, and repairing furniture to improve libraries for patrons use. Also provides funding to replace library computers that are over eight years old. In addition, this improvement provides for additional staff to better serve its customers.			
Enhance Library Security Services	80,000	0	0
Provides for additional security resources that will enable the Library to send security personnel to "hot spots" for vandalism for several weeks at a time.			
LIBRARY SYSTEM RESOURCES TOTAL	**1,100,000**	**140,000**	**4**
ECONOMIC DEVELOPMENT INITIATIVES			
International Affairs			
Allocate Resources for China Initiative	25,000	25,000	0
Impacts the City's economic development by exploring potential business markets in China for San Antonio.			
Non-Departmental/Non-Operating			
Free Trade Alliance	50,000	50,000	0
Adds additional funding for the Free Trade Alliance organization.			
One-Time Projects			
Support Infrastructure at Port Authority of San Antonio	2,000,000	2,000,000	0
Provides for infrastructure systems upgrade at Port Authority of San Antonio.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
ECONOMIC DEVELOPMENT INITIATIVES			
One-Time Projects			
Economic Development Agency Results-Based Funding Process	700,000	700,000	0
Provides funding for economic development-based organizations including $500,000 for SATAI, $100,000 for Finance SA and $100,000 for BioMed SA.			
ECONOMIC DEVELOPMENT INITIATIVES TOTAL	2,775,000	2,775,000	0
ADMINISTRATIVE & OPERATIONAL EXCELLENCE			
City Clerk			
Enhance Records Storage Facility (Office of the City Clerk)	209,455	209,455	0
Provides for shelving and other equipment for storage areas and improvements to the Records Facility Building.			
Add 1 City Archivist/ Historical Preservation Officer (Office of the City Clerk)	44,603	0	1
Provides support to the Office of the City Clerk to identify and preserve historical City documents.			
Add 1 Senior Records Technician (Office of the City Clerk)	24,033	0	1
Provides scanning of all contracts approved by the City Council.			
Communications & Public Affairs			
Funding for Contractual Photographer Services	55,000	0	0
Provides funding to contract out the position of Official City Photographer to perform work on an hourly basis as required.			
Funding for Webcasting Services	12,500	0	0
Provides funding for half the cost of webcasting services, which will allow web access to the live broadcasts of City Council meetings. In addition this service will also be utilized for City Emergency Broadcasts.			
Health			
Food Sanitation Services, Inspections and Reporting Efficiencies	425,160	425,160	0
Provides for the automation of the Food and Environmental Inspection process which will increase employee efficiency by 33 percent and decrease customer process time by as much as 400 percent.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
ADMINISTRATIVE & OPERATIONAL EXCELLENCE			
Health			
Enhance Security Services (Health)	29,250	0	0
Provides for security services to monitor the main Health Department office building from 7:45am - 5:00pm.			
Human Resources			
Add 1 Consultation Committee Coordinator (HR Project Manager)	69,454	2,535	1
Provides funding for the addition of 1 Human Resources Project Manager to facilitate dialogue between employee associations, employees and management through the Employee Management Committee process and related subcommittee meetings. The Project Manager will be assigned to provide support to the process by representing the Human Resources Department during subcommittee meetings, coordinating resources, researching applicable policies and practices discussed by the Employee Management Committee, drafting employment policies for review, and following up with related employee issues.			
Add 1 Human Resource Analyst for Fire and Police Entry and Promotional Testing	55,756	2,535	1
Provides for the addition of 1 Human Resources Analyst position to provide support to the Fire and Police Departments in the facilitation of entry and promotional testing of uniformed positions and other employment-related processes.			
Add Resources for Employee Communication Training Videos	40,000	40,000	0
Provides funds to contract out the development and production of professional quality videos to be used for employee training throughout the fiscal year.			
Intergovernmental Relations			
Redirect Existing Position Resources to Create a Grant Specialist Position	0	0	0
Redirects existing resources to establish a Grant Specialist position within the Intergovernmental Relations Department.			
Mayor & Council			
Add Funding for Mayor and City Council Aides Adjustment	88,814	0	0
Provides funding to enhance the compensation for City Council Aide employees.			

GENERAL FUND IMPROVEMENTS

RESERVES OR IMPROVEMENTS

POLICY CATEGORY *Business Area* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
IMPROVEMENTS			
ADMINISTRATIVE & OPERATIONAL EXCELLENCE			
Office of Innovation & Reform			
Redirect Resources to Create an Innovation and Reform Office and Management Intern Program Provides for 2 Management Intern positions for a new Management Intern Program within the Office of Innovation and Reform. This program will be utilized to recruit and retain exceptional individuals interested in local government careers.	0	0	2
One-Time Projects			
Increase Funding for Human Development Services Funds Adds $10,000 for the Mayor and each Council Person's Human Development Services Fund. However, each Council Person can redirect the funding into one of the following areas: 1) Human Development Services; 2) Contractual Street Maintenance; 3) Citywide Neighborhood Sidewalk Program; 4) Contractual Tree Planting Program; 5) the San Antonio Education Partnership for Scholarships; and 6) Competitive Economic Development Funding.	110,000	110,000	0
Fund Bienestar Diabetes Prevention Program Provides one-time funding for local Bienestar Diabetes Prevention Program.	100,000	100,000	0
Denman Estate Purchase Provides funds to reserve the City's ability to purchase the Denman Estate.	50,000	50,000	0
Veteran's Affairs Commission - Medal of Honor Memorial Provides funding for the site plan, design and development of a Medal of Honor Memorial in the Veterans' Memorial Plaza Historic District.	50,000	50,000	0
ADMINISTRATIVE & OPERATIONAL EXCELLENCE TOTAL	**1,364,025**	**989,685**	**6**
IMPROVEMENTS TOTAL	***39,217,210***	***27,660,175***	***195***
GENERAL FUND TOTAL	**61,617,210**	**47,660,175**	**195**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
AIRPORT OPERATING & MAINTENANCE FUND			
Aviation			
Enhance Aviation Financial, Management and Maintenance Services	447,775	0	14
Provides funding to strengthen the management capabilities of the Airport, provide maintenance support to Airport facilities, provide additional support to the new Revenue Contracts Division in Capital Improvements and increase administrative support to the Operations and Maintenance Division.			
Improve Airport Security to Include Adding 5 Positions	138,957	0	5
Provides funding to restructure the Airport Police Division, to provide federal regulations security training and to enhance the current levels of Airport TCLEOSE (Texas Commission on Law Enforcement Officer Standards and Education) Certification Pay.			
Improve Parking Operations to Include Adding 4 Positions	133,271	0	4
Provides support to the Airport Parking Operations to better service parking customers by adding 4 positions.			
Aviation Total	*720,003*	*0*	*23*
Transfer - Other			
Design Enhancement for Capital Projects (Funded Equally with Aviation and Hotel Occupancy Tax Funds) - Add 1 Program Manager	33,166	5,600	0
Enhances administration and management of enhancement projects associated with the San Antonio International Airport's new terminals and parking facility and Convention Center improvement projects.			
Transfer - Other Total	*33,166*	*5,600*	*0*
AIRPORT OPERATING & MAINTENANCE FUND TOTAL	**753,169**	**5,600**	**23**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
COMMUNITY & VISITOR FACILITIES FUND			
Alamodome/Wolff			
Increase Funding for Alamodome Recurring Maintenance	250,000	0	0
Provides for enhancement of recurring maintenance that would significantly impact the quality, safety, longevity and aesthetic appeal of the Alamodome facility.			
Alamodome/Wolff Total	*250,000*	*0*	*0*
Convention Facilities			
Increase Funding for Convention Facilities' One-time and Recurring Maintenance and Repair	350,000	250,000	0
Provides for additional maintenance and repair funding to enable the Convention Center to improve its audio capabilities, cleaning efficiency and maintenance and repair response time.			
Increase Funding for Event Planning Software and Enhanced Customer Service	130,000	110,000	0
Provides funding to enable the City to better serve clients and facilitate room set-up and design.			
Increase Funding for Convention Center Expansion Study	100,000	100,000	0
Allows the City to determine the logistics and feasibility of the Convention Center expansion and make it possible for the City to attract more convention business.			
Increase Funds for Facility Maintenance Model	50,000	50,000	0
Allows the Convention Facilities Department to develop a model for building fixture and equipment replacement.			
Convention Facilities Total	*630,000*	*510,000*	*0*
Transfer - Other			
Design Enhancement for Capital Projects (Funded Equally with Aviation and Hotel Occupancy Tax Funds) - Add 1 Program Manager	33,166	5,600	0
Enhances administration and management of enhancement projects associated with the San Antonio International Airport's new terminals and parking facility and Convention Center improvement projects.			
Transfer - Other Total	*33,166*	*5,600*	*0*
COMMUNITY & VISITOR FACILITIES FUND TOTAL	**913,166**	**515,600**	**0**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
CONVENTION & VISITORS BUREAU FUND			
Convention & Visitors Bureau			
Increase Advertising and Marketing Program Budget	1,000,000	0	0
Provides funds to market the City of San Antonio as a destination site and for future analysis and identification of marketing needs.			
Fund Two New Replacement Minivans	56,000	56,000	0
Enables staff and clients improved vehicular transportation for site inspections and familiarization tours.			
Convention & Visitors Bureau Total	*1,056,000*	*56,000*	*0*
CONVENTION & VISITORS BUREAU FUND TOTAL	**1,056,000**	**56,000**	**0**

OTHER FUNDS IMPROVEMENTS

FUND

Department Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
CULTURAL AFFAIRS FUND			
Cultural Affairs			
Increase Art & Cultural Agency Funding	2,248,881	0	0
Increases the percentage of Hotel Occupancy Tax funding for arts agencies and cultural programs from 12% to 15% to include setting aside 4.25% of total funding for 8 agencies housed in City facilities.			
Cultural Affairs Total	2,248,881	0	0
CULTURAL AFFAIRS FUND TOTAL	2,248,881	0	0

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
DEVELOPMENT AND PLANNING SERVICES FUND			
Development Services			
Enhance Inspection Services - Add 13 Building Code Inspector and 2 Civil Inspector Positions	994,795	291,000	15
Provides for additional required inspectors since (1) the number of building code inspections has increased over 58 percent while the number of inspectors has increased only 44 percent; (2) the number of plat applications have increased by 48 percent in the last two years while the civil inspection staff has had no improvement during the same period.			
Enhance Commercial Plan Review Services - Add 6 Commercial Building Plan Review and 1 Planner II Position	306,050	8,000	7
Helps to reduce the overall cycle time for complex commercial plans and would provide additional customer service.			
Create a Small Business Assistance Center Team - Add 6 Positions	262,509	6,000	6
Provides for a Business Assistance Center that would focus on expediting permits for small businesses. The team would provide plan reviews and permits by appointment as well as provide consultation services to assist businesses with plan reviews.			
Support of New Special Revenue Fund - Add 5 Administrative/Management Staff	205,140	5,000	5
Addresses the need to provide administrative and management support for the new special revenue fund. It would also enhance performance control, increase training, and provide technical support for added staff.			
Fund Cost of a Development Services Workflow Study	198,503	198,503	0
Provides for consulting services to analyze customer counter and field workflows to result in recommendations for improving service delivery and enhancing efficiencies.			
Augment Residential Plan Review Team - Add 3 Plans Examiners	113,393	3,000	3
Eliminates after-hours plan review which accounted for approximately 60 percent of all residential plans reviewed in FY 2006. It would also reduce cycle time and provide adequate services during business hours for residential customers.			
Outsource Plan Review Services	100,000	100,000	0
Provides the necessary funding to outsource plan review services during peak periods to ensure benchmark cycle-time goals are achieved.			
Augment Proposed Storm Water Regional Facilities Fund Engineering/Development Services Team - Add 1 Planner II Position	37,698	1,000	1
Provides administrative and technical support to a new Storm Water Team proposed for creation in the Public Works Department.			
Development Services Total	*2,218,088*	*612,503*	*37*

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
DEVELOPMENT AND PLANNING SERVICES FUND			
Planning			
Enhance Corridor Overlay District Planning Services - Add 2 Planner II Positions	90,421	5,200	2
Provides support for the Corridor Overlay District, the Neighborhood Conservation District, Zoning, and Plan Update staff support.			
Improve Permit Review Plan Intake and Demolition Permitting Services - Add 1 Planner II and 1 Senior Planner Position	88,621	5,200	2
Enhances plan intake reviews, customer service support, and the demolition permitting process.			
Planning Total	*179,042*	*10,400*	*4*
DEVELOPMENT AND PLANNING SERVICES FUND TOTAL	**2,397,130**	**622,903**	**41**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
ENVIRONMENTAL SERVICES FUND			
Environmental Services			
Fund an Accelerated Schedule for Purchase of Automated Garbage/Recycling Trucks and Containers	7,297,585	0	0
Enables the Environmental Services Department to expedite implementation of the automated recycling and garbage collection program.			
Add 2 Technical Staff Positions for Public Works Projects	89,693	3,510	2
Supports new Public Works projects related to environmental issues.			
Add 1 Geographic Information System Technician for Environmental Management Mapping	35,028	4,060	1
Assists the Environmental Management Division in their mapping projects.			
Environmental Services Total	*7,422,306*	*7,570*	*3*
ENVIRONMENTAL SERVICES FUND TOTAL	**7,422,306**	**7,570**	**3**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
PARKING FUND			
Asset Management			
Fund Energy Conservation (Lighting) Project	198,671	198,671	0
Provides funding for an efficient lighting system for the Houston Street Riverbend and Marina parking garages that would reduce energy consumption by twenty percent annually and save on operating costs. Each parking facility would include retrofits from T12 to high efficiency compact fluorescents; T8 lamps and electronic ballasts and exit signs would be converted to LED lamps. The installation of higher efficiency lighting systems within each parking facility would lower kilowatt hour consumption thus reducing energy costs. The approximate payback time for the total investment is 53 months. The total net savings for the first year is estimated to be $45,159.			
Asset Management Total	*198,671*	*198,671*	*0*
PARKING FUND TOTAL	**198,671**	**198,671**	**0**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
STORM WATER FUND			
Public Works			
Expedited Salado Creek Clean-up	462,000	462,000	0
Provides additional funding to expedite the clean-up of 11 miles of Salado Creek using contractual forces			
Public Works Total	*462,000*	*462,000*	*0*
STORM WATER FUND TOTAL	**462,000**	**462,000**	**0**

FUND

Department Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
STORM WATER REGIONAL FACILITIES FUND			
Public Works			
Create a Storm Water Regional Facilities Fund Engineering/Development Services Team - Add 10 Positions Provides 1 Engineer, 8 Senior Engineering Associates and 1 Engineering Technician to provide drainage reviews of all plats, master drainage plans, and permits to citizens and developers directly at the One Stop Building. This improvement would remove the duplication of reviews by current Development Services and Storm Water Engineering staff for major and minor plats and improve the consistency and quality of the reviews and ownership of the final product.	751,723	0	10
Public Works Total	*751,723*	*0*	*10*
STORM WATER REGIONAL FACILITIES FUND TOTAL	**751,723**	**0**	**10**

OTHER FUNDS IMPROVEMENTS

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
TREE MITIGATION FUND			
Parks & Recreation			
Enhance Public Parks Tree Planting Program	150,000	0	0
Adds Contractual Tree Planting Services and a City Tree Nursery Program, which would provide for an additional 1,062 new trees planted in area parks.			
Add 1 Tree Spade Operator Position	112,986	55,000	1
Provides funding for 1 Tree Spade Operator position to operate and maintain tree spade equipment.			
Add 1 Urban Forester Position	85,000	22,000	1
Provides funding for 1 Urban Forester position to develop and implement policies to maintain public trees to include the inventorying, planting/transplanting and maintenance of trees, the maintenance of tools and equipment, and record keeping.			
Parks & Recreation Total	*347,986*	*77,000*	*2*
TREE MITIGATION FUND TOTAL	**347,986**	**77,000**	**2**

Mandates

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Animal Care Services			
Fund the Addition of Equipment and 9 Positions for the New Animal Care Services Facility	290,340	90,125	9
Provides additional staff to run the new Animal Care Services Facility including 1 Special Projects Officer, 1 Customer Service Representative, 4 Kennel Attendants, 1 Building Maintenance Supervisor, 1 Building Maintenance Mechanic, and 1 Building Custodian.			
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006)	1,493	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Fund Second Year Northside Annexation Service Delivery Costs (December 31, 2005)	702	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Animal Care Services Total	*292,535*	*90,125*	*9*
Community Initiatives			
Fund Equipment and Personnel for the Bob Ross Senior Center - Add 6 Positions	371,901	19,650	6
Provides resources for the Bob Ross Center that will host comprehensive, wrap-around services to Seniors age 60 and older, focusing on case management, health and wellness, education, social and cultural activities and volunteer opportunities.			
Community Initiatives Total	*371,901*	*19,650*	*6*
Fire			
Fund Fire Longevity Pay as Years of Service Increase	293,212	0	0
Provides for required additional pay based on the existing Collective Bargaining Agreement with the San Antonio Professional Firefighters Association.			
Fund Emergency Medical Technician (EMT) Certification	49,968	49,968	0
Provides funding for Emergency Medical Technician training as required by the Collective Bargaining Agreement with the San Antonio Professional Firefighters Association.			
Fire Total	*343,180*	*49,968*	*0*

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Fire - EMS			
Fund Emergency Medical Services (EMS) Longevity Pay as Years of Service Increase Provides for required additional pay based on the existing Collective Bargaining Agreement with the San Antonio Professional Firefighters Association.	78,353	0	0
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	17,045	0	0
Fund Second Year Northside Annexation Service Delivery Costs (December 31, 2005) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	7,953	0	0
Fire - EMS Total	*101,351*	*0*	*0*
Health			
Funds Equipment and 2 Positions for the Bob Ross Senior Center Provides for the addition of 2 staff positions to effectively staff the health service section of the Bob Ross Senior Center: 1 Nurse Practitioner (with emphasis on chronic disease management and gerontology) and 1 Health Program specialist. These staff members will be responsible for health assessments, performing laboratory procedures, completing hearing and vision assessments, reviewing medication inventory, teaching the use of assistive devices, and administering immunizations including flu and pneumonic vaccine.	132,098	47,400	2
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	25,000	0	0
Fund Second Year Northside Annexation Service Delivery Costs (December 31, 2005) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	672	0	0
Health Total	*157,770*	*47,400*	*2*

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Intergovernmental Relations			
Fund Additional Costs for State Lobby Contract Provides additional one-time funding for State lobbying contracts. Currently, the City of San Antonio contracts with six firms for State representation services for a total amount of $30,300 per month or $363,600 annually for the six contracts. The FY 2006 Budget for State representation services totals $191,257. For FY 2007, this mandate provides an additional $172,343 in one-time funds for the two State lobbying contracts that terminate on September 30, 2006.	172,343	172,343	0
Intergovernmental Relations Total	*172,343*	*172,343*	*0*
Library			
Fund Positions for the Opening of the New Igo Branch Library - Add 5 Positions Provides resources to enable the new Igo Branch Library to be fully staffed upon opening in November 2007.	45,491	6,500	5
Library Total	*45,491*	*6,500*	*5*
Municipal Courts			
Fund 2 Municipal Court Interpreter Positions Provides for 2 new Court Interpreter positions that will perform Spanish language interpreting services for Spanish-speaking defendants, a critical function within the Court on a daily basis.	74,599	0	2
Municipal Courts Total	*74,599*	*0*	*2*
Neighborhood Services			
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	15,414	0	0
Neighborhood Services Total	*15,414*	*0*	*0*
Non-Departmental/Non-Operating			
Fund Increased Costs Related to State Legislative Actions on School Finance Provides resources for increased Appraisal District costs resulting from State legislative actions.	130,448	0	0

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Non-Departmental/Non-Operating			
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006) Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.	7,088	0	0
Non-Departmental/Non-Operating Total	137,536	0	0
Parks & Recreation			
Fund Additional Costs for Parkland and Facilities Maintenance - Add 8 Positions Provides the Parks & Recreation Department with additional personnel and funding for contractual services and materials and equipment due to the addition of seven new parks, and for development of approximately 27 new components such as dog parks, sports fields, gazebos, skate parks, rental of portable toilets and playgrounds to existing parks.	558,756	107,079	8
Fund Costs for Equipment and Positions for Walking Trails Maintenance - Add 4 Positions Provides the Parks & Recreation Department with funding for maintenance and operations of nine new walking trails acquired in FY 2006.	401,317	269,034	4
Fund Park Police Positions for the Outer Districts - Add 4 Positions Provides the Parks & Recreation Department with Park Police Officers to patrol new and expanded parkland and facilities located outside of San Antonio's Downtown area. Many of these properties were acquired as part of the 2003 General Obligation Bond Program.	277,569	98,717	4
Fund 3 Park Police Positions for the 57-Mile Hike and Bike Trail System with Trail Heads Along Leon Creek, Salado Creek, and Medina River Provides the Parks & Recreation Department with additional Park Police Officers to patrol an additional 3,400 acres of parkland along Salado Creek, Leon Creek and Medina River. These properties were acquired as a part of the 2000 and 2003 Parks Development and Expansion Initiatives.	230,676	94,395	3
Fund Furnishings, a Vehicle, and Positions for the Parks & Recreation Headquarters Building - Add 5 Positions Provides resources to operate the Levi Strauss facility and adjacent acreage acquired in FY 2004. The facility will be used to bring together various park divisions currently scattered throughout the City.	196,593	81,347	5

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Parks & Recreation			
Fund Equipment, Furnishings, Supplies and Positions for the Levi Strauss Community Center - Add 7 Positions Provides resources to operate a new community center on the Levi Strauss property. The new community center will consist of a large fitness room, exercise room, multi-purpose room, office, storage and lobby areas. The center will be open to the public from 6:00 a.m. to 9:00 p.m.	149,558	81,803	7
Fund Furnishings, Equipment, and Positions for the Granados Park and Senior Center - Add 5 Positions Provides resources to operate a new building to be constructed at Granados Park which will be utilized to provide arts and crafts classes, fine arts classes and dance classes, and will include a fully functioning kitchen, meeting spaces and multi-use areas.	126,845	55,210	5
Fund Equipment and Positions for Medina River Trail Maintenance - Add 4 Positions Provides resources for the maintenance of nine miles of linear trail improvements along the Medina River, which are scheduled for completion in the last quarter of FY 2007. This includes trails running east and north from Medina River Park to Mitchell Lake.	86,642	35,714	4
Fund a Vehicle and Positions for Edwards Aquifer Acquisition Maintenance - Add 2 Positions Provides for maintenance costs associated with the voter-approved Proposition 1 passed in May 2005 that provides for the collection and use of sales tax funds to acquire land over the Edwards Aquifer. It is projected that 700 acres of undeveloped property will be acquired with these funds.	85,563	32,045	2
Fund Resources to Equip and Supply the New Roosevelt Park Building Provides resources for temporary services and equipment and supplies for a new building constructed at Roosevelt Park. This one-room building located next to the swimming pool will be utilized for community programs, rentals and public meetings.	21,084	13,706	0
Parks & Recreation Total	*2,134,603*	*869,050*	*42*
Police			
Fund Police Longevity Pay as Years of Service Increase Provides for required additional pay based on the existing Collective Bargaining Agreement with the San Antonio Police Officers Association.	770,639	0	0

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
GENERAL FUND			
Police			
Fund Grant Match for the Regional Auto Crimes Team (ReACT)	24,744	0	0
Provides for the required incremental increase in the City's cash match			
Police Total	*795,383*	*0*	*0*
Public Works			
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006)	6,865	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Fund Second Year Northside Annexation Service Delivery Costs (December 31, 2005)	1,058	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Public Works Total	*7,923*	*0*	*0*
Public Works - Street Maintenance			
Fund Second Year Southside Annexation Service Delivery Costs (January 5, 2006)	14,407	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Fund Disposal of Waste Materials Generated by Streets Maintenance Programs	12,371	0	0
Address the added costs of disposing of waste materials generated by street maintenance operations under the terms of the City's solid waste disposal contract.			
Fund Second Year Northside Annexation Service Delivery Costs (December 31, 2005)	2,981	0	0
Provides second year funding required for City service delivery to areas recently annexed under the City's Three Year Annexation Plan.			
Public Works - Street Maintenance Total	*29,759*	*0*	*0*
GENERAL FUND TOTAL	**4,679,788**	**1,255,036**	**66**

ALL FUNDS MANDATES

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
AIRPORT OPERATING & MAINTENANCE FUND			
Aviation			
Fund Operating Costs for Terminal A In-Line Baggage Capital Improvement Project (CIP) - Add 5 Positions Provides resources for 5 positions to monitor and service the new automated in-line baggage security screening system in Terminal A. The addition of these positions will enhance the quality of customer service provided to Airport passengers.	80,891	500	5
Fund Airport Certification Training for Airport Police Officers Provides resources for initial and recurring annual training for Aviation personnel that access Airport movement and safety areas in compliance with the Airport Certification Manual as indicated by the Federal Aviation Administration.	52,034	8,500	0
Aviation Total	*132,925*	*9,000*	*5*
AIRPORT OPERATING & MAINTENANCE FUND TOTAL	**132,925**	**9,000**	**5**

FUND

Department Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
COMMUNITY & VISITOR FACILITIES FUND			
Non-Departmental/Non-Operating			
Fund Convention and Visitors Bureau Hosting Obligations	386,215	386,215	0
Enables the City to fulfill its contractual obligations incurred in support of major conventions, meetings and events.			
Fund National Collegiate Athletic Association Hosting Obligations	350,500	350,500	0
Enables the City to fulfill its contractual obligations incurred in support of the NCAA (National Collegiate Athletic Association) Men's Regional Basketball Championship set to occur in FY 2007.			
Non-Departmental/Non-Operating Total	*736,715*	*736,715*	*0*
COMMUNITY & VISITOR FACILITIES FUND TOTAL	**736,715**	**736,715**	**0**

ALL FUNDS MANDATES

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
ENVIRONMENTAL SERVICES FUND			
Environmental Services			
Fund **Contractual Increases for Disposal Contracts**	467,219	0	0
Provides additional funding for disposal costs that are scheduled for mandated price increases based on contractual requirements.			
Fund **Additional Monthly Billing and Collection Services Costs**	189,000	0	0
Provides funding for the scheduled contractual cost increase for collection services currently provided by CPS Energy associated with the monthly billing and collection of the Solid Waste, Brush and Environmental fees.			
Fund **Additional Costs for Collection Contracts**	178,538	0	0
Provides additional funding for solid waste collection contracts that the City holds with private sector companies and that are scheduled for mandated price increases based on contractual requirements.			
Environmental Services Total	*834,757*	*0*	*0*
ENVIRONMENTAL SERVICES FUND TOTAL	**834,757**	**0**	**0**

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
LIABILITY INSURANCE FUND			
Human Resources			
Fund Increases to Third Party Administrator Contract - CMI Barron Provides funding for the additional renewal costs associated with the City's current contracts for Third Party Administrator and Medical Cost Containment services that will expire December 31, 2006.	118,356	0	0
Human Resources Total	*118,356*	*0*	*0*
LIABILITY INSURANCE FUND TOTAL	118,356	0	0

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
PARKING FUND			
Asset Management			
Fund Security Services, Utilities, and Maintenance Repairs for New Downtown Visitor Center Facility Provides funding for maintenance and operations support for the Downtown Visitor Center being built at the Riverbend Garage that will provide 24-hour public restrooms.	68,305	0	0
Asset Management Total	*68,305*	*0*	*0*
PARKING FUND TOTAL	68,305	0	0

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
STORM WATER FUND			
Public Works			
Fund Additional Costs for Landfill Disposal	4,255	0	0
Provides funding for the added costs of disposing of waste materials generated by street maintenance operations under the terms of the City's solid waste disposal contract.			
Public Works Total	*4,255*	*0*	*0*
STORM WATER FUND TOTAL	**4,255**	**0**	**0**

ALL FUNDS MANDATES

FUND *Department* Program Change Title and Description	First Year Total Amount	Non-recurring One-time Amount	Number of New Positions
WORKERS' COMPENSATION FUND			
Human Resources			
Fund Additional Costs for Third Party Administrator Contract - CMI Barron Provides funding for the additional renewal costs associated with the City's current contracts for Third Party Administrator and Medical Cost Containment services that will expire December 31, 2006.	232,533	0	0
Human Resources Total	232,533	0	0
WORKERS' COMPENSATION FUND TOTAL	232,533	0	0

Reductions/ Redirections

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND

Department / Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Animal Care Services			
Eliminate 1 Animal Care Officer Due to Phase Out of Animal Trap Service	38,953	1	0
No decrease in service delivery is anticipated with the phase-out of animal trap services. Many comparable cities are in the process of discontinuing this service or have already done so			
Phase Out Animal Trap Service	12,000	0	0
The phase-out of this service means that Animal Care Services will no longer provide Animal Trap Service to the public. However, citizens can still bring to Animal Care Services animals that they have secured.			
Animal Care Services Total	*50,953*	*1*	*0*
City Auditor			
Eliminate 5 Audit Positions (As Recommended by the Acting City Auditor)	312,056	5	0
The reduction will have no immediate impact to the number of audits and special projects conducted in FY 2007 since 15 positions have been vacant for over a year.			
City Auditor Total	*312,056*	*5*	*0*
Communications & Public Affairs			
Eliminate 1 Office Assistant Position	36,029	0	1
Position reduction will have minimal impact to the newly realigned Department (incumbent will be placed in an existing vacant position).			
Reduce Funding for Printing Various Newsletters and Calendars by Providing Information On-line via Internet and Intranet	18,723	0	0
In place of the current printed "Community Link" and "Community Calendar," this reduction will create on-line versions resulting in reduced printing and postage expenses. The employee "In the City" newsletter will also be made available via the City's Intranet. Distribution of the printed version will continue for those employees without computer access. This reduction idea was submitted through the City's new Employee Budget Input Dropbox (e-BID) initiative.			
Communications & Public Affairs Total	*54,752*	*0*	*1*

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Community Initiatives			
Eliminate Contractual In-Home Senior Assistance Program (Beginning in April 2007) There are three other private sector programs that provide similar services. This program currently benefits 98 seniors at a cost of $4,236 annually per participant.	207,542	0	0
Eliminate 2 San Antonio Education Partnership (SAEP) Program Advisor Positions These two positions are no longer needed since the participating schools which they serve have generally low student enrollment.	88,050	2	0
Eliminate 2 Caseworker II Positions The loss of these two positions will not directly impact the delivery of services to youth identified through the Municipal Court Diversion Program, pregnancy prevention services, and community referrals from schools, families and community-based programs.	78,854	2	0
Eliminate 1 Assistant Program Coordinator Redirects Services from the Benavides Community Family Resource and Learning Center to three existing Westside Centers. The Benavides Center will now be used for City employees to improve education and literacy skills.	40,765	1	0
Community Initiatives Total	*415,211*	*5*	*0*
Fire			
Eliminate Fireworks Display Overtime Funding This reduction will eliminate Firefighters' on-site monitoring of fireworks displays. Firefighters will respond to incidents involving fireworks as needed.	48,500	0	0
Fire Total	*48,500*	*0*	*0*
Health			
Eliminate 5 Positions from the Eastside Branch Clinic and Redirect 5 Positions to the new Naco Perrin Health Facility No decrease in service delivery is anticipated. An existing not-for-profit clinic continues to operate in the immediate area and provides a similar array of services. Moreover, the redirection of existing personnel to the Naco Perrin Health Facility will augment the level of service delivery at this site.	175,116	5	0

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Health			
Eliminate 4 Laboratory Positions (1 Administrative Assistant I, 1 Lab Technician II, and 2 Lab Assistant Positions) No decrease in customer service levels are expected due to the acquisition of automated laboratory equipment.	170,157	0	4
Eliminate 2 Sanitarian I Positions No decrease in customer service levels are expected due to the food inspection automation improvement.	89,109	2	0
Eliminate 2 Vector Control Technicians Weather conditions for the past two years have decreased the demand for Vector Control Services.	85,419	1	1
Eliminate 1 Public Health Administrator No decrease in customer service levels is anticipated with the elimination of this vacant position. Programs will continue to report to the Assistant Director for Clinical and Population-based Services.	70,128	1	0
Eliminate 1 Contract Coordinator No decrease in service delivery is anticipated with the elimination of this vacant position. The duties of this vacant position will continue to be performed by the supervisor of the division.	60,780	1	0
Eliminate 1 Licensed Vocational Nurse No change in service delivery is anticipated with the reduction of this vacant position as the responsibilities and workload will continue to be performed by current staff.	40,592	1	0
Redirect 1 Vector Control Technician Position Resources to Seasonal Position (Reduce FT Position to PT) Demand for Vector Control services has declined over the past two years. Reducing this position from full-time status to part-time status will allow the department to adjust to seasonal demand changes.	16,095	0	0
Health Total	707,396	11	5

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Library			
Redirect Computer Training Services to Community Initiatives Department Demand for these courses would be redirected to the Department of Community Initiatives that has and will continue to provide computer training classes to the citizens of San Antonio.	134,362	0	3
Outsource Custodial and Maintenance Positions (Pilot Initiative) No service delivery impact as cleaning services will continue to be provided. Projected result is more frequent cleaning with more services to more areas at a lower cost.	50,000	0	0
Reduce Select Databases, Reference Materials, and Microfilm Minimal impact to service delivery as only low usage items will no longer be purchased.	40,000	0	0
Outsource Security Services at Central Library No service delivery impact as services will still be provided by outside entity.	34,144	0	5
Reduce Printing Costs Consolidates Library printing services with Purchasing & General Services Department's Print Shop for the same service at less cost.	25,000	0	1
Library Total	*283,506*	*0*	*9*
Neighborhood Services			
Eliminate 2 Customer Service Administrative Support Positions No change in service delivery is anticipated as the responsibilities and workload will be absorbed by the other existing support staff in the newly reorganized Neighborhood Services Department.	113,450	0	2
Realize Savings from Expiring Neighborhood Commercial Revitalization Program-New Light Village This will have no impact as the current Neighborhood Commercial Revitalization contract will expire at the end of FY 2006.	60,000	0	0
Realize Savings from Expiring Neighborhood Commercial Revitalization Program-Deco District This will have no impact as the current Neighborhood Commercial Revitalization contract will expire at the end of FY 2006.	50,000	0	0

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Neighborhood Services			
Eliminate Neighborhood Commercial Revitalization Program-Market Research Services will be provided through other funding sources.	25,000	0	0
Neighborhood Services Total	*248,450*	*0*	*2*
Parks & Recreation			
Defer 5 Linear Creekway Program Maintenance Positions Remaining existing staff will maintain the trail and public use areas of the Linear Creekway Program properties through FY 2007.	153,000	1	4
Eliminate 3 Positions by Closing/Consolidating Park Reservation Services These reservations will be absorbed by the City's Customer Service/311 Community Link Centers and Call Center, which are already providing most of these services.	146,567	0	3
Eliminate 2 Monitoring Positions Assigned to Natural Areas Site monitoring of undeveloped properties has been critical to control trespassing, illegal dumping and hunting issues. Adjacent property owners, orientation and signage reduced some need for constant monitoring, which will be assumed by the remaining staff.	89,386	2	0
Eliminate 21 Positions with Mowing Redirection/Enhancement Efficiencies would be gained by contracting for an additional 611 acres of bulk mowing, resulting in an increase in mowing frequency from 21 days to 17 days.	77,500	2	19
Eliminate 1 Senior Horticulturalist Position at Botanical Garden Facility The Assistant Botanical Gardens Superintendent will assume a direct supervisory role over the field staff.	60,000	0	1
Reduce Ancira Youth Program The participants in the Summer Youth Program at community centers will not receive a field trip during the summer program. The staff of the community centers will now provide a field day of events at City facilities similar to those provided at the Sports Park.	46,311	0	0

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Parks & Recreation			
Eliminate 1 Position from Morning Tennis League Program All morning league programs at the McFarlin Tennis Center will be eliminated. Participants can still play in evening leagues or at other venues.	45,269	0	1
Eliminate 12 Positions with Custodial Community Centers Enhancement By outsourcing the service, a more detailed level of cleaning will be provided which will include stripping and waxing services and window washing on a regular basis.	38,239	3	9
Eliminate 4 Positions with Tree Maintenance Enhancement The tree work orders completed will increase from 297 to 425 and through contracting major tree work will be provided at 24 park locations compared to the 12 locations where services are currently provided.	34,894	4	0
Eliminate 1 Position from Natural Areas (Community Svc Van Program / Eisenhower Camping) The use of community service labor at the Natural Areas will be reduced. Camping at Eisenhower Park, which is currently used on a very minimal basis, will be eliminated.	30,000	0	1
Redirect Resources from 1 Park Police Officer used for Facility Security to Contract Security Services City Hall security will be provided by an outside security contractor.	19,409	1	0
Eliminate 12 Positions with Market Square Maintenance Enhancement Contracting for this service will provide for 18 hours of custodial services seven days a week compared to the 15 hours of coverage currently in effect.	18,447	2	10
Parks & Recreation Total	759,582	15	48
Police			
Eliminate 1 Vacant Office Assistant Position This reduction eliminates a vacant office assistant position in the Records Section. Elimination of this vacant position will not adversely affect service delivery since existing staff will absorb the duties.	70,135	1	0

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Police			
Eliminate 1 Vacant Transportation Services Manager Position This reduction eliminates the vacant transportation services manager in the Support Services Division. The duties performed by this position will be absorbed by existing staff.	54,430	1	0
Eliminate 1 Vacant Caseworker Supervisor Position As a result of a recent reorganization of the Victim's Advocacy function within the Police Department, this vacant position is no longer required. All of the victim's functions will now operate in and be absorbed by the Patrol Division. Eliminating this position will not adversely affect service delivery since the reorganization eliminates the need for this supervisory position.	46,763	1	0
Police Total	*171,328*	*1*	*0*
Public Works			
Eliminate 2 Administrative Support Staff Positions No reduction in service is anticipated because these positions are currently vacant and duties are currently being absorbed by existing staff.	87,091	2	0
Consolidate Traffic Operations Services - Eliminate 3 Dispatcher Positions No reduction in service is anticipated as this efficiency will consolidate two dispatch centers and centralize the Department's dispatch activities.	65,404	0	3
Public Works Total	*152,495*	*2*	*3*
Public Works - Street Maintenance			
Eliminate 14 City Force Street Reconstruction Positions FY 2007 is the second year of a two-year street maintenance program. All reconstruction projects in the two-year program have been completed or will be completed by contractual forces. Staff will re-evaluate the need for this type of street application being done with City forces in future years.	925,474	5	9

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
GENERAL FUND			
Public Works - Street Maintenance			
Realize Savings from Street Equipment Reconfiguration	336,179	0	0
No reduction of service is anticipated. Savings will be realized through a one-time reimbursement from the City's Equipment Replacement & Renewal Fund and savings in equipment maintenance.			
Redirect Public Works Demolition Program to Neighborhood Services Department's Dangerous Premises Program - Reduce Staff by 9 Positions	41,656	1	8
Similar to other comparable cities in Texas, this reduction will result in the outsourcing of demolition activities to an outside vendor. The Public Works Department will still have limited capabilities to address emergency situations necessitating demolition services.			
Reduce Staff by 6 Positions - Street Trucking Efficiency	20,960	2	4
No reduction in service is anticipated. Efficiency will be realized through fewer number of trips to the plant to pickup materials.			
Public Works - Street Maintenance Total	*1,324,269*	*8*	*21*
GENERAL FUND TOTAL	**4,528,498**	**50**	**89**

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
ENVIRONMENTAL SERVICES FUND			
Environmental Services			
Eliminate 52 Part-time Positions and Redirect Resources to Provide Services on a Temporary Basis This redirection of resources will augment the Environmental Services Department's ability to implement the automated recycling and garbage collection program.	0	52	0
Environmental Services Total	0	52	0
ENVIRONMENTAL SERVICES FUND TOTAL	0	52	0

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
INFORMATION TECHNOLOGY SERVICES FUND			
Information Technology Services Department			
Reduce Computer Software and Maintenance Expenditures	1,888,892	0	0
The City's Information Technology Services Department has identified multiple computer software and equipment maintenance expenditures that can be reduced, enabling the Department to operate more efficiently and at a lower cost.			
Information Technology Services Department Total	*1,888,892*	*0*	*0*
INFORMATION TECHNOLOGY SERVICES FUND TOTAL	**1,888,892**	**0**	**0**

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
PUBLIC HEALTH SUPPORT FUND			
Health			
Eliminate 4 Positions from Public Health Support Fund	153,757	0	4
No change in service delivery is anticipated with the reduction of these filled positions as the responsibilities and workload will be shifted to other positions.			
Eliminate 3 Positions from Public Health Support Fund	108,678	3	0
No change in service delivery is anticipated with the reduction of these vacant positions as the responsibilities and workload will continue to be performed by current staff.			
Health Total	*262,435*	*3*	*4*
PUBLIC HEALTH SUPPORT FUND TOTAL	**262,435**	**3**	**4**

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
PURCHASING & GENERAL SERVICES FUND			
Purchasing & General Services			
Eliminate 4 Vacant Fleet Services Positions	163,766	4	0
No change in service delivery is anticipated with the reduction of these vacant positions as the responsibilities and workload will continue to be performed by current staff.			
Purchasing & General Services Total	*163,766*	*4*	*0*
PURCHASING & GENERAL SERVICES FUND TOTAL	**163,766**	**4**	**0**

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
RECREATION ATHLETIC FUND			
Parks & Recreation			
Eliminate Funding for Ancira Sports Park Adult Softball Program	91,200	0	0
The adult softball teams that are currently playing at the Ancira Sports Park facility will be absorbed into leagues conducted at City-owned and operated facilities and the annual payment of $91,200 to Ancira Sports Park will be eliminated.			
Parks & Recreation Total	*91,200*	*0*	*0*
RECREATION ATHLETIC FUND TOTAL	**91,200**	**0**	**0**

ALL FUNDS REDUCTIONS/REDIRECTIONS

FUND *Department* Program Change Title and Description	First Year Total Amount	Number of Vacant Positions	Number of Filled Positions
STORM WATER FUND			
Public Works			
Outsource the Flood Buyout Maintenance Program in the Storm Water Operations Division to Include the Elimination of 4 Positions	41,127	1	3
No impact to services is anticipated as maintenance to flood buyout property will be performed by an outside contractor.			
Public Works Total	*41,127*	*1*	*3*
STORM WATER FUND TOTAL	**41,127**	**1**	**3**

Personnel Schedule

PERSONNEL SCHEDULE
BY FUND AND DEPARTMENT
FY 2006-2007 ADOPTED BUDGET

GENERAL FUND	FY 2004-2005 AUTHORIZED	FY 2005-2006 AUTHORIZED	*Effective 07/01/07* FY 2006-2007 ADOPTED	*Effective 07/01/07* NET CHANGE IN POSITIONS
Animal Care Fund	0	86	102	16
Asset Management	12	13	13	0
City Attorney	72	71	71	0
City Auditor	30	30	25	(5)
City Clerk	20	22	24	2
City Manager	14	14	20	6
Code Compliance[1]	106	106	0	(106)
Communications & Public Affairs	8	8	11	3
Community Initiatives	206	207	224	17
Contract Services	16	16	16	0
Customer Service & 311 System	62	66	66	0
Development Services[3]	214	222	0	(222)
Downtown Operations	0	0	75	75
Economic Development	25	25	25	0
Emergency Medical Services	337	373	402	29
Finance[2]	86	86	96	10
Fire	1,200	1,217	1,220	3
Health	335	277	263	(14)
Human Resources	33	37	39	2
Intergovernmental Relations	5	5	5	0
International Affairs	5	5	5	0
Library	540	540	540	0
Management & Budget	17	17	17	0
Mayor & Council	17	17	18	1
Municipal Courts	209	209	211	2
Neighborhood Services[1]	15	15	130	115
Non-Departmental/Non-Operating	25	24	22	(2)
Parks & Recreation	973	947	855	(92)
Planning[3]	38	37	0	(37)
Police	2,862	2,615	2,712	97
Public Utilities[2]	10	10	0	(10)
Public Works	254	254	252	(2)
Streets Maint. & Improvement	311	311	285	(26)
TOTAL GENERAL FUND	**8,057**	**7,882**	**7,744**	**(138)**

OTHER FUNDS	FY 2004-2005 AUTHORIZED	FY 2005-2006 AUTHORIZED	*Effective 07/01/07* FY 2006-2007 ADOPTED	*Effective 07/01/07* NET CHANGE IN POSITIONS
Advanced Transportation District Fund	0	13	13	0
Aviation Fund	426	446	474	28
Child Safety Fund	0	262	262	0
Community & Visitor Facilities Fund	349	345	343	(2)
Community Infrastructure & Econ. Develop. Fund	0	2	0	(2)
Convention & Visitors Bureau Fund	125	125	125	0
Cultural Affairs Fund	11	11	11	0
Development and Planning Services Fund[2]	0	0	316	316
Environmental Services Fund	613	607	559	(48)
Expendable Trust (San Jose Burial)	9	9	9	0
Facility Services Fund	110	113	113	0
Golf Revenue Fund	101	98	98	0
Information Technology Services Fund	245	245	244	(1)
Internal Services/Alternate Svc. Employee Fund	1,946	2,196	2,196	0
International Center Fund	9	9	9	0
Municipal Courts Technology Fund	0	1	1	0
Official City Store Fund	9	9	9	0
Parking Facilities Fund	140	131	130	(1)
Public Health Support Fund	47	25	18	(7)
Purchasing and General Services Fund	219	219	213	(6)
Rabies Control Fund	4	0	0	0
Recreation Athletic Fund	49	49	49	0
Self Insurance Funds	66	66	66	0
South Texas Business Fund	8	8	8	0
Storm Water Operations Fund	274	264	259	(5)
Storm Water Regional Facilities Fund	10	10	20	10
Streets Right of Way Management Fund	20	20	20	0
TIF Unit Fund	8	8	8	0
Tree Mitigation Fund	0	0	2	2
Westside Development Corporation Fund	0	2	2	0
TOTAL OTHER FUNDS	**4,798**	**5,293**	**5,577**	**284**
TOTAL ALL FUNDS	**12,855**	**13,175**	**13,321**	**146**

[1] Code Compliance and Neighborhood Action have been combined to create the Neighborhood Services Department

[2] Finance and Public Utilities have been combined

[3] Development Services and Planning have been taken out of the General Fund and have become the Development and Planning Services Fund

SUMMARY OF ADOPTED 2006-2007 POSITIONS BY TYPE
ALL FUNDS

	All Funds - Less Grants Authorization	Grant Authorization	Total Authorization
Civilian Employees	9,687	745	10,432
Uniform Employee			
Police	2,105	18	2,123
Fire	1,529	0	1,529
Sub-total	3,634	18	3,652
TOTAL [1]	13,321	763	14,084

Explanatory Information

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

GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2006-2007 POSITIONS

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
City Attorney	0	4	4
Code Compliance	0	5	5
Community Initiatives	304	6	310
Development Services	0	0	0
Economic Development	4	1	5
Finance	0	1	1
Health	337	0	337
Housing & Community Development	0	26	26
Library	11	0	11
Neighborhood Services	1	23	24
Parks & Recreation	2	0	2
Police	38	0	38
TOTAL	**697**	**66**	**763**

Holiday Schedule

HOLIDAY SCHEDULE

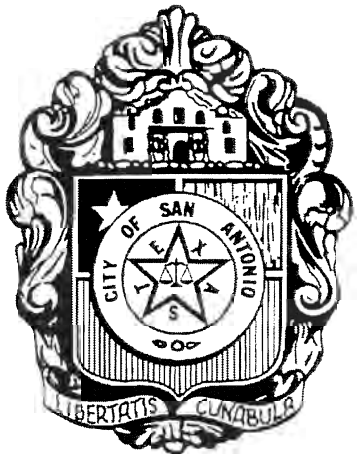
The City Council has approved 13 holidays, 12 scheduled and one floating holiday for a total of 104 hours for FY 2007 which begins on October 1, 2006.

2006-2007 ADOPTED HOLIDAY SCHEDULE FOR CITY EMPLOYEES

Holiday	Day	Date
Veteran's Day (Veteran's Day observed on Saturday, November 11, 2006)	Friday	November 10, 2006
Thanksgiving Day	Thursday	November 23, 2006
Day After Thanksgiving	Friday	November 24, 2006
Christmas Day	Monday	December 25, 2006
New Year's Day	Monday	January 1, 2007
Martin Luther King	Monday	January 15, 2007
President's Day	Monday	February 19, 2007
Good Friday	Friday	April 6, 2007
Fiesta San Jacinto Day	Friday	April 27, 2007
Memorial Day	Monday	May 28, 2007
Independence Day	Wednesday	July 4, 2007
Labor Day	Monday	September 3, 2007

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.


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

All Funds
Budget Summary

ALL FUNDS
SUMMARY OF ADOPTED BUDGET REVENUES
PROGRAM CHANGES BY FUND

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	CURRENT SVC FY 2006-2007	PROGRAM CHANGES	ADOPTED FY 2006-2007
GENERAL FUND						
Revenue						
City Sales Tax	$ 162,786,126	$ 165,774,207	$ 173,434,500	$ 180,804,665	$ 0	$ 180,804,665
Liquor by the Drink Tax	4,473,348	4,557,290	4,892,592	5,168,023	0	5,168,023
Current Property Tax	167,146,962	178,839,517	178,372,343	200,514,728	0	200,514,728
Delinquent Property Tax	4,081,915	2,245,206	2,643,888	2,736,425	0	2,736,425
Annexation	0	338,456	0	1,089,723	0	1,089,723
Penalty and Interest on Delinquent Taxes	2,268,326	1,740,600	1,916,945	1,984,038	0	1,984,038
Business and Franchise Tax	26,273,586	24,591,266	26,681,725	25,753,163	0	25,753,163
Licenses and Permits	20,715,743	20,091,272	21,852,285	5,481,373	780,182	6,261,555
CPS Energy	213,384,307	197,201,946	234,809,000	219,744,000	0	219,744,000
Additional CPS Energy Transfer	0	8,438,363	8,438,363	7,295,000	0	7,295,000
San Antonio Water System	8,390,366	7,544,099	9,710,136	8,515,797	0	8,515,797
Other Agencies	3,055,128	3,212,672	3,294,367	3,382,826	0	3,382,826
Charges for Current Services						
General Government	10,129,767	9,912,689	9,867,679	3,510,042	9,500	3,519,542
Planning	3,128,626	3,503,025	4,358,724	0	0	0
Public Safety	7,348,942	8,944,425	9,842,025	7,876,446	1,518,168	9,394,614
Highways/Streets/Sanitation	573,867	247,792	286,311	1,576,261	0	1,576,261
Health	2,547,060	2,645,217	3,443,472	3,424,525	7,500	3,432,025
Recreation and Culture	9,893,827	8,682,696	9,090,478	9,597,620	89,045	9,686,665
Fines	12,025,344	11,218,759	11,550,420	11,665,925	0	11,665,925
Miscellaneous Revenue						
Sale of Property	2,121,519	2,107,475	3,119,242	3,212,161	40	3,212,201
Use of Money and Property	2,937,140	3,018,694	4,486,197	4,629,076	0	4,629,076
Recovery of Expenditures	4,390,505	1,764,705	1,870,010	1,138,601	0	1,138,601
Miscellaneous	311,957	11,452	224,481	224,586	0	224,586
Interfund Charges	4,524,972	4,777,238	4,983,094	4,427,769	0	4,427,769
TOTAL GENERAL FUND	$ 672,509,313	$ 671,409,061	$ 728,168,277	$ 713,752,773	$ 2,404,435	$ 716,157,208
OTHER FUNDS						
Advanced Transportation District	$ 4,558,073	$ 10,183,063	$ 9,494,875	$ 9,802,543	$ 0	$ 9,802,543
Animal Care	N/A	4,871,988	4,889,938	6,051,308	0	6,051,308
Aviation	46,047,077	50,666,092	51,237,123	52,777,809	1,177,151	53,954,960
Better Jobs	65,409	82,190	80,120	86,800	0	86,800
Bexar County Rabies Control	236,413	N/A	N/A	N/A	0	N/A
Capital Improvements Reserve	0	0	0	0	0	0
Child Safety	1,982,661	1,903,753	1,934,376	1,953,719	0	1,953,719
Community & Visitor Facilities	29,031,343	30,419,876	31,728,683	31,837,640	90,625	31,928,265
Confiscated Property	1,729,512	2,439,539	1,400,720	1,708,024	0	1,708,024
Convention and Visitors Bureau	14,408,244	15,353,707	15,348,121	16,703,689	0	16,703,689
Cultural Affairs	3,366,949	4,536,184	4,537,632	6,712,090	0	6,712,090
Development Services & Planning	N/A	N/A	N/A	31,050,897	0	31,050,897
Emergency Medical Services	44,038,470	46,668,178	46,435,863	49,801,012	0	49,801,012
Environmental Services	53,233,443	60,446,936	60,093,778	70,900,215	7,824,576	78,724,791
Equipment Renewal & Replacement	17,646,617	19,182,928	19,142,474	23,277,227	0	23,277,227
Facility Services	9,826,773	9,509,259	10,043,054	9,603,883	0	9,603,883
Facility Services Improvement & Contingency	543,740	507,340	509,830	6,365,482	6,625	6,372,107
Golf	6,118,846	6,489,416	6,433,075	6,467,722	136,501	6,604,223
Hotel/Motel 2%	11,527,214	11,737,356	12,699,850	13,530,391	0	13,530,391
Hotel Occupancy Tax	40,556,493	42,337,570	45,859,590	47,663,360	0	47,663,360
Information Technology Services	32,530,174	36,541,243	35,456,975	35,532,816	0	35,532,816
International Center	1,208,792	1,168,123	1,268,040	1,298,812	0	1,298,812
Municipal Courts Security	N/A	401,681	390,453	394,358	0	394,358
Municipal Courts Technology	N/A	532,475	516,188	521,350	0	521,350
Parking	11,538,057	10,032,717	10,259,294	9,813,897	0	9,813,897
Parks Development and Expansion - 2000 Venue F	514,559	490,840	327,860	156,315	0	156,315
Parks Development and Expansion - 2005 Venue F	N/A	20,466,117	21,870,821	29,277,918	0	29,277,918
Passenger Facility Charge	9,251,884	9,716,991	10,614,744	11,052,856	0	11,052,856
Public Health Support	2,750,785	2,603,745	2,393,028	2,735,297	92,765	2,828,062
Purchasing & General Services	27,214,135	27,419,836	30,605,436	31,057,614	2,774,905	33,832,519
Recreation Athletic	460,207	408,220	453,040	461,475	39,180	500,655
San Jose Burial	278,552	260,490	363,725	229,447	139,893	369,340
Self Insurance	109,997,930	116,630,022	116,917,335	131,778,659	0	131,778,659
South Texas Business	502,735	564,773	604,467	601,211	0	601,211
Starbright Industrial Development Corporation	N/A	569,054	846,239	1,662,867	0	1,662,867
Stormwater	26,430,493	27,356,440	28,090,609	27,907,769	1,407,709	29,315,478
Stormwater Regional Facilities	5,999,803	4,542,230	6,497,422	5,321,562	0	5,321,562
Streets Maintenance & Improvement	39,144,159	45,759,162	45,964,023	59,997,364	0	59,997,364
Streets Right of Way	1,306,842	1,090,590	1,213,680	1,139,472	0	1,139,472
Tax Increment Financing	420,146	477,875	387,136	530,971	0	530,971
Tree Mitigation	611,444	618,888	620,448	574,985	0	574,985
Visitor Information Center & City Store	537,083	535,000	465,300	471,700	0	471,700
Westside Development Corporation	N/A	600,000	600,000	0	0	0
TOTAL OTHER FUNDS	$ 555,615,057	$ 626,121,887	$ 638,595,365	$ 738,812,526	$ 13,609,930	$ 752,502,156
TOTAL ALL FUNDS	$ 1,228,124,370	$ 1,297,530,948	$ 1,366,763,642	$ 1,452,565,299	$ 16,094,365	$ 1,468,659,664

FY 2006-2007 ALL FUNDS
BUDGET SUMMARY

ORGANIZATIONS	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
Departmental Appropriations						
Alamodome	$	$	$	8,627,176	$	$
Animal Care Services				6,051,308		
Asset Management	1,418,549			986,052	1,914,773	
Aviation			675,718		22,423,740	
City Attorney	6,194,635	303,165				
City Auditor	2,625,176					
City Clerk	2,049,399					
City Manager	2,328,954					
Code Compliance	0	164,312				
Communications & Public Affair	875,987					
Community Initiatives	19,461,584	197,188	111,510,515			
Contract Services	1,372,284					
Convention Facilities				20,780,227		
Convention & Visitors Bureau				16,541,370		
Cultural Affairs			154,920	1,415,667		
Customer Service & 311 System	3,517,529					
Development Services	0			21,038,312		
Downtown Operations	7,102,442					
Economic Development	2,079,644	76,176	455,852	839,875		
Environmental Services						
Finance	8,766,725	63,687		1,662,867		
Fire	133,390,053		3,588,647	49,801,012		
Health	16,279,786		28,566,111	1,310,802		
Housing and Community Development		1,181,521				
Human Resources	3,351,076					
Information Technology Services						
Intergovernmental Relations	1,183,252					
International Affairs	565,051			995,318		
Library	24,981,185		1,615,326			
Management & Budget	1,527,609					
Mayor & Council	3,979,815					
Municipal Courts	12,354,223			774,000		
Municipal Elections	1,200,000					
Neighborhood Services	9,461,519	1,518,746	350,000	341,731		
Non-Departmental/Non-Operating	50,323,524			1,391,604	12,168,725	
Parks & Recreation	52,759,643		935,446	7,634,782		470,364
Planning	0			3,346,044		
Police	264,553,885		7,286,886	3,807,950		
Public Utilities Office	0					
Public Works	18,494,790	20,363		56,576,575	7,305,575	
Purchasing & General Services						
Self Insurance						
Contribution to Other Agencies	8,254,450	13,182,672		5,291,937		
One-Time Projects	6,369,998					
Debt Service					117,752,773	
Total Net Appropriations	*$ 666,822,767*	*$ 21,707,810*	*$ 155,139,421*	*$ 209,216,949*	*$ 161,565,586*	*$ 470,364*
Transfers	*$ 122,845,796*	*$ 0*	*$ 0*	*$ 199,127,184*	*$ 0*	*$ 36,051*
TOTAL APPROPRIATIONS	**$ 789,668,563**	**$ 21,707,810**	**$ 155,139,421**	**$ 408,344,133**	**$ 161,565,586**	**$ 506,415**

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL	INTERNAL SERVICE FUNDS	ORGANIZATIONS
					Departmental Appropriations
$	$ 8,627,176	$ 2,883,000	$ 11,510,176	$	Alamodome
	6,051,308		6,051,308		Animal Care Services
6,103,947	10,423,321	5,002,000	15,425,321	9,284,212	Asset Management
33,283,197	56,382,655	151,360,000	207,742,655		Aviation
	6,497,800		6,497,800		City Attorney
	2,625,176		2,625,176		City Auditor
	2,049,399		2,049,399		City Clerk
	2,328,954		2,328,954		City Manager
	164,312		164,312		Code Compliance
	875,987		875,987		Communications & Public Affair
	131,169,267	2,348,000	133,517,267		Community Initiatives
	1,372,284		1,372,284		Contract Services
	20,780,227	13,140,000	33,920,227		Convention Facilities
	16,541,370		16,541,370		Convention & Visitors Bureau
	1,572,927		1,572,927		Cultural Affairs
	3,517,529		3,517,529		Customer Service & 311 System
	21,038,312		21,038,312		Development Services
	7,102,442		7,102,442		Downtown Operations
	3,451,547	3,323,000	6,774,547		Economic Development
70,608,224	70,608,224	1,200,000	71,808,224		Environmental Services
	10,493,279		10,493,279		Finance
	186,779,712	19,720,000	206,499,712		Fire
	46,156,699	3,695,000	49,851,699		Health
	1,181,521		1,181,521		Housing and Community Development
	3,351,076		3,351,076		Human Resources
	0		0	36,145,816	Information Technology Services
	1,183,252		1,183,252		Intergovernmental Relations
	1,560,369		1,560,369		International Affairs
	26,596,511	6,792,000	33,388,511		Library
	1,527,609		1,527,609		Management & Budget
	3,979,815		3,979,815		Mayor & Council
	13,128,223		13,128,223		Municipal Courts
	1,200,000		1,200,000		Municipal Elections
	11,671,996		11,671,996		Neighborhood Services
	63,883,853		63,883,853		Non-Departmental/Non-Operating
	61,800,235	109,530,000	171,330,235		Parks & Recreation
	3,346,044	15,185,000	18,531,044		Planning
	275,648,721	4,199,000	279,847,721		Police
	0		0		Public Utilities Office
	82,397,303	163,713,000	246,110,303		Public Works
	0		0	53,537,379	Purchasing & General Services
	0		0	118,433,848	Self Insurance
	31,729,059		31,729,059		Contribution to Other Agencies
	6,369,998		6,369,998		One-Time Projects
	117,752,773		117,752,773		Debt Service
$ 109,995,368	*$ 1,324,918,265*	*$ 502,090,000*	*$ 1,827,008,265*	*$ 217,401,255*	*Total Net Appropriations*
$ 37,761,735	$ 359,770,766	*$ 0*	$ 359,770,766	*$ 5,772,478*	*Transfers*
$ 147,757,103	**$ 1,684,689,031**	**$ 502,090,000**	**$ 2,186,779,031**	**$ 223,173,733**	**TOTAL APPROPRIATIONS**

ADOPTED ANNUAL BUDGET FY 2006-2007
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	$ 122,472,002	$ 82,941,643	$ 118,343,633
REVENUES			
Property Tax	$ 205,235,191	$ 0	$ 118,205,353
Sales Tax	180,804,665	32,676,581	0
Other Tax	30,921,186	60,605,700	0
Licenses and Permits	6,261,555	0	0
Intergovernmental	3,382,826	2,700,043	0
CPS Energy	227,039,000	0	0
San Antonio Water System	8,515,797	0	0
Charges for Services	28,698,830	107,461,659	0
Fines & Forfeits	11,665,925	1,381,160	0
Miscellaneous	13,632,233	9,741,030	9,193,146
Grants	0	0	0
Subtotal Revenues	*$ 716,157,208*	*$ 214,566,173*	*$ 127,398,499*
Transfers from other funds	*$ 22,883,253*	*$ 143,623,228*	*$ 41,858,510*
TOTAL REVENUES	**$ 739,040,461**	**$ 358,189,401**	**$ 169,257,009**
TOTAL AVAILABLE FUNDS	**$ 861,512,463**	**$ 441,131,044**	**$ 287,600,642**
APPROPRIATIONS			
Administrative & Operational Excellence	$ 74,118,931	$ 0	$ 0
Convention, Tourism & Culture	646,746	55,045,639	0
Economic Development	15,625,746	6,525,475	0
Environmental	0	842,198	0
Health & Human Services	68,570,727	7,362,110	0
Neighborhood Services	9,461,519	651,094	0
Parks & Recreation	46,844,217	7,634,782	0
Public Safety	432,281,363	74,579,076	0
Streets & Infrastructure	19,273,518	56,576,575	0
Debt Service	0	0	161,565,586
Subtotal Appropriations	*$ 666,822,767*	*$ 209,216,949*	*$ 161,565,586*
Transfers to other funds	*$ 122,845,796*	*$ 199,127,184*	*$ 0*
TOTAL APPROPRIATIONS	**$ 789,668,563**	**$ 408,344,133**	**$ 161,565,586**
GROSS ENDING FUND BALANCE	**$ 71,843,900**	**$ 32,786,911**	**$ 126,035,056**

ADOPTED ANNUAL BUDGET FY 2006-2007
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

PROPRIETARY FUND TYPES ENTERPRISE	FIDUCIARY FUND TYPES TRUST AND AGENCY	CATEGORICAL GRANTS	TOTAL ALL FUNDS FY 2006-2007	
$ 7,195,895	$ 340,491	$ 0	$ 331,293,664	**BEGINNING BALANCE**
				REVENUES
$ 0	$ 0	$ 0	$ 323,440,544	Property Tax
0	0	0	213,481,246	Sales Tax
0	0	0	91,526,886	Other Tax
0	0	0	6,261,555	Licenses and Permits
100,000	0	0	6,182,869	Intergovernmental
0	0	0	227,039,000	CPS Energy
0	0	0	8,515,797	San Antonio Water System
142,283,958	276,700	0	278,721,147	Charges for Services
0	0	0	13,047,085	Fines & Forfeits
1,157,031	92,640	0	33,816,080	Miscellaneous
0	0	176,847,231	176,847,231	Grants
$ 143,540,989	*$ 369,340*	*$ 176,847,231*	*$ 1,378,879,440*	*Subtotal Revenues*
$ 10,005,515	*$ 0*	*$ 0*	*$ 218,370,506*	*Transfers from other funds*
$ 153,546,504	**$ 369,340**	**$ 176,847,231**	**$ 1,597,249,946**	**TOTAL REVENUES**
$ 160,742,399	**$ 709,831**	**$ 176,847,231**	**$ 1,928,543,610**	**TOTAL AVAILABLE FUNDS**
				APPROPRIATIONS
$ 0	$ 0	$ 0	$ 74,118,931	Administrative & Operational Excellence
0	470,364	404,920	56,567,669	Convention, Tourism & Culture
31,848,539	0	455,852	54,455,612	Economic Development
70,608,224	0	0	71,450,422	Environmental
0	0	163,499,762	239,432,599	Health & Human Services
0	0	0	10,112,613	Neighborhood Services
0	0	935,446	55,414,445	Parks & Recreation
7,538,605	0	11,551,251	525,950,295	Public Safety
0	0	0	75,850,093	Streets & Infrastructure
0	0	0	161,565,586	Debt Service
$ 109,995,368	*$ 470,364*	*$ 176,847,231*	*$ 1,324,918,265*	*Subtotal Appropriations*
$ 37,761,735	*$ 36,051*	*$ 0*	*$ 359,770,766*	*Transfers to other funds*
$ 147,757,103	**$ 506,415**	**$ 176,847,231**	**$ 1,684,689,031**	**TOTAL APPROPRIATIONS**
$ 12,985,296	**$ 203,416**	**$ 0**	**$ 243,854,579**	**GROSS ENDING FUND BALANCE**

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	CURRENT SERVICE FY 2006-2007
DEPARTMENTAL APPROPRIATIONS				
Asset Management	$ 1,143,029	$ 1,389,059	$ 1,295,380	$ 1,418,549
City Attorney	5,109,064	5,832,861	5,573,882	6,194,635
City Auditor	2,303,996	3,156,814	2,323,728	2,937,232
City Clerk	1,467,547	1,707,154	1,729,288	1,771,308
City Manager	1,712,156	2,100,324	2,043,559	2,328,954
Code Compliance	6,497,494	7,084,451	6,922,236	0
Communication & Public Affairs		1,018,151	1,017,330	883,239
Community Initiatives	11,503,064	12,683,873	12,683,677	13,267,930
Contract Services	1,156,255	1,295,688	1,170,456	1,372,284
Customer Service & 311 System	3,052,654	3,600,867	3,288,465	3,517,529
Development Services	13,681,548	14,487,964	14,855,445	0
Downtown Operations				
Economic Development	1,999,869	2,008,538	1,979,727	2,029,644
Finance	7,173,303	7,125,722	7,123,260	8,766,725
Fire	123,340,443	125,441,298	131,272,013	131,074,329
Health	16,808,405	15,529,984	15,523,705	16,375,002
Human Resources	2,541,212	2,980,897	2,980,528	3,185,866
Intergovernmental Relations	1,334,602	944,980	792,743	1,010,909
International Affairs	394,556	562,274	562,183	540,051
Library	20,416,210	23,088,460	23,010,124	24,119,200
Management & Budget	1,237,008	1,351,945	1,351,554	1,527,609
Mayor and Council	3,390,727	3,876,875	3,643,051	3,891,001
Municipal Courts	11,416,256	11,329,525	11,267,778	12,279,624
Municipal Elections	1,126,507	559,640	317,646	1,200,000
Neighborhood Services	1,411,324	1,456,948	1,455,941	8,896,002
Parks and Recreation	50,485,776	56,433,252	56,064,300	60,593,104
Planning	2,656,637	2,737,613	2,737,267	0
Police	245,178,009	259,166,966	257,915,352	260,122,485
Public Utilities Office	530,991	788,716	788,652	0
Public Works	15,564,113	17,694,847	17,694,677	18,723,030
Agencies	6,953,356	9,140,377	8,040,377	6,463,450
Non-Departmental/Non-Operating	23,490,705	39,162,984	32,802,870	50,336,419
One-Time Projects	3,658,936	6,034,823	6,034,823	2,609,998
Transfers				
Emergency Medical Services	30,676,802	33,398,242	31,651,524	34,011,486
Streets Maintenance & Improvement	34,411,630	40,354,857	40,225,407	51,426,552
Other Transfers	8,867,258	13,527,920	14,284,837	18,445,917
TOTAL APPROPRIATIONS	**$ 662,691,442**	**$ 729,054,889**	**$ 722,423,785**	**$ 751,300,063**
TOTAL AVAILABLE FUNDS	**$ 761,399,944**	**$ 765,800,468**	**$ 844,895,787**	**$ 859,041,696**
GROSS ENDING BALANCE	**$ 98,708,502**	**$ 36,745,579**	**$ 122,472,002**	**$ 107,741,633**
RESERVE FOR HURRICANE DISASTER RELIEF/MAIN PLAZA IN FY 2007	**$**	**$ 508,286**	**$ 360,160**	**$ 350,000**
CONTINGENCY RESERVE	**$**	**$**	**$**	**$**
RESERVE FOR 50 ADDITIONAL OFFICERS IN FY 2008	**$**	**$**	**$**	**$**
STABILIZATION RESERVE	**$**	**$**	**$**	**$**
EMERGENCY RESERVE	**$ 23,168,000**	**$ 28,168,000**	**$ 28,168,000**	**$ 28,168,000**
ENDING BALANCE (FY 2008 RESERVE)	**$ 75540,502**	**$ 8,069,293**	**$ 93,943,842**	**$ 79,223,633**

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

REDIRECTION/REDUX FY 2006-2007	IMPROVEMENTS FY 2006-2007	MANDATES FY 2006-2007	TOTAL PROG. CHANGES	ADOPTED FY 2006-2007	
					DEPARTMENTAL APPROPRIATIONS
$	$	$	0	$ 1,418,549	Asset Management
			0	6,194,635	City Attorney
(312,056)			(312,056)	2,625,176	City Auditor
	278,091		278,091	2,049,399	City Clerk
			0	2,328,954	City Manager
			0	0	Code Compliance
(54,752)	67,500		12,748	875,987	Communication & Public Affairs
2,816,753	3,005,000	371,901	6,193,654	19,461,584	Community Initiatives
			0	1,372,284	Contract Services
			0	3,517,529	Customer Service & 311 System
			0	0	Development Services
6,654,041	448,401		7,102,442	7,102,442	Downtown Operations
	50,000		50,000	2,079,644	Economic Development
			0	8,766,725	Finance
(48,500)	2,021,044	343,180	2,315,724	133,390,053	Fire
(707,396)	454,410	157,770	(95,216)	16,279,786	Health
	165,210		165,210	3,351,076	Human Resources
		172,343	172,343	1,183,252	Intergovernmental Relations
	25,000		25,000	565,051	International Affairs
(283,506)	1,100,000	45,491	861,985	24,981,185	Library
			0	1,527,609	Management & Budget
	88,814		88,814	3,979,815	Mayor and Council
		74,599	74,599	12,354,223	Municipal Courts
			0	1,200,000	Municipal Elections
(173,943)	724,046	15,414	565,517	9,461,519	Neighborhood Services
(10,369,663)	401,599	2,134,603	(7,833,461)	52,759,643	Parks and Recreation
			0	0	Planning
(171,328)	3,807,345	795,383	4,431,400	264,553,885	Police
			0	0	Public Utilities Office
(302,495)	66,332	7,923	(228,240)	18,494,790	Public Works
	1,791,000		1,791,000	8,254,450	Agencies
(200,431)	50,000	137,536	(12,895)	50,323,524	Non-Departmental/Non-Operating
	3,760,000		3,760,000	6,369,998	One-Time Projects
					Transfers
	636,045	101,351	737,396	34,748,882	Emergency Medical Services
(1,324,269)	8,000,000	29,759	6,705,490	58,132,042	Streets Maintenance & Improvement
(50,953)	11,277,373	292,535	11,518,955	29,964,872	Other Transfers
(4,528,498)	$ 38,217,210	$ 4,679,788	$ 38,368,500	$ 789,668,563	**TOTAL APPROPRIATIONS**
				$ 861,512,463	**TOTAL AVAILABLE FUNDS**
				$ 71,843,900	**GROSS ENDING BALANCE**
			0	$ 350,000	**RESERVE FOR HURRICANE DISASTER RELIEF/MAIN PLAZA IN FY 2007**
	$ 1,000,000	$	$ 1,000,000	$ 1,000,000	**CONTINGENCY RESERVE**
	$ 2,400,000	$	$ 2,400,000	$ 2,400,000	**RESERVE FOR 50 ADDITIONAL OFFICERS IN FY 2008**
	$ 15,000,000	$	$ 15,000,000	$ 15,000,000	**STABILIZATION RESERVE**
	$ 4,000,000	$	$ 4,000,000	$ 32,168,000	**EMERGENCY RESERVE**
				$ 20,925,900	**ENDING BALANCE (FY 2008 RESERVE)**

CITY OF SAN ANTONIO
TEXAS
BERTATIS CUNABULA

Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 84,403,083	$ 75,704,588	$ 98,708,502	$ 122,472,002
Adjustment for Reserve	117,597,669	0	0	0
Net Balance	$ 66,805,414	$ 75,704,588	$ 98,708,502	$ 122,472,002
REVENUES				
City Sales Tax	$ 162,786,126	$ 165,774,207	$ 173,434,500	$ 180,804,665
Liquor by the Drink Tax	4,473,348	4,557,290	4,892,592	5,168,023
Current Property Tax	167,146,962	178,839,517	178,372,343	200,514,728
Delinquent Property Tax	4,081,915	2,245,206	2,643,888	2,736,425
Annexation		338,456	0	1,089,723
Penalty and Interest on Delinquent Taxes	2,268,326	1,740,600	1,916,945	1,984,038
Business and Franchise Tax	26,273,566	24,591,266	26,681,725	25,753,163
Licenses and Permits	20,715,743	20,091,272	21,852,285	6,261,555
CPS Energy	213,384,307	197,201,946	234,809,000	219,744,000
Additional CPS Energy Transfer	0	8,438,363	8,438,363	7,295,000
San Antonio Water System	8,390,366	7,544,099	9,710,136	8,515,797
Other Agencies	3,055,128	3,212,672	3,294,367	3,382,826
Charges for Current Services				
General Government	10,129,767	9,912,689	9,867,679	3,519,542
Planning	3,128,626	3,503,025	4,358,724	0
Public Safety	7,348,942	8,944,425	8,842,025	9,394,614
Highways/Streets/Sanitation	573,867	247,792	286,311	1,576,261
Health	2,547,060	2,645,217	3,443,472	3,432,025
Recreation and Culture	9,893,827	8,682,696	9,090,478	9,686,665
Fines	12,025,344	11,218,759	11,550,420	11,665,925
Miscellaneous Revenue				
Sale of Property	2,121,519	2,107,475	3,119,242	3,212,201
Use of Money and Property	2,937,140	3,018,694	4,486,197	4,629,076
Recovery of Expenditures	4,390,505	1,764,705	1,870,010	1,138,601
Miscellaneous	311,957	11,452	224,481	224,586
Interfund Charges	4,524,972	4,777,238	4,983,094	4,427,769
TOTAL REVENUE	$ 672,509,313	$ 671,409,061	$ 728,168,277	$ 716,157,208
TRANSFERS FROM OTHER FUNDS	$ 22,085,217	$ 18,686,819	$ 18,019,008	$ 22,883,253
TOTAL REVENUE AND TRANSFERS	$ 694,594,530	$ 690,095,880	$ 746,187,285	$ 739,040,461
TOTAL AVAILABLE FUNDS	$ 761,399,944	$ 765,800,468	$ 844,895,787	$ 861,512,463

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
APPROPRIATIONS				
Departmental Appropriations:				
Asset Management	$ 1,143,029	$ 1,389,059	$ 1,295,380	$ 1,418,549
City Attorney	5,109,064	5,832,861	5,573,882	6,194,635
City Auditor	2,303,996	3,156,814	2,323,728	2,625,176
City Clerk	1,467,547	1,707,154	1,729,288	2,049,399
City Manager	1,712,156	2,100,324	2,043,559	2,328,954
Code Compliance	6,497,494	7,084,451	6,922,236	0
Communications & Public Affairs	0	1,018,151	1,017,330	875,987
Community Initiatives	11,503,064	12,683,873	12,683,677	19,461,584
Contract Services	1,156,255	1,295,688	1,170,456	1,372,284
Customer Service & 311 System	3,052,654	3,600,867	3,288,465	3,517,529
Development Services	13,681,548	14,487,964	14,855,445	0
Downtown Operations	0	0	0	7,102,442
Economic Development	1,999,869	2,008,538	1,979,727	2,079,644
Finance	7,173,303	7,125,722	7,123,260	8,766,725
Fire	123,340,443	125,441,298	131,272,013	133,390,053
Health	16,808,405	15,529,984	15,523,705	16,279,786
Human Resources	2,541,212	2,980,897	2,980,528	3,351,076
Intergovernmental Relations	1,334,602	944,980	792,743	1,183,252
International Affairs	394,556	562,274	562,183	565,051
Library	20,416,210	23,088,460	23,010,124	24,981,185
Management & Budget	1,237,008	1,351,945	1,351,554	1,527,609
Mayor and Council	3,390,727	3,876,875	3,643,051	3,979,815
Municipal Courts	11,416,256	11,329,525	11,267,778	12,354,223
Municipal Elections	1,126,507	559,640	317,646	1,200,000
Neighborhood Services	1,411,324	1,456,948	1,455,941	9,461,519
Parks and Recreation	50,485,776	56,433,252	56,064,300	52,759,643
Planning	2,656,637	2,737,613	2,737,267	0
Police	245,178,009	259,166,966	257,915,352	264,553,885
Public Utilities Office	530,991	788,716	788,652	0
Public Works	15,564,113	17,694,847	17,694,677	18,494,790
Agencies	6,953,356	9,140,377	8,040,377	8,254,450
Non-Departmental/Non-Operating	23,490,705	39,162,984	32,802,870	50,323,524
One-Time Projects	3,658,936	6,034,823	6,034,823	6,369,998
Transfers				
Emergency Medical Services	30,676,802	33,398,242	31,651,524	34,748,882
Street Maintenance	34,411,630	40,354,857	40,225,407	58,132,042
Other Transfers	8,867,258	13,527,920	14,284,837	29,964,872
Total Appropriations	**$ 662,691,442**	**$ 729,054,889**	**$ 722,423,785**	**$ 789,668,563**
TOTAL AVAILABLE FUNDS	**$ 761,399,944**	**$ 765,800,468**	**$ 844,895,787**	**$ 861,512,463**
GROSS ENDING BALANCE	**$ 98,708,502**	**$ 36,745,579**	**$ 122,472,002**	**$ 71,843,900**
RESERVE FOR:				
Hurricane Disaster Relief - Non-Reimbursables / Main Plaza FY 2007 Construction	**$ 0**	**$ 508,286**	**$ 360,160**	**$ 350,000**
Contingency	**$ 0**	**$ 0**	**$ 0**	**$ 1,000,000**
50 Additional Officers in FY 2008	**$ 0**	**$ 0**	**$ 0**	**$ 2,400,000**
Stabilization Fund	**$ 0**	**$ 0**	**$ 0**	**$ 15,000,000**
Emergency Reserve Fund	**$ 23,168,000**	**$ 28,168,000**	**$ 28,168,000**	**$ 32,168,000**
ENDING BALANCE	**$ 75,540,502**	**$ 8,069,293**	**$ 93,943,842**	**$ 20,925,900**

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 are 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.

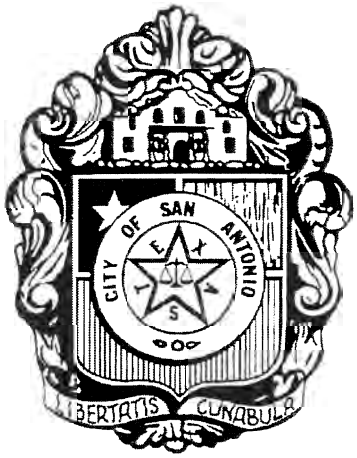
	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
ASSESSED VALUATION				
Real Property	$ 44,951,945,224	$ 49,622,825,692	$ 49,534,740,900	$ 57,112,720,467
Mobile Homes	0	96,339,510	0	0
Personal Property	6,872,262,985	7,114,105,529	7,170,383,327	7,752,907,887
Sub-Total	$ **51,824,208,209**	$ **56,833,270,731**	$ **56,705,124,227**	$ **64,865,628,354**
Less Exemptions				
Over 65 Exemptions	$ 3,817,600,447	$ 3,773,286,270	$ 3,899,127,459	$ 3,981,731,706
Over 65 Pro-rated Exemptions	0	0	0	0
Disabled Veterans Exemptions	174,102,776	173,753,074	179,553,214	182,931,190
Disabled Residence Homestead Exemptions	0	105,675,153	117,330,787	114,779,485
Historic Property Exemptions	33,822,228	31,052,880	29,775,065	53,825,981
Historic Preservation Area Exemptions	2,905,902	0	0	0
Freeport Exemptions	270,308,370	331,699,380	332,875,270	386,629,190
Tax Abatement/Phase-In Exemptions	448,091,914	415,214,415	418,909,527	420,625,811
Residence Homestead 10% Limitations	131,060,193	213,045,090	193,936,288	624,297,897
Agricultural Productivity Loss	278,168,180	264,886,902	264,173,684	317,033,233
Pollution Control Property	0	5,675,890	5,675,890	9,903,790
Community Housing Development Organizations	689,895	8,994,535	650,530	43,061,736
Percentage Exemptions	0	0	45,198,763	32,507,475
Absolute Exemptions	150,616,496	1,283,584,345	1,298,803,670	1,907,134,529
Absolute Exemptions Prorated	34,867,188	3,850,652	26,757,350	13,583,919
TOTAL TAXABLE VALUE	$ **46,481,974,620**	$ **50,222,552,145**	$ **49,892,356,730**	$ **56,777,582,412**
TAX RATE/$100 VALUATION				
General Fund	0.36704	0.36704	0.36704	0.36704
G.O. Debt Service Fund	0.21150	0.21150	0.21150	0.21150
TOTAL TAX RATE	**0.57854**	**0.57854**	**0.57854**	**0.57854**
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	$ 268,916,816	$ 290,557,553	$ 288,647,241	$ 328,481,025
Less Delinquencies	4,267,880	7,263,939	6,350,239	8,212,026
Less TIRZ Projected Tax Increment	1,119,151	1,519,356	1,581,062	2,280,197
Less Over-65 & Disabled Tax Ceiling	0	0	0	2,088,800
CURRENT LEVY (NET)	$ **263,529,785**	$ **281,774,258**	$ **280,715,940**	$ **315,900,002**
PERCENT OF LEVY COLLECTED	98.41%	97.50%	97.80%	97.50%
DISTRIBUTION BY FUND				
General Fund	$ 167,149,962	$ 178,764,517	$ 178,093,094	$ 200,414,728
G.O. Debt Service Fund	96,379,823	103,009,741	102,622,846	115,485,274
CURRENT COLLECTIONS	$ **263,529,785**	$ **281,774,258**	$ **280,715,940**	$ **315,900,002**

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
DELINQUENT TAXES RECEIVABLE				
Real Property	$ 12,998,143	$ 13,129,437	$ 13,155,380	$ 13,565,800
Personal Property	11,950,067	12,070,775	12,094,620	12,578,400
TOTAL DELINQUENT TAXES RECEIVABLE	**$ 24,948,210**	**$ 25,200,212**	**$ 25,250,000**	**$ 26,144,200**
TAX RATE FOR DISTRIBUTION				
General Fund	$ 0.36704	$ 0.36704	$ 0.36704	$ 0.36704
G.O. Debt Service Fund	0.21150	0.21150	0.21150	0.21150
TOTAL TAX RATE	**$ 0.57854**	**$ 0.57854**	**$ 0.57854**	**$ 0.57854**
COLLECTIONS				
Real Property	$ 5,649,502	$ 3,352,546	$ 3,824,820	$ 3,958,690
Personal Property	544,577	300,261	342,560	354,550
ALCOA Tax Phase-In Recapture	430,944	0	0	0
TOTAL COLLECTIONS	**$ 6,625,023**	**$ 3,652,807**	**$ 4,167,380**	**$ 4,313,240**
PERCENT OF DELINQUENT TAXES COLLECTED	26.56%	14.50%	16.50%	16.50%
DISTRIBUTION BY FUND				
General Fund	$ 4,081,915	$ 2,245,206	$ 2,643,888	$ 2,736,426
G.O. Debt Service Fund	2,543,108	1,407,601	1,523,492	1,576,814
TOTAL DISTRIBUTION BY FUND	**$ 6,625,023**	**$ 3,652,807**	**$ 4,167,380**	**$ 4,313,240**


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Special Revenue Funds

SPECIAL REVENUE FUND
ADVANCED TRANSPORTATION DISTRICT FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 3,636,720	$ 4,087,151	$ 6,297,498
Net Balance	$ 0	$ 3,636,720	$ 4,087,151	$ 6,297,498
REVENUES				
Sales Tax Revenue	$ 4,545,631	$ 10,183,063	$ 9,494,875	$ 9,802,543
Interest on Time Deposits	12,442	0	0	0
Total Revenues & Transfers	$ 4,558,073	$ 10,183,063	$ 9,494,875	$ 9,802,543
TOTAL AVAILABLE FUNDS	$ 4,558,073	$ 13,819,783	$ 13,582,026	$ 16,100,041
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 0	$ 507,300	$ 458,328	$ 611,206
Contractual Services	470,922	36,289	167,350	38,158
Commodities	0	5,644	10,500	5,645
Self-Insurance/Other Expenditures	0	76,930	5,100	28,994
Capital Outlay	0	546,284	546,290	0
Subtotal Operating	$ 470,922	$ 1,172,447	$ 1,187,568	$ 684,003
Transfers To				
Capital Projects	$ 0	$ 12,451,928	$ 6,096,960	$ 12,183,200
Employee Benefits	0	0	0	2,536
Subtotal Transfers	$ 0	$ 12,451,928	$ 6,096,960	$ 12,185,736
TOTAL APPROPRIATIONS	$ 470,922	$ 13,624,375	$ 7,284,528	$ 12,869,739
GROSS ENDING BALANCE	$ 4,087,151	$ 195,408	$ 6,297,498	$ 3,230,302

SPECIAL REVENUE FUND
ANIMAL CARE SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 15,000
Net Balance	$ N/A	$ 0	$ 0	$ 15,000
REVENUES				
Animal Control Fees	$ N/A	$ 364,600	$ 436,194	$ 506,980
Contribution from Other Agencies	N/A	333,902	333,912	350,607
Transfer from General Fund	N/A	4,173,486	4,119,832	5,193,721
Total Revenues & Transfers	$ N/A	$ 4,871,988	$ 4,889,938	$ 6,051,308
TOTAL AVAILABLE FUNDS	$ N/A	$ 4,871,988	$ 4,889,938	$ 6,066,308
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ 3,539,359	$ 3,252,802	$ 3,922,901
Contractual Services	N/A	339,537	394,257	511,206
Commodities	N/A	315,442	507,265	476,947
Self-Insurance/Other Expenditures	N/A	647,817	680,045	868,752
Capital Outlay	N/A	33,600	40,569	271,502
Subtotal Operating	$ N/A	$ 4,875,755	$ 4,874,938	$ 6,051,308
TOTAL APPROPRIATIONS	$ N/A	$ 4,875,755	$ 4,874,938	$ 6,051,308
GROSS ENDING BALANCE	$ N/A	$ (3,767)	$ 15,000	$ 15,000

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,878,988	$ 2,435,458	$ 2,444,397	$ 2,024,517
Net Balance	$ 2,878,988	$ 2,435,458	$ 2,444,397	$ 2,024,517
REVENUES				
Interest on Time Deposits	$ 65,409	$ 82,190	$ 80,120	$ 86,800
Total Revenues & Transfers	$ 65,409	$ 82,190	$ 80,120	$ 86,800
TOTAL AVAILABLE FUNDS	$ 2,944,397	$ 2,517,648	$ 2,524,517	$ 2,111,317
APPROPRIATIONS				
Transfers To				
General Fund	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Streets	0	0	0	1,000,000
Subtotal Transfers	$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
TOTAL APPROPRIATIONS	$ 500,000	$ 500,000	$ 500,000	$ 1,500,000
GROSS ENDING BALANCE	$ 2,444,397	$ 2,017,648	$ 2,024,517	$ 611,317

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

Description:

The Rabies Control Fund was established to account for reimbursement by the County for rabies control in unincorporated Bexar County. This program is supervised by the City of San Antonio's Animal Care Division and is responsible for patrolling this area in order to impound stray dogs and injured and unwanted animals. All expenses of the project are paid by Bexar County. In FY 2005-2006, the Rabies Control Fund merged with the Animal Control Division of the Public Health Support Fund and the Animal Control Division of the General Fund to create the Animal Care Services Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (7,979)	$ N/A	$ N/A	$ N/A
Net Balance	$ (7,979)	$ N/A	$ N/A	$ N/A
REVENUES				
Contribution from Other Agencies	$ 236,413	$ N/A	$ N/A	$ N/A
Total Revenues & Transfers	$ 236,413	$ N/A	$ N/A	$ N/A
TOTAL AVAILABLE FUNDS	$ 228,434	$ N/A	$ N/A	$ N/A
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 188,559	$ N/A	$ N/A	$ N/A
Contractual Services	5,684	N/A	N/A	N/A
Commodities	4,411	N/A	N/A	N/A
Self-Insurance/Other Expenditures	29,780	N/A	N/A	N/A
Subtotal Operating	$ 228,434	$ N/A	$ N/A	$ N/A
TOTAL APPROPRIATIONS	$ 228,434	$ N/A	$ N/A	$ N/A
GROSS ENDING BALANCE	$ 0	$ N/A	$ N/A	$ N/A

SPECIAL REVENUE FUND
CAPITAL IMPROVEMENTS RESERVE FUND
SUMMARY OF ADOPTED BUDGET

Description:

In June 1982, the City established a Capital Improvements Reserve Fund to account for revenues dedicated to provide pay-as-you-go financing on a limited basis. Specific revenues include the sale of fixed assets, sale of surplus land, right-of-way, interest on time deposits, and a transfer from the Parking Operating Fund for Market Square improvements. This special revenue fund has improved the financial flexibility of capital projects and minimized the impact of project shortfalls on the operating budget. *Beginning FY 2006-2007, the Capital Improvement Reserve Fund will be incorporated within the Facility Services Improvement & Contingency Fund.*

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,257,258	$ 2,253,549	$ 1,651,517	$ 4,318,217
Adjustment for Reserve	101,608	0		0
Net Balance	$ 1,358,866	$ 2,253,549	$ 1,651,517	$ 4,318,217
REVENUES				
Sale of Surplus Land	$ 554,507	$ 250,000	$ 1,350,000	$ 0
Air Rights - Hyatt Convention Center	0	0	1,250,000	0
Sale of Fixed Assets	4,596	200	200	0
Interest on Time Deposits	97,130	91,180	182,940	0
Developer Street Lights	1,152,919	873,800	1,325,000	0
Other Revenues	6,911	7,300	7,820	0
Transfer from General Fund	700,000	0	0	0
Transfer from Parking Revenue Fund	100,000	100,000	100,000	0
Total Revenues & Transfers	$ 2,616,063	$ 1,315,480	$ 4,195,960	$ 0
	$ 3,974,929	$ 3,569,029	$ 5,847,477	$ 4,318,217
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	$ 5,764	$ 5,000	$ 2,560	$ 0
Survey on Land Sales	0	2,000	1,700	0
Subtotal Operating	$ 5,764	$ 7,000	$ 4,260	$ 0
Transfers To				
FIMP	$ 0	$ 0	$ 0	$ 0
Facility Services I & C Prior Years - FIMP	138,146	0	0	0
Reserve for Facilities Renovation	700,000	0	0	0
Market Square Parking Improvements	100,000	100,000	100,000	0
Traffic Signal Installation	610,367	510,000	875,000	0
Traffic Signal Maintenance	384,984	250,000	450,000	0
Environmental Contingency	85,289	100,000	100,000	0
Fire Capital Improvement	293,543	0	0	0
Westside YMCA	5,319	0	0	0
Facility Services I & C	0	0	0	4,318,217
Subtotal Transfers	$ 2,317,648	$ 960,000	$ 1,525,000	$ 4,318,217
TOTAL APPROPRIATIONS	$ 2,323,412	$ 967,000	$ 1,529,260	$ 4,318,217
GROSS ENDING BALANCE	$ 1,651,517	$ 2,602,029	$ 4,318,217	$ 0

SPECIAL REVENUE FUND
CHILD SAFETY FUND
SUMMARY OF ADOPTED BUDGET

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 114,468
Net Balance	$ 0	$ 0	$ 0	$ 114,468
REVENUES				
Parking Fines	$ 241,498	$ 247,488	$ 254,735	$ 257,282
Moving Violations	171,084	190,375	206,109	208,170
Bexar County - Vehicle Registration	1,555,562	1,465,890	1,473,532	1,488,267
Interest on Time Deposits	14,517	0	0	0
Total Revenues & Transfers	$ 1,982,661	$ 1,903,753	$ 1,934,376	$ 1,953,719
TOTAL AVAILABLE FUNDS	$ 1,982,661	$ 1,903,753	$ 1,934,376	$ 2,068,187
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 0	$ 1,328,813	$ 1,244,121	$ 1,515,469
Contractual Services	869	3,454	15,976	3,467
Commodities	0	33,049	19,340	33,049
Self-Insurance/Other Expenditures	143,471	45,595	47,629	423,813
Subtotal Operating	$ 144,340	$ 1,410,911	$ 1,327,066	$ 1,975,798
Transfers To				
General Fund	$ 1,838,321	$ 492,842	$ 492,842	$ 92,389
Subtotal Transfers	$ 1,838,321	$ 492,842	$ 492,842	$ 92,389
TOTAL APPROPRIATIONS	$ 1,982,661	$ 1,903,753	$ 1,819,908	$ 2,068,187
GROSS ENDING BALANCE	$ 0	$ 0	$ 114,468	$ 0

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

Description:

The Community and Visitor Facilities Fund was 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. *In FY 2006-2007, the Departments of Convention and Visitors Bureau and Cultural Affairs will separate from the Community and Visitor Facilities Fund, and each will be established as a separate fund.*

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Net Balance	$ 0	$ 0	$ 0	$ 0
REVENUES				
Alamodome				
Alamodome Rental	$ 1,305,708	$ 1,458,975	$ 2,010,252	$ 1,643,665
Facility Revenues	2,613,411	3,272,592	3,104,155	3,291,470
Reimbursable Expenses	633,215	990,129	1,238,107	912,420
Miscellaneous Revenue	221,917	116,997	235,148	151,884
Transfer from Wolff	53,783	0	0	0
Wolff Stadium				
Wolff Stadium Rental	223,283	199,560	192,734	201,170
Facility Revenues	430,982	418,130	444,916	412,109
Reimbursable Expenses	38,439	36,709	56,432	63,103
International Affairs				
Miscellaneous Revenue	8,299	4,000	5,000	5,800
Transfer from General Fund	338,764	349,912	352,309	354,307
Convention Facilities				
Convention Center Revenue	8,678,952	8,177,361	8,636,341	7,047,011
Municipal Auditorium Revenue	266,436	408,952	425,534	368,666
SAWS Property Lease Payment	0	200,000	0	0
Transfer from Other Funds	69,532	203,095	203,095	144,671
Transfer from Hotel Occupancy Tax	14,148,622	14,563,464	14,824,660	17,331,989
Total Revenues & Transfers	**$ 29,031,343**	**$ 30,419,876**	**$ 31,728,683**	**$ 31,928,265**
	$ 29,031,343	**$ 30,419,876**	**$ 31,728,683**	**$ 31,928,265**
APPROPRIATIONS				
Operating Expenses				
ALAMODOME				
Personal Services	$ 2,567,095	$ 2,586,188	$ 3,100,089	$ 2,690,042
Contractual Services	1,532,095	1,552,044	1,539,552	1,856,785
Commodities	206,487	171,859	293,519	172,159
Self-Insurance/Other Expenditures	3,842,687	3,117,808	3,334,394	3,201,155
Capital Outlay	2,555	0	918	0
Subtotal Operating	**$ 7,150,919**	**$ 7,427,899**	**$ 8,268,472**	**$ 7,920,141**
WOLFF STADIUM				
Personal Services	$ 236,029	$ 222,653	$ 241,541	$ 232,451
Contractual Services	135,817	160,617	143,960	163,536
Commodities	49,777	66,906	70,649	66,906
Self-Insurance/Other Expenditures	223,402	184,324	193,446	244,142
Capital Outlay	1,467	0	507	0
Subtotal Operating	**$ 646,492**	**$ 634,500**	**$ 650,103**	**$ 707,035**

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
CONVENTION FACILITIES				
Personal Services	$ 10,125,013	$ 10,071,760	$ 10,676,683	$ 10,963,166
Contractual Services	1,306,425	1,240,161	1,179,643	1,520,614
Commodities	545,986	543,335	548,767	566,935
Self-Insurance/Other Expenditures	6,973,072	7,522,734	7,575,833	7,455,908
Capital Outlay	126,847	0	0	273,604
Subtotal Operating	**$ 19,077,343**	**$ 19,377,990**	**$ 19,980,926**	**$ 20,780,227**
INTERNATIONAL AFFAIRS				
Personal Services	$ 478,576	$ 504,296	$ 500,633	$ 506,901
Contractual Services	320,834	350,411	349,286	350,174
Commodities	54,292	50,893	51,609	50,893
Self-Insurance/Other Expenditures	79,777	83,882	79,325	87,350
Capital Outlay	0	0	4,464	0
Subtotal Operating	**$ 933,479**	**$ 989,482**	**$ 985,317**	**$ 995,318**
NON-DEPARTMENTAL				
Personal Services	$ 137,557	$ 326,124	$ 347,367	$ 187,625
Contractual Services	625,966	1,263,971	1,095,413	976,286
Commodities	255	1,125	2,300	2,450
Self-Insurance/Other Expenditures	280,867	124,193	124,193	25,243
Capital Outlay	1,960	200,000	200,000	200,000
Subtotal Operating	**$ 1,046,605**	**$ 1,915,413**	**$ 1,769,273**	**$ 1,391,604**
TOTAL OPERATING EXPENSES				
Personal Services	*$ 13,544,270*	*$ 13,711,021*	*$ 14,866,313*	*$ 14,580,185*
Contractual Services	*3,921,137*	*4,567,204*	*4,307,854*	*4,867,395*
Commodities	*856,797*	*834,118*	*966,844*	*859,343*
Self-Insurance/Other Expenditures	*10,399,805*	*11,032,941*	*11,307,191*	*11,013,798*
Capital Outlay	*132,829*	*200,000*	*205,889*	*473,604*
Total Operating	***$ 28,854,838***	***$ 30,345,284***	***$ 31,654,091***	***$ 31,794,325***
Transfers To				
International Center	$ 74,592	$ 74,592	$ 74,592	$ 76,975
Alamodome	53,783	0	0	0
Renewal & Improvement	48,130	0	0	0
Employee Benefits	0	0	0	56,965
Subtotal Transfers	**$ 176,505**	**$ 74,592**	**$ 74,592**	**$ 133,940**
TOTAL APPROPRIATIONS	**$ 29,031,343**	**$ 30,419,876**	**$ 31,728,683**	**$ 31,928,265**
GROSS ENDING BALANCE	**$ 0**	**$ 0**	**$ 0**	**$ 0**

SPECIAL REVENUE FUND
CONFISCATED PROPERTY FUND
SUMMARY OF ADOPTED BUDGET

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,768,426	$ 3,001,498	$ 3,357,243	$ 2,230,654
Adjustment for Reserve	547,148	0	0	0
Net Balance	$ 3,315,574	$ 3,001,498	$ 3,357,243	$ 2,230,654
REVENUES				
Car Sales	$ 105,081	$ 69,061	$ 73,280	$ 83,472
Other Sales	318,809	601,958	271,911	371,947
Confiscated Property	1,220,917	1,680,250	848,249	1,038,741
Interest on Time Deposits	84,705	88,270	207,280	213,864
Total Revenues & Transfers	$ 1,729,512	$ 2,439,539	$ 1,400,720	$ 1,708,024
TOTAL AVAILABLE FUNDS	$ 5,045,086	$ 5,441,037	$ 4,757,963	$ 3,938,678
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 152,690	$ 545,878	$ 322,354	$ 416,646
Contractual Services	494,259	1,509,243	491,174	630,942
Commodities	324,459	341,349	814,102	376,730
Self-Insurance/Other Expenditures	540,310	500,654	253,656	244,234
Capital Outlay	139,038	256,515	646,023	163,600
Subtotal Operating	$ 1,650,756	$ 3,153,639	$ 2,527,309	$ 1,832,152
Transfers To				
Regional Auto Crimes Team Grant Match	$ 37,087	$ 0	$ 0	$ 0
Subtotal Transfers	$ 37,087	$ 0	$ 0	$ 0
TOTAL APPROPRIATIONS	$ 1,687,843	$ 3,153,639	$ 2,527,309	$ 1,832,152
GROSS ENDING BALANCE	$ 3,357,243	$ 2,287,398	$ 2,230,654	$ 2,106,526

SPECIAL REVENUE FUND
CONVENTION AND VISITORS BUREAU FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2006 - 2007, the Convention and Visitors Bureau will be established as a fund, separating from the Community and Visitor Facilities Fund. The expenditures account for the marketing and promotion of San Antonio.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Net Balance	$ 0	$ 0	$ 0	$ 0
REVENUES				
Miscellaneous Revenue	$ 119,943	$ 269,000	$ 129,150	$ 139,500
Transfer from Hotel Occupancy Tax	14,288,301	15,084,707	15,218,971	16,564,189
Total Revenues & Transfers	$ 14,408,244	$ 15,353,707	$ 15,348,121	$ 16,703,689
TOTAL AVAILABLE FUNDS	$ 14,408,244	$ 15,353,707	$ 15,348,121	$ 16,703,689
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 4,323,100	$ 4,893,920	$ 4,774,302	$ 5,214,957
Contractual Services	8,699,582	9,026,106	9,122,938	9,042,959
Marketing Reserve	0	0	0	1,000,000
Commodities	225,879	167,965	166,390	143,965
Self-Insurance/Other Expenditures	497,872	624,688	639,988	564,701
Capital Outlay	45,783	0	3,475	56,000
Subtotal Operating	$ 13,792,216	$ 14,712,679	$ 14,707,093	$ 16,022,582
Transfers To				
International Center	$ 491,028	$ 491,028	$ 491,028	$ 506,721
Employee Benefits	0	0	0	24,386
Other Transfers	125,000	150,000	150,000	150,000
Subtotal Transfers	$ 616,028	$ 641,028	$ 641,028	$ 681,107
TOTAL APPROPRIATIONS	$ 14,408,244	$ 15,353,707	$ 15,348,121	$ 16,703,689
GROSS ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
CULTURAL AFFAIRS FUND
SUMMARY OF ADOPTED BUDGET

Description:

In FY 2006 - 2007, the Office of Cultural Affairs will be established as a fund, separating from the Community and Visitor Facilities Fund. The expenditures are generated from the leadership, resources and support for arts and cultural organizations and individual artists.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 0	$ 0	$ 0	$ 0
Net Balance	$ 0	$ 0	$ 0	$ 0
REVENUES				
Transfer from Hotel Occupancy Tax	$ 3,366,949	$ 4,536,184	$ 4,537,632	$ 6,712,090
Total Revenues & Transfers	$ 3,366,949	$ 4,536,184	$ 4,537,632	$ 6,712,090
TOTAL AVAILABLE FUNDS	$ 3,366,949	$ 4,536,184	$ 4,537,632	$ 6,712,090
APPROPRIATIONS				
Operating Expenses				
CULTURAL AFFAIRS				
Personal Services	$ 557,428	$ 665,654	$ 678,919	$ 702,634
Contractual Services	231,804	667,369	663,628	669,769
Commodities	7,297	12,546	14,251	12,546
Self-Insurance/Other Expenditures	35,950	42,029	32,248	33,058
Capital Outlay	510	0	0	0
Subtotal Operating	$ 832,989	$ 1,387,598	$ 1,389,046	$ 1,418,007
CONTRIBUTIONS TO CULTURAL AGENCIES	$ 2,533,960	$ 3,148,586	$ 3,148,586	$ 5,291,937
TOTAL OPERATING EXPENSES				
Personal Services	$ *557,428*	$ *665,654*	$ *678,919*	$ *702,634*
Contractual Services	*231,804*	*667,369*	*663,628*	*669,769*
Commodities	*7,297*	*12,546*	*14,251*	*12,546*
Self-Insurance/Other Expenditures	*2,569,910*	*3,190,615*	*3,180,834*	*5,324,995*
Capital Outlay	*510*	*0*	*0*	*0*
Total Operating	$ *3,366,949*	$ *4,536,184*	$ *4,537,632*	$ *6,709,944*
Transfers To				
Employee Benefits	$ 0	$ 0	$ 0	$ 2,146
Subtotal Transfers	$ 0	$ 0	$ 0	$ 2,146
TOTAL APPROPRIATIONS	$ 3,366,949	$ 4,536,184	$ 4,537,632	$ 6,712,090
GROSS ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
DEVELOPMENT & PLANNING SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description

The Development & Planning Services Fund will be established in FY 2006-2007 to account for all revenues and expenditures associated with the operation and maintenance of all City development service activities.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ N/A	$ N/A	$ 0
Net Balance	$ N/A	$ N/A	$ N/A	$ 0
REVENUES				
Development Services				
Building Permits	$ N/A	$ N/A	$ N/A	$ 16,869,487
Certificate of Occupancy	N/A	N/A	N/A	684,897
Licenses and Registration	N/A	N/A	N/A	283,065
Other Fees and Charges	N/A	N/A	N/A	1,044,529
Plan Review	N/A	N/A	N/A	4,298,560
Platting	N/A	N/A	N/A	3,621,635
Sign Permits	N/A	N/A	N/A	362,455
Tree Permits	N/A	N/A	N/A	980,000
Zoning	N/A	N/A	N/A	478,713
Interest on Time Deposits	N/A	N/A	N/A	39,307
Transfer from General Fund	N/A	N/A	N/A	1,115,348
Planning				
Historic Preservation	N/A	N/A	N/A	17,130
Other Planning Revenues	N/A	N/A	N/A	51,508
Fire				
Fire Prevention	N/A	N/A	N/A	1,204,263
Total Revenues & Transfers	$ N/A	$ N/A	$ N/A	$ 31,050,897
	$ N/A	$ N/A	$ N/A	$ 31,050,897
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	$ N/A	$ N/A	$ N/A	$ 14,367,104
Contractual Services	N/A	N/A	N/A	1,948,132
Commodities	N/A	N/A	N/A	324,153
Self-Insurance/Other Expenditures	N/A	N/A	N/A	2,892,725
Capital Outlay	N/A	N/A	N/A	664,000
Subtotal Operating	$ N/A	$ N/A	$ N/A	$ 20,196,114
PLANNING				
Personal Services	$ N/A	$ N/A	$ N/A	$ 2,562,545
Contractual Services	N/A	N/A	N/A	127,216
Commodities	N/A	N/A	N/A	49,194
Self-Insurance/Other Expenditures	N/A	N/A	N/A	591,689
Capital Outlay	N/A	N/A	N/A	15,400
Subtotal Operating	$ N/A	$ N/A	$ N/A	$ 3,346,044

SPECIAL REVENUE FUND
DEVELOPMENT & PLANNING SERVICES FUND
SUMMARY OF ADOPTED BUDGET
CONTINUATION

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
TOTAL OPERATING EXPENSES				
Personal Services	$ *N/A*	$ *N/A*	$ *N/A*	$ *16,929,649*
Contractual Services	*N/A*	*N/A*	*N/A*	*2,075,348*
Commodities	*N/A*	*N/A*	*N/A*	*373,347*
Self-Insurance/Other Expenditures	*N/A*	*N/A*	*N/A*	*3,484,414*
Capital Outlay	*N/A*	*N/A*	*N/A*	*679,400*
Total Operating	**$ *N/A***	**$ *N/A***	**$ *N/A***	**$ *23,542,158***
Transfers To				
General Fund-Indirect Cost DS	$ N/A	$ N/A	$ N/A	$ 691,219
General Fund-Indirect Cost Planning	N/A	N/A	N/A	196,381
General Fund-Hansen Software Debt	N/A	N/A	N/A	992,217
General Fund-Other	N/A	N/A	N/A	4,214,016
Aviation	N/A	N/A	N/A	5,515
Employee Benefits	N/A	N/A	N/A	61,647
Retired Employees Health Insurance	N/A	N/A	N/A	117,053
Subtotal Transfers	**$ N/A**	**$ N/A**	**$ N/A**	**$ 6,278,048**
TOTAL APPROPRIATIONS	**$ N/A**	**$ N/A**	**$ N/A**	**$ 29,820,206**
GROSS ENDING BALANCE	**$ N/A**	**$ N/A**	**$ N/A**	**$ 1,230,691**
RESERVE FOR STABILIZATION	**$ N/A**	**$ N/A**	**$ N/A**	**$ 1,000,000**
NET ENDING BALANCE	**$ N/A**	**$ N/A**	**$ N/A**	**$ 230,691**

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 612,616	$ 30,000	$ 1,012,952	$ 30,000
Adjustment for Reserve	(280,338)	0	0	0
Net Balance	$ 332,278	$ 30,000	$ 1,012,952	$ 30,000
REVENUES				
Ambulance Service Fee	$ 12,423,598	$ 12,648,759	$ 13,942,234	$ 14,457,745
EMS Records Search Fee	9,828	8,000	9,326	10,025
Other Revenue	143,463	1,232	153,952	1,431
Contribution from Other Agencies	454,663	476,945	543,827	582,929
Transfer from General Fund	30,676,802	33,398,242	31,651,524	34,748,882
Transfer from Equip & Renewal	330,116	135,000	135,000	0
Total Revenues & Transfers	$ 44,038,470	$ 46,668,178	$ 46,435,863	$ 49,801,012
TOTAL AVAILABLE FUNDS	$ 44,370,748	$ 46,698,178	$ 47,448,815	$ 49,831,012
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 34,924,202	$ 36,464,114	$ 37,346,734	$ 40,089,780
Contractual Services	1,699,558	1,935,062	1,735,087	1,876,318
Collection Expense	1,348,478	1,226,782	1,530,857	1,587,460
Commodities	942,582	1,031,796	913,662	996,585
Self-Insurance/Other Expenditures	4,308,436	5,248,992	5,107,027	5,117,250
Capital Outlay	134,540	785,448	785,448	133,619
Subtotal Operating	$ 43,357,796	$ 46,692,194	$ 47,418,815	$ 49,801,012
TOTAL APPROPRIATIONS	$ 43,357,796	$ 46,692,194	$ 47,418,815	$ 49,801,012
GROSS ENDING BALANCE	$ 1,012,952	$ 5,984	$ 30,000	$ 30,000

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (756,215)	$ (766,700)	$ (1,099,797)	$ (1,071,987)
Adjustment for Reserve	6,083	0	0	0
Net Balance	$ (750,132)	$ (766,700)	$ (1,099,797)	$ (1,071,987)
REVENUES				
Brackenridge Golf Course	$ 890,870	$ 1,008,712	$ 1,000,127	$ 928,577
Riverside Golf Course	755,193	798,347	774,706	798,596
Willow Springs Golf Course	1,013,538	1,143,070	1,057,035	1,099,481
Olmos Golf Course	1,078,842	1,040,686	1,101,225	1,105,087
Mission Del Lago Golf Course	700,435	705,770	694,704	722,812
Cedar Creek Golf Course	1,157,034	1,210,830	1,239,480	1,432,538
Polo Field Driving Range	11,583	8,776	10,611	18,897
San Pedro Driving Range/Par 3	357,367	423,449	392,067	398,524
Resident Golf Card	10	0	0	0
Miscellaneous	6,054	24,805	104,680	22,545
City Concession	147,920	124,971	58,440	77,166
Total Revenues & Transfers	$ **6,118,846**	$ **6,489,416**	$ **6,433,075**	$ **6,604,223**
TOTAL AVAILABLE FUNDS	$ **5,368,714**	$ **5,722,716**	$ **5,333,278**	$ **5,532,236**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,275,025	$ 3,542,302	$ 3,421,511	$ 3,553,268
Contractual Services	442,759	415,180	494,348	526,560
Commodities	741,066	753,768	700,762	593,768
Self-Insurance/Other Expenditures	1,609,061	1,509,118	1,522,366	1,737,073
Capital Outlay	48,295	0	13,904	0
Subtotal Operating	$ **6,116,206**	$ **6,220,368**	$ **6,152,891**	$ **6,410,669**
Transfers To				
General Fund-Indirect Cost	$ 350,000	$ 250,000	$ 250,000	$ 0
Retired Employees Health Insurance	2,305	2,374	2,374	2,445
Subtotal Transfers	$ **352,305**	$ **252,374**	$ **252,374**	$ **2,445**
TOTAL APPROPRIATIONS	$ **6,468,511**	$ **6,472,742**	$ **6,405,265**	$ **6,413,114**
GROSS ENDING BALANCE	$ (1,099,797)	$ (750,026)	$ (1,071,987)	$ (880,878)

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,489,231	$ 2,897,769	$ 3,469,961	$ 5,800,737
Net Balance	$ 1,489,231	$ 2,897,769	$ 3,469,961	$ 5,800,737
REVENUES				
Hotel Motel 2% Tax Collections	$ 11,450,785	$ 11,659,042	$ 12,639,100	$ 13,467,900
Interest on Time Deposits	47,272	61,920	28,250	27,860
Other	29,157	16,394	32,500	34,631
Total Revenues & Transfers	$ 11,527,214	$ 11,737,356	$ 12,699,850	$ 13,530,391
TOTAL AVAILABLE FUNDS	$ 13,016,445	$ 14,635,125	$ 16,169,811	$ 19,331,128
APPROPRIATIONS				
Operating Expenses				
Self-Insurance/Other Expenditures	$ 80,595	$ 0	$ 0	$ 0
Subtotal Operating	$ 80,595	$ 0	$ 0	$ 0
Transfers To				
Debt Service	$ 9,396,357	$ 10,249,606	$ 10,165,979	$ 10,935,122
Hotel Motel	69,532	203,095	203,095	144,671
Subtotal Transfers	$ 9,465,889	$ 10,452,701	$ 10,369,074	$ 11,079,793
TOTAL APPROPRIATIONS	$ 9,546,484	$ 10,452,701	$ 10,369,074	$ 11,079,793
GROSS ENDING BALANCE	$ 3,469,961	$ 4,182,424	$ 5,800,737	$ 8,251,335

SPECIAL REVENUE FUND
HOTEL OCCUPANCY TAX FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Hotel Occupancy Tax Fund captures revenues generated by the Hotel Occupancy Tax and supports tourism and convention activities through a transfer to the Community and Visitor Facilities Fund, Convention and Visitors Bureau Fund and Cultural Affairs Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,391,805	$ 2,975,775	$ 3,513,067	$ 5,266,137
Adjustment for Reserve	1,244,151	0	0	0
Net Balance	$ 3,635,956	$ 2,975,775	$ 3,513,067	$ 5,266,137
REVENUES				
Hotel-Motel Occupancy Tax	$ 40,206,795	$ 40,954,000	$ 44,236,800	$ 47,137,800
Interest on Time Deposits	349,698	283,570	522,790	525,560
Transfer from I & C	0	1,100,000	1,100,000	0
Total Revenues & Transfers	$ 40,556,493	$ 42,337,570	$ 45,859,590	$ 47,663,360
TOTAL AVAILABLE FUNDS	$ 44,192,449	$ 45,313,345	$ 49,372,657	$ 52,929,497
APPROPRIATIONS				
Transfers To				
General Fund-Indirect Cost	$ 1,425,397	$ 1,413,874	$ 1,413,874	$ 1,331,392
General Fund-Other	82,749	85,066	118,889	452,865
Support for History and Preservation	5,989,431	6,143,100	6,635,520	7,070,670
C.O. Debt Service	394,445	394,010	394,010	392,235
Retired Employees Health Insurance	136,787	140,891	140,891	145,118
Contractual Obligations	810,215	785,515	785,515	785,515
Public Improvement District	36,486	42,102	36,558	22,785
Renewal & Improvement	0	0	0	1,500,000
Community & Visitor Facilities Fund	14,148,622	14,563,464	14,824,660	17,275,024
Convention & Visitors Bureau Fund	14,288,301	15,084,707	15,218,971	16,539,803
Cultural Affairs Fund	3,366,949	4,536,184	4,537,632	5,401,340
Subtotal Transfers	$ 40,679,382	$ 43,188,913	$ 44,106,520	$ 50,916,747
TOTAL APPROPRIATIONS	$ 40,679,382	$ 43,188,913	$ 44,106,520	$ 50,916,747
GROSS ENDING BALANCE	$ 3,513,067	$ 2,124,432	$ 5,266,137	$ 2,012,750
RESERVE FOR STABILIZATION	$ 0	$ 0	$ 0	$ 400,000
RESTRICTED RESERVE	$ 0	$ 0	$ 0	$ 1,392,101
NET ENDING BALANCE	$ 3,513,067	$ 2,124,432	$ 5,266,137	$ 220,649

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 and common area maintenance of the facility.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 448,218	$ 63,066	$ 94,360	$ 83,362
Adjustment for Reserve	38,744	0	0	0
Net Balance	$ 486,962	$ 63,066	$ 94,360	$ 83,362
REVENUES				
Rental of Facility	$ 1,006,747	$ 977,621	$ 1,026,630	$ 1,035,282
Maintenance of Facility	187,175	176,892	232,100	253,060
Interest on Time Deposits	14,870	13,610	9,310	10,470
Total Revenues & Transfers	$ 1,208,792	$ 1,168,123	$ 1,268,040	$ 1,298,812
TOTAL AVAILABLE FUNDS	$ 1,695,754	$ 1,231,189	$ 1,362,400	$ 1,382,174
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 341,607	$ 388,611	$ 410,080	$ 405,737
Contractual Services	222,669	188,054	218,621	188,475
Commodities	29,788	27,719	44,360	27,719
Self-Insurance/Other Expenditures	224,823	284,523	283,701	364,121
Subtotal Operating	$ 818,887	$ 888,907	$ 956,762	$ 986,052
Transfers To				
General Fund-Indirect Cost	$ 27,375	$ 27,228	$ 27,228	$ 33,844
Public Improvement District	12,579	14,393	12,498	12,748
Improvement & Contingency	738,789	222,710	278,673	259,151
Retired Employees Health Insurance	3,764	3,877	3,877	3,993
Employee Benefits	0	0	0	1,756
Subtotal Transfers	$ 782,507	$ 268,208	$ 322,276	$ 311,492
TOTAL APPROPRIATIONS	$ 1,601,394	$ 1,157,115	$ 1,279,038	$ 1,297,544
GROSS ENDING BALANCE	$ 94,360	$ 74,074	$ 83,362	$ 84,630
OPERATING RESERVE	$ 94,360	$ 74,074	$ 83,362	$ 84,630
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
MUNICIPAL COURTS SECURITY FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 44,614
Net Balance	$ N/A	$ 0	$ 0	$ 44,614
REVENUES				
Security Fee	$ N/A	$ 401,681	$ 390,453	$ 394,358
Total Revenues & Transfers	$ N/A	$ 401,681	$ 390,453	$ 394,358
TOTAL AVAILABLE FUNDS	$ N/A	$ 401,681	$ 390,453	$ 438,972
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ N/A	$ 388,700	$ 344,255	$ 389,256
Self-Insurance/Other Expenditures	N/A	8,000	1,584	0
Subtotal Operating	$ N/A	$ 396,700	$ 345,839	$ 389,256
TOTAL APPROPRIATIONS	$ N/A	$ 396,700	$ 345,839	$ 389,256
GROSS ENDING BALANCE	$ N/A	$ 4,981	$ 44,614	$ 49,716

SPECIAL REVENUE FUND
MUNICIPAL COURTS TECHNOLOGY FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 119,344
Net Balance	$ N/A	$ 0	$ 0	$ 119,344
REVENUES				
Technology Fee	$ N/A	$ 532,475	$ 516,188	$ 521,350
Total Revenues & Transfers	$ N/A	$ 532,475	$ 516,188	$ 521,350
TOTAL AVAILABLE FUNDS	$ N/A	$ 532,475	$ 516,188	$ 640,694
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ 57,489	$ 68,986	$ 73,775
Contractual Services	N/A	0	471	310,969
Self-Insurance/Other Expenditures	N/A	315,534	316,679	0
Capital Outlay	N/A	0	10,708	0
Subtotal Operating	$ N/A	$ 373,023	$ 396,844	$ 384,744
Transfers To				
Employee Benefits	$ N/A	$ 0	$ 0	$ 195
Subtotal Transfers	$ N/A	$ 0	$ 0	$ 195
TOTAL APPROPRIATIONS	$ N/A	$ 373,023	$ 396,844	$ 384,939
GROSS ENDING BALANCE	$ N/A	$ 159,452	$ 119,344	$ 255,755

SPECIAL REVENUE FUND
PARKS DEVELOPMENT & EXPANSION FUND - 2000 VENUE PROJECTS
SUMMARY OF ADOPTED BUDGET

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 22,335,978	$ 13,419,020	$ 19,256,458	$ 17,322,844
Adjustment for Reserve	(337,765)	0	0	0
Net Balance	$ 21,998,213	$ 13,419,020	$ 19,256,458	$ 17,322,844
REVENUES				
Interest on Time Deposits	$ 514,559	$ 490,840	$ 327,860	$ 156,315
Total Revenues & Transfers	$ 514,559	$ 490,840	$ 327,860	$ 156,315
TOTAL AVAILABLE FUNDS	$ 22,512,772	$ 13,909,860	$ 19,584,318	$ 17,479,159
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 1,482,578	$ 275,000	$ 0	$ 275,000
Commodities	1,779	0	4,200	0
Self-Insurance/Other Expenditures	22,156	9,456	32,547	8,125
Subtotal Operating	$ 1,506,513	$ 284,456	$ 36,747	$ 283,125
Transfers To				
General Fund-Indirect Cost	$ 9,347	$ 8,399	$ 8,399	$ 8,540
General Fund-Other	420,125	431,889	0	0
Capital Projects	0	0	0	2,070,000
Aquifer Land Acquisition	0	739,000	0	0
Leon & Salado Creekways	1,320,329	9,802,000	2,216,328	4,700,000
Subtotal Transfers	$ 1,749,801	$ 10,981,288	$ 2,224,727	$ 6,778,540
TOTAL APPROPRIATIONS	$ 3,256,314	$ 11,265,744	$ 2,261,474	$ 7,061,665
GROSS ENDING BALANCE	$ 19,256,458	$ 2,644,116	$ 17,322,844	$ 10,417,494

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 20,592,922
Net Balance	$ N/A	$ 0	$ 0	$ 20,592,922
REVENUES				
Sales Tax Revenue	$ N/A	$ 20,366,117	$ 21,841,621	$ 22,874,038
Commercial Paper	N/A	0	0	6,375,000
Interest on Time Deposits	N/A	100,000	29,200	28,880
Total Revenues & Transfers	$ N/A	$ 20,466,117	$ 21,870,821	$ 29,277,918
TOTAL AVAILABLE FUNDS	$ N/A	$ 20,466,117	$ 21,870,821	$ 49,870,840
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ N/A	$ 407,322	$ 379,464	$ 457,481
Subtotal Operating	$ N/A	$ 407,322	$ 379,464	$ 457,481
Transfers To				
Proposition 1 - Edwards	$ N/A	$ 13,331,411	$ 892,435	$ 30,000,000
Proposition 2 - Leon	N/A	2,668,551	0	7,448,000
Proposition 2 - Salado	N/A	2,000,000	0	5,443,000
Proposition 2 - Medina	N/A	2,000,000	6,000	500,000
Proposition 2 - SA River	N/A	0	0	6,000,000
Subtotal Transfers	$ N/A	$ 19,999,962	$ 898,435	$ 49,391,000
TOTAL APPROPRIATIONS	$ N/A	$ 20,407,284	$ 1,277,899	$ 49,848,481
GROSS ENDING BALANCE	$ N/A	$ 58,833	$ 20,592,922	$ 22,359

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

Description:

This Special Revenue Fund was established during FY 1989-1990 to account for the revenues and expenditures originating from the co-payment system. The contract between the City of San Antonio and the Texas Department of Health, which provides aid to the City's Health Department, requires that this patient co-payment system be implemented. In FY 2005-2006, the Animal Control Division of the Public Health Support Fund was redirected into the Animal Care Services Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 371,031	$ (394,972)	$ (665,194)	$ (1,059,577)
Adjustment for Reserve	(267,675)	0	0	0
Net Balance	$ 103,356	$ (394,972)	$ (665,194)	$ (1,059,577)
REVENUES				
Medicaid/Medicare	$ 858,559	$ 801,010	$ 795,211	$ 801,500
Medicaid Administrative Claims	0	25,000	0	25,000
Patient Co-Pay	588,216	713,565	546,020	913,765
HMO Medicaid Reimbursement	448,388	460,300	442,000	449,000
Foreign Travel Vaccine	503,556	442,000	462,800	494,000
Interest on Time Deposits	13,157	27,570	0	0
Contributions	136,211	142,000	141,997	141,997
Miscellaneous Revenues	1,036	2,300	5,000	2,800
Animal Control Fees	201,662	0	0	0
Total Revenues & Transfers	$ 2,750,785	$ 2,603,745	$ 2,393,028	$ 2,828,062
TOTAL AVAILABLE FUNDS	$ 2,854,141	$ 2,208,773	$ 1,727,834	$ 1,768,485
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 1,737,397	$ 1,094,828	$ 991,951	$ 794,252
Contractual Services	83,388	50,315	9,339	15,972
Commodities	1,079,827	400,372	1,276,013	399,372
Self-Insurance/Other Expenditures	210,092	63,910	52,313	101,206
Capital Outlay	0	0	360	0
Subtotal Operating	$ 3,110,704	$ 1,609,425	$ 2,329,976	$ 1,310,802
Transfers To				
Public Health Support Grant	$ 110,000	$ 110,000	$ 110,000	$ 110,000
General Fund-Other	108,225	169,106	169,106	169,106
General Fund-Indirect Cost	190,406	178,329	178,329	178,329
Subtotal Transfers	$ 408,631	$ 457,435	$ 457,435	$ 457,435
TOTAL APPROPRIATIONS	$ 3,519,335	$ 2,066,860	$ 2,787,411	$ 1,768,237
GROSS ENDING BALANCE	$ (665,194)	$ 141,913	$ (1,059,577)	$ 248

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 586,203	$ 370,111	$ 326,903	$ 43,296
Adjustment for Reserve	145	0	0	0
Net Balance	$ 586,348	$ 370,111	$ 326,903	$ 43,296
REVENUES				
Entry Fees	$ 355,378	$ 307,000	$ 348,090	$ 373,270
Miscellaneous Revenues	95,708	84,000	98,350	119,725
Interest on Time Deposits	9,121	17,220	6,600	7,660
Total Revenues & Transfers	$ 460,207	$ 408,220	$ 453,040	$ 500,655
TOTAL AVAILABLE FUNDS	$ 1,046,555	$ 778,331	$ 779,943	$ 543,951
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 259,358	$ 253,920	$ 213,837	$ 230,116
Contractual Services	320,710	322,490	322,337	202,250
Commodities	70,309	38,140	75,799	38,140
Self-Insurance/Other Expenditures	14,645	68,117	68,514	13,001
Subtotal Operating	$ 665,022	$ 682,667	$ 680,487	$ 483,507
Transfers To				
General Fund-Other	$ 54,630	$ 56,160	$ 56,160	$ 56,160
Subtotal Transfers	$ 54,630	$ 56,160	$ 56,160	$ 56,160
TOTAL APPROPRIATIONS	$ 719,652	$ 738,827	$ 736,647	$ 539,667
GROSS ENDING BALANCE	$ 326,903	$ 39,504	$ 43,296	$ 4,284

SPECIAL REVENUE FUND
SOUTH TEXAS BUSINESS FUND
SUMMARY OF ADOPTED BUDGET

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (41,190)	$ 0	$ (41,190)	$ 0
Net Balance	$ (41,190)	$ 0	$ (41,190)	$ 0
REVENUES				
STBF Loan Programs (SBA and EDA)	$ 502,735	$ 564,773	$ 563,277	$ 601,211
Recovery of Expenditures - Microloan	0	0	41,190	0
Total Revenues & Transfers	$ **502,735**	$ **564,773**	$ **604,467**	$ **601,211**
TOTAL AVAILABLE FUNDS	$ **461,545**	$ **564,773**	$ **563,277**	$ **601,211**
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 427,341	$ 462,730	$ 475,948	$ 499,816
Contractual Services	5,712	23,112	13,970	23,118
Commodities	3,864	6,372	800	6,372
Self-Insurance/Other Expenditures	21,914	27,784	27,784	25,569
Capital Outlay	349	0	0	0
Subtotal Operating	$ **459,180**	$ **519,998**	$ **518,502**	$ **554,875**
Transfers To				
General Fund-Other	$ 43,555	$ 44,775	$ 44,775	$ 44,775
Employee Benefits	0	0	0	1,561
Subtotal Transfers	$ **43,555**	$ **44,775**	$ **44,775**	$ **46,336**
TOTAL APPROPRIATIONS	$ **502,735**	$ **564,773**	$ **563,277**	$ **601,211**
GROSS ENDING BALANCE	$ (41,190)	$ 0	$ **0**	$ **0**

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 0
Net Balance	$ N/A	$ 0	$ 0	$ 0
REVENUES				
Transfer from General Fund	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
Total Revenues	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
TOTAL AVAILABLE FUNDS	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
APPROPRIATIONS				
Operating Expenses				
Self-Insurance/Other Expenditures	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
Subtotal Operating	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
TOTAL APPROPRIATIONS	$ N/A	$ 569,054	$ 846,239	$ 1,662,867
GROSS ENDING BALANCE	$ N/A	$ 0	$ 0	$ 0

SPECIAL REVENUE FUND
STORM WATER OPERATING FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Storm Water Fund was established to account for all revenues and expenditures associated with the operation and maintenance of all City Storm Water activities. Revenue is generated from a Storm Water fee. The Storm Water Fund consists of several City activities that are responsible for the City's infrastructure system of lakes, streams, basins, dams, and stormwater systems. *In FY 2006-2007, Development Services will be incorporated within the Development & Planning Services Special Revenue Fund.*

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,340,713	$ 2,455,567	$ 3,264,821	$ 2,127,983
Adjustment for Reserve	180,348	0	0	0
Net Balance	$ 2,521,061	$ 2,455,567	$ 3,264,821	$ 2,127,983
REVENUES				
Storm Water Revenues	$ 26,272,690	$ 27,317,740	$ 27,602,068	$ 29,147,788
Interest on Time Deposit	109,421	38,700	138,960	143,130
Recovery of Expenditures	48,382	0	349,581	0
Transfer from Equipment & Renewal	0	0	0	24,560
Total Revenues & Transfers	$ 26,430,493	$ 27,356,440	$ 28,090,609	$ 29,315,478
TOTAL AVAILABLE FUNDS	$ 28,951,554	$ 29,812,007	$ 31,355,430	$ 31,443,461
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	$ 129,181	$ 133,676	$ 156,912	$ N/A
Contractual Services	944	531	0	N/A
Self-Insurance/Other Expenditures	7,692	7,911	9,436	N/A
Subtotal Operating	$ 137,817	$ 142,118	$ 166,348	$ N/A
PUBLIC WORKS				
Personal Services	$ 9,577,305	$ 10,043,639	$ 9,708,036	$ 10,616,386
Contractual Services	1,773,126	2,198,480	2,183,891	2,700,411
SAWS - Reimbursement	2,740,993	3,056,345	3,056,345	3,056,345
Commodities	1,233,515	992,247	985,230	991,348
Self-Insurance/Other Expenditures	3,150,253	4,155,459	4,176,068	5,017,825
Capital Outlay	169,750	50,000	54,777	0
Subtotal Operating	$ 18,644,942	$ 20,496,170	$ 20,164,347	$ 22,382,315
TOTAL OPERATING EXPENSES				
Personal Services	$ *9,706,486*	$ *10,177,315*	$ *9,864,948*	$ *10,616,386*
Contractual Services	*1,774,070*	*2,199,011*	*2,183,891*	*2,700,411*
SAWS - Reimbursement	*2,740,993*	*3,056,345*	*3,056,345*	*3,056,345*
Commodities	*1,233,515*	*992,247*	*985,230*	*991,348*
Self-Insurance/Other Expenditures	*3,157,945*	*4,163,370*	*4,185,504*	*5,017,825*
Capital Outlay	*169,750*	*50,000*	*54,777*	*0*
Total Operating	$ 18,782,759	$ 20,638,288	$ 20,330,695	$ 22,382,315
Transfers To				
General Fund-Indirect Cost	$ 793,431	$ 738,199	$ 738,199	$ 760,080
General Fund-Other	569,642	765,427	765,427	758,088
Debt Service	5,450,127	7,315,153	7,299,629	7,178,453
Retired Employees Health Insurance	90,774	93,497	93,497	96,302
Employee Benefits	0	0	0	51,502
Subtotal Transfers	$ 6,903,974	$ 8,912,276	$ 8,896,752	$ 8,844,425
TOTAL APPROPRIATIONS	$ 25,686,733	$ 29,550,564	$ 29,227,447	$ 31,226,740
GROSS ENDING BALANCE	$ 3,264,821	$ 261,443	$ 2,127,983	$ 216,721

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 15,959,237	$ 17,405,004	$ 21,077,279	$ 16,943,435
Adjustment for Reserve	0	0	(2,547,474)	0
Net Balance	$ 15,959,237	$ 17,405,004	$ 18,529,805	$ 16,943,435
REVENUES				
Detention Pond Revenues	$ 5,587,055	$ 4,120,000	$ 5,784,562	$ 4,570,932
Floodplain Verification Fee	210	50	40	40
Interest on Time Deposits	412,538	422,130	712,790	750,560
Miscellaneous Revenues	0	50	30	30
Total Revenues & Transfers	$ 5,999,803	$ 4,542,230	$ 6,497,422	$ 5,321,562
TOTAL AVAILABLE FUNDS	$ 21,959,040	$ 21,947,234	$ 25,027,227	$ 22,264,997
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 519,174	$ 589,933	$ 513,010	$ 1,283,263
Contractual Services	272,999	13,600	20,198	21,144
Commodities	11,351	12,655	7,549	39,862
Self-Insurance/Other Expenditures	49,460	69,853	224,544	374,944
Capital Outlay	0	0	2,941	72,500
Subtotal Operating	$ 852,984	$ 686,041	$ 768,242	$ 1,791,713
Transfers To				
General Fund-Indirect Costs	$ 28,777	$ 0	$ 0	$ 0
Employee Benefits	0	0	0	1,951
US Geological Survey Joint Funding Agreement	0	0	33,600	0
Beitel Creek Environmental Restoration	0	1,016,000	1,016,000	0
Upper Huebner Creek Fee In Lieu Of Credits	0	99,000	0	0
French Creek Buyout (North of Prue)	0	363,000	0	363,000
Laddie Place Regional Storm Water Facility	0	2,350,000	2,350,000	0
Lee's Park Regional Storm Water Facility	0	500,000	0	0
Community Rating System Application	0	75,000	0	0
Dam Structures: Upgrades and Repairs	0	1,250,000	1,015,588	1,500,000
Ansley Blvd. Drainage # 1091	0	906,000	0	0
Howard Drainage (Wildwood to El Monte)	0	437,000	245,557	0
Hollyhock at Huebner Creek	0	436,000	367,002	0
Sinclair Road at Rosillo Creek	0	349,000	349,000	0
James Park Development & Holbrook Road	0	205,000	205,000	0
Culebra Creek Regional Storm Water Facility	0	2,000,000	6,869	3,000,000
Military Ditch #65	0	0	0	69,000
Upper Leon Creek	0	0	0	2,500,000
W.W. White Outfall Phase I, Part II	0	0	0	191,000
Alamo Farmsteads Drainage Phase I	0	107,000	107,000	0
Emergency Action Planning	0	500,000	145,000	400,000
Land Use Database	0	500,000	546,800	0
Program Management Services CH2M	0	0	478,000	0
Providian Regional Storm Water Facility	0	0	0	4,000,000
Goliad - Pecan Valley to Military	0	181,000	181,000	0
Slick Ranch Creek Regional Storm Water Facility	0	0	0	4,000,000
San Antonio River Water Quality Project	0	0	0	250,000
Semlinger - Lord to Rigsby	0	0	269,134	0
Subtotal Transfers	$ 28,777	$ 11,274,000	$ 7,315,550	$ 16,274,951
TOTAL APPROPRIATIONS	$ 881,761	$ 11,960,041	$ 8,083,792	$ 18,066,664
GROSS ENDING BALANCE	$ 21,077,279	$ 9,987,193	$ 16,943,435	$ 4,198,333

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (378,539)	$ 12,000	$ 39,541	$ 12,000
Adjustment for Reserve	(3,710,527)	0	0	0
Net Balance	$ (4,089,066)	$ 12,000	$ 39,541	$ 12,000
REVENUES				
Interest on Time Deposits	$ 26,294	$ 131,520	$ 96,050	$ 98,520
Recovery of Expenditures	118,278	0	369,782	0
Contribution from VIA	268,754	272,785	272,784	278,240
Contribution from General Fund	34,411,630	40,354,857	40,225,407	58,132,042
Transfer from Equipment & Renewal	21,203	0	0	488,562
Transfer from Economic Development Incentive	4,000,000	0	0	0
Transfer from Better Jobs	0	0	0	1,000,000
Transfer from Certificates of Obligation	0	5,000,000	5,000,000	0
Total Revenues & Transfers	$ 39,144,159	$ 45,759,162	$ 45,964,023	$ 59,997,364
TOTAL AVAILABLE FUNDS	$ 35,055,093	$ 45,771,162	$ 46,003,564	$ 60,009,364
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 11,247,514	$ 12,422,006	$ 11,565,398	$ 12,585,635
Contractual Services	1,832,320	2,302,952	2,463,924	3,544,963
Commodities	6,607,421	7,304,376	8,357,240	7,168,889
Self-Insurance/Other Expenditures	5,175,268	5,995,509	5,869,756	6,830,559
Capital Outlay	321,285	0	927	132,999
Subtotal Operating	$ 25,183,808	$ 28,024,843	$ 28,257,245	$ 30,263,045
Transfers To				
Contractual Street Repair	$ 9,264,073	$ 16,734,319	$ 16,734,319	$ 26,734,319
Contractual NAMP	0	1,000,000	1,000,000	1,000,000
System-Wide Contractual Sidewalk Repair	0	0	0	2,000,000
Streets Capital Projects	567,671	0	0	0
Subtotal Transfers	$ 9,831,744	$ 17,734,319	$ 17,734,319	$ 29,734,319
TOTAL APPROPRIATIONS	$ 35,015,552	$ 45,759,162	$ 45,991,564	$ 59,997,364
GROSS ENDING BALANCE	$ 39,541	$ 12,000	$ 12,000	$ 12,000

SPECIAL REVENUE FUND
RIGHT OF WAY MANAGEMENT FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 545,645	$ 183,602	$ 809,756	$ 398,399
Adjustment for Reserve	(1,201)	0	0	0
Net Balance	$ 544,444	$ 183,602	$ 809,756	$ 398,399
REVENUES				
Permit Application Fee	$ 254,015	$ 284,280	$ 282,090	$ 272,850
Inspection Fee	871,205	762,700	843,600	818,292
Registration Fee	595	400	420	350
Non-Compliance ROW Penalties	166,250	35,000	75,000	35,000
Interest on Time Deposits	14,777	8,210	12,570	12,980
Total Revenues & Transfers	$ 1,306,842	$ 1,090,590	$ 1,213,680	$ 1,139,472
TOTAL AVAILABLE FUNDS	$ 1,851,286	$ 1,274,192	$ 2,023,436	$ 1,537,871
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 781,171	$ 861,979	$ 865,640	$ 970,810
Contractual Services	119,516	70,693	90,555	248,205
Commodities	23,270	48,287	34,294	48,287
Self-Insurance/Other Expenditures	114,323	149,356	134,340	188,197
Capital Outlay	3,250	0	69,858	0
Subtotal Operating	$ 1,041,530	$ 1,130,315	$ 1,194,687	$ 1,455,499
Transfers To				
Street Repair	$ 0	$ 35,000	$ 430,350	$ 35,000
Employee Benefits	0	0	0	3,902
Subtotal Transfers	$ 0	$ 35,000	$ 430,350	$ 38,902
TOTAL APPROPRIATIONS	$ 1,041,530	$ 1,165,315	$ 1,625,037	$ 1,494,401
GROSS ENDING BALANCE	$ 809,756	$ 108,877	$ 398,399	$ 43,470

SPECIAL REVENUE FUND
TAX INCREMENT FINANCING FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (233,509)	$ (85,756)	$ (112,053)	$ (64,746)
Net Balance	$ (233,509)	$ (85,756)	$ (112,053)	$ (64,746)
REVENUES				
Application Fee	$ 19,894	$ 9,375	$ 225	$ 0
Processing Fee	341,000	93,000	155,000	56,000
Administrative Fee	59,252	375,500	231,911	474,971
Total Revenues & Transfers	$ 420,146	$ 477,875	$ 387,136	$ 530,971
TOTAL AVAILABLE FUNDS	$ 186,637	$ 392,119	$ 275,083	$ 466,225
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 271,676	$ 288,588	$ 319,244	$ 288,424
Contractual Services	4,732	7,985	2,875	7,991
Commodities	2,576	6,952	1,400	6,953
Self-Insurance/Other Expenditures	19,706	36,286	16,310	38,363
Subtotal Operating	$ 298,690	$ 339,811	$ 339,829	$ 341,731
Transfers To				
Employee Benefits	$ 0	$ 0	$ 0	$ 1,561
Subtotal Transfers	$ 0	$ 0	$ 0	$ 1,561
TOTAL APPROPRIATIONS	$ 298,690	$ 339,811	$ 339,829	$ 343,292
GROSS ENDING BALANCE	$ (112,053)	$ 52,308	$ (64,746)	$ 122,933

SPECIAL REVENUE FUND
TREE PRESERVATION MITIGATION FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Tree Preservation Mitigation Fund was established to account for funds collected from tree mitigation fees and civil penalties. Revenues earned are designated for tree preservation, tree planting and educational activities.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 337,061	$ 174,227	$ 915,640	$ 716,218
Adjustment for Reserve	8,300	0	0	0
Net Balance	$ 345,361	$ 174,227	$ 915,640	$ 716,218
REVENUES				
Mitigation Fee	$ 592,975	$ 618,888	$ 577,045	$ 532,455
Contributions	5,502	0	1,433	0
Interest on Time Deposits	12,967	0	41,970	42,530
Total Revenues & Transfers	$ 611,444	$ 618,888	$ 620,448	$ 574,985
TOTAL AVAILABLE FUNDS	$ 956,805	$ 793,115	$ 1,536,088	$ 1,291,203
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 24,444	$ 87,460	$ 37,746	$ 97,715
Contractual Services	6,806	210,792	301,668	412,723
Commodities	8,615	423,000	303,134	231,400
Self-Insurance/Other Expenditures	0	5,600	0	22,260
Capital Outlay	1,300	10,000	177,322	78,100
Subtotal Operating	$ 41,165	$ 736,852	$ 819,870	$ 842,198
TOTAL APPROPRIATIONS	$ 41,165	$ 736,852	$ 819,870	$ 842,198
GROSS ENDING BALANCE	$ 915,640	$ 56,263	$ 716,218	$ 449,005

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

Description:

In FY 2000-2001, the Official City Store Fund was created to account for the merchandise sale and operation of the Official City Store. Revenue is generated from the sale of surplus City equipment, licensed City merchandise, and other merchandise.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 67,701	$ 43,752	$ 16,230	$ 51,308
Adjustment for Reserve	(218)	0	0	0
Net Balance	$ 67,483	$ 43,752	$ 16,230	$ 51,308
REVENUES				
City Store Sales	$ 411,964	$ 385,000	$ 315,300	$ 321,700
Interest on Time Deposits	119	0	0	0
Transfer from Comm. & Visitor Fac. Fund	125,000	150,000	150,000	150,000
Total Revenues & Transfers	$ 537,083	$ 535,000	$ 465,300	$ 471,700
TOTAL AVAILABLE FUNDS	$ 604,567	$ 578,752	$ 481,530	$ 523,008
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 254,820	$ 243,478	$ 212,518	$ 235,569
Contractual Services	22,663	55,898	35,331	55,898
Commodities	256,293	203,305	116,700	196,305
Self-Insurance/Other Expenditures	52,472	62,620	64,976	31,016
Capital Outlay	670	0	0	0
Subtotal Operating	$ 586,918	$ 565,301	$ 429,525	$ 518,788
Transfers To				
City Departments	$ 1,000	$ 0	$ 0	$ 0
Retired Employees Health Insurance	418	431	431	444
Employee Benefits	0	0	0	585
Public Improvement District	0	306	266	271
Subtotal Transfers	$ 1,418	$ 737	$ 697	$ 1,300
TOTAL APPROPRIATIONS	$ 588,336	$ 566,038	$ 430,222	$ 520,088
GROSS ENDING BALANCE	$ 16,230	$ 12,714	$ 51,308	$ 2,920

SPECIAL REVENUE FUND
WESTSIDE DEVELOPMENT CORPORATION FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Westside Development Corporation Fund (WDC) was established in FY 2005-2006 to focus on economic development and redevelopment opportunities in an area which has had less public investment and fewer economic development incentives than other areas of the City. The WDC will function as a land development corporation which has the power to buy, sell, and accept land as non-profit without restrictions placed on a municipality, thus facilitating development initiatives involving the public and private sectors.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ N/A	$ 0	$ 0	$ 585,000
Net Balance	$ N/A	$ 0	$ 0	$ 585,000
REVENUES				
Trf from Job Trng, Neigh Rev. & Econ Dev	$ N/A	$ 600,000	$ 600,000	$ 0
Total Revenues & Transfers	$ N/A	$ 600,000	$ 600,000	$ 0
TOTAL AVAILABLE FUNDS	$ N/A	$ 600,000	$ 600,000	$ 585,000
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ N/A	$ 0	$ 0	$ 126,432
Contractual Services	N/A	14,000	14,000	143,182
Commodities	N/A	1,000	1,000	2,500
Self-Insurance/Other Expenditures	N/A	0	0	4,745
Capital Outlay	N/A	0	0	8,141
Subtotal Operating	$ N/A	$ 15,000	$ 15,000	$ 285,000
TOTAL APPROPRIATIONS	$ N/A	$ 15,000	$ 15,000	$ 285,000
GROSS ENDING BALANCE	$ N/A	$ 585,000	$ 585,000	$ 300,000

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 7,276,703	$ 6,886,939	$ 7,678,166	$ 7,515,614
Net Balance	$ 7,276,703	$ 6,886,939	$ 7,678,166	$ 7,515,614
REVENUES				
Airline Revenues				
Scheduled Carrier Landing Fees	$ 4,951,513	$ 5,397,780	$ 5,658,960	$ 5,624,078
Non-Scheduled Carrier Landing Fees	1,021,264	952,548	998,640	992,484
Terminal Building Rentals	6,302,886	9,142,092	6,026,358	5,961,539
FIS Space Fees	783,264	884,124	605,513	629,733
Ramp Fees	385,625	397,164	408,320	431,560
Non-Airline Revenues				
Concession Contracts	12,553,585	11,906,988	15,133,708	15,370,005
Parking Fees	13,085,884	14,119,752	15,116,447	16,877,845
Property Leases	6,479,611	7,077,828	6,415,219	7,131,014
Stinson Airport	83,091	219,396	220,688	244,885
Interest on Time Deposits	238,164	269,070	330,280	352,150
Miscellaneous Revenues	147,828	287,340	307,360	317,902
Transfer from Development Services	0	0	0	5,515
Total Revenues & Transfers	$ 46,032,715	$ 50,654,082	$ 51,221,493	$ 53,938,710
TOTAL AVAILABLE FUNDS	$ 53,309,418	$ 57,541,021	$ 58,899,659	$ 61,454,324
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 17,421,359	$ 19,823,555	$ 19,347,370	$ 22,049,124
Contractual Services	2,849,082	4,015,858	3,939,058	3,864,911
Commodities	741,707	1,206,482	1,206,131	1,388,129
Self-Insurance/Other Expenditures	4,812,414	5,154,792	4,986,139	5,428,737
Capital Outlay	586,546	500,000	499,800	531,290
Subtotal Operating	$ 26,411,108	$ 30,700,687	$ 29,978,498	$ 33,262,191
Transfers To				
General Fund-Indirect Cost	$ 477,507	$ 339,991	$ 392,361	$ 691,702
General Fund-Other	101,210	101,974	35,424	71,040
Improvements & Contingency Fund	1,068,576	2,917,893	4,600,554	2,942,381
Restricted Reserve	0	352,113	0	100,713
Revenue Bond Debt Service	17,421,362	16,343,082	16,221,236	15,812,073
Employee Benefits	0	0	0	80,570
Retired Employees Health Insurance	151,429	155,972	155,972	160,651
Subtotal Transfers	$ 19,220,144	$ 20,211,025	$ 21,405,547	$ 19,859,130
TOTAL APPROPRIATIONS	$ 45,631,252	$ 50,911,712	$ 51,384,045	$ 53,121,321
GROSS ENDING BALANCE	$ 7,678,166	$ 6,629,309	$ 7,515,614	$ 8,333,003
RESTRICTED RESERVE	$ 7,678,166	$ 6,629,309	$ 7,515,614	$ 8,333,003
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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2005	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 272,437	$ 252,485	$ 280,369	$ 281,499
Net Balance	$ 272,437	$ 252,485	$ 280,369	$ 281,499
REVENUES				
Confiscated Property	$ 8,141	$ 5,000	$ 5,000	$ 5,000
Interest on Time Deposits	6,221	7,010	10,630	11,250
Total Revenues & Transfers	$ 14,362	$ 12,010	$ 15,630	$ 16,250
TOTAL AVAILABLE FUNDS	$ 286,799	$ 264,495	$ 295,999	$ 297,749
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 2,738	$ 5,000	$ 6,000	$ 5,006
Commodities	3,594	10,308	5,500	11,000
Self-Insurance/Other Expenditures	98	0	0	0
Capital Outlay	0	0	3,000	5,000
Subtotal Operating	$ 6,430	$ 16,308	$ 14,500	$ 21,006
TOTAL APPROPRIATIONS	$ 6,430	$ 16,308	$ 14,500	$ 21,006
GROSS ENDING BALANCE	$ 280,369	$ 248,187	$ 281,499	$ 276,743
RESTRICTED RESERVE	$ 280,369	$ 248,187	$ 281,499	$ 276,743
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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 525,873	$ 0	$ 0	$ 0
Net Balance	$ 525,873	$ 0	$ 0	$ 0
REVENUES				
Passenger Facility Charges	$ 9,151,305	$ 9,700,291	$ 10,455,564	$ 10,893,236
Interest on Time Deposits	100,579	16,700	159,180	159,620
Total Revenues & Transfers	$ 9,251,884	$ 9,716,991	$ 10,614,744	$ 11,052,856
TOTAL AVAILABLE FUNDS	$ 9,777,757	$ 9,716,991	$ 10,614,744	$ 11,052,856
APPROPRIATIONS				
Transfers To				
PFC Capital Improvements	$ 5,025,252	$ 4,495,890	$ 5,422,421	$ 5,936,172
Debt Service Fund	4,752,505	5,221,101	5,192,323	5,116,684
Subtotal Transfers	$ 9,777,757	$ 9,716,991	$ 10,614,744	$ 11,052,856
TOTAL APPROPRIATIONS	$ 9,777,757	$ 9,716,991	$ 10,614,744	$ 11,052,856
GROSS ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
RESTRICTED RESERVE	$ 0	$ 0	$ 0	$ 0
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0

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

Description:

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

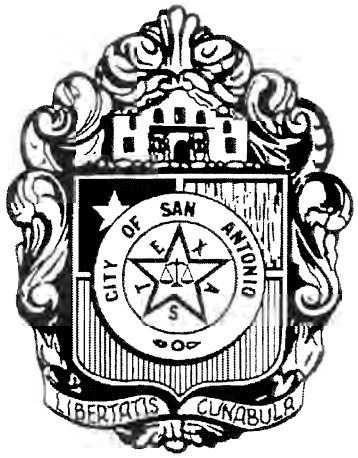
	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,556,373	$ 5,464	$ (1,047,547)	$ (2,426,114)
Net Balance	$ 2,556,373	$ 5,464	$ (1,047,547)	$ (2,426,114)
REVENUES				
Solid Waste Processing Fee	$ 37,075,296	$ 39,621,311	$ 39,908,000	$ 45,462,336
Environmental Service Fee	7,846,415	7,914,000	7,909,000	8,004,000
Brush Collection Fee	4,590,837	9,807,377	9,938,000	10,087,000
Automated Conversion Fee	0	0	0	2,868,240
Commercial Collection Fee	85,954	99,700	96,400	97,400
Commercial Brush Fee	158,831	276,200	195,169	197,100
Special Request Pickup	118,948	288,000	104,459	106,800
Recycling Program	1,193,874	961,900	943,656	971,500
Franchise Fee	587,372	1,100,400	731,250	587,400
Northeast Transfer Station Lease	100,000	100,000	100,000	100,000
Interest on Time Deposits	86,053	115,430	16,970	26,980
Miscellaneous Revenue	101,246	92,618	80,874	216,035
Recovery of Prior Year Expenditures	73,725	0	0	0
Recovery of Current Year Expenditures	613,668	0	0	0
Sale of Fixed Assets	85,701	0	0	0
Transfer from General Fund	0	0	0	10,000,000
Transfer from Improvement & Contingency	85,288	0	0	0
Transfer from Equipment & Renewal	430,235	70,000	70,000	0
Total Revenues & Transfers	$ 53,233,443	$ 60,446,936	$ 60,093,778	$ 78,724,791
TOTAL AVAILABLE FUNDS	$ 55,789,816	$ 60,452,400	$ 59,046,231	$ 76,298,677
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 22,507,799	$ 23,111,173	$ 24,587,785	$ 25,681,681
Contractual Services	19,535,280	20,679,200	20,234,534	24,210,152
Commodities	1,838,600	1,274,685	2,059,082	1,276,655
Self-Insurance/Other Expenditures	8,946,867	11,359,763	10,794,511	12,978,166
Capital Outlay	335,119	585,561	357,108	6,461,570
Subtotal Operating	$ 53,163,665	$ 57,010,382	$ 58,033,020	$ 70,608,224
Transfers To				
General Fund-Indirect Cost	$ 2,151,161	$ 1,873,733	$ 1,873,733	$ 1,873,733
General Fund-Other	1,310,872	1,347,577	1,347,577	704,029
Debt Service	0	0	0	98,338
Retired Employees Health Insurance	211,665	218,015	218,015	224,555
Employee Benefits	0	0	0	107,882
Subtotal Transfers	$ 3,673,698	$ 3,439,325	$ 3,439,325	$ 3,008,537
TOTAL APPROPRIATIONS	$ 56,837,363	$ 60,449,707	$ 61,472,345	$ 73,616,761
GROSS ENDING BALANCE	$ (1,047,547)	$ 2,693	$ (2,426,114)	$ 2,681,916
RESERVE FOR STABILIZATION	$ 0	$ 0	$ 0	$ 1,000,000
NET ENDING BALANCE	$ (1,047,547)	$ 2,693	$ (2,426,114)	$ 1,681,916

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 Asset Management Department is responsible for the administration of the Parking Facilities Fund, which is a self-supporting operation. Beginning FY 2006-2007, the Municipal Court and Frio Street Lot revenues will be included with the Parking Garage & Lot Fees.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,953,459	$ 2,255,960	$ 1,855,098	$ 1,824,896
Net Balance	$ 1,953,459	$ 2,255,960	$ 1,855,098	$ 1,824,896
REVENUES				
Parking Garage & Lot Fees	$ 8,052,358	$ 6,765,074	$ 7,620,918	$ 8,091,843
Parking Meter Collections	1,255,596	1,291,089	1,222,660	1,230,998
Parking Lot Fees - Municipal Court	607,084	561,172	497,370	0
Parking Lot Fees - Frio Street Lot	2,940	94,000	3,006	0
Retail Space Leases	326,201	328,003	335,317	335,822
Employee Bus Fare/Carpool	79,210	77,400	82,140	82,140
Miscellaneous	1,159	43,867	36,458	36,465
Recovery of Expenditures	24,046	0	0	25,849
Interest on Time Deposits	66,262	13,020	9,180	10,780
Contribution from General Fund	498,905	452,245	452,245	0
Contribution from Parking Facilities Fund	624,296	406,847	0	0
Total Revenues & Transfers	$ 11,538,057	$ 10,032,717	$ 10,259,294	$ 9,813,897
TOTAL AVAILABLE FUNDS	$ 13,491,516	$ 12,288,677	$ 12,114,392	$ 11,638,793
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 3,885,094	$ 4,249,107	$ 4,158,256	$ 4,324,785
Contractual Services	410,059	696,244	777,647	515,282
Commodities	156,652	252,261	258,604	446,638
Self-Insurance/Other Expenditures	758,895	779,143	820,471	817,242
Capital Outlay	7,502	213,869	214,919	0
Subtotal Operating	$ 5,218,202	$ 6,190,624	$ 6,229,897	$ 6,103,947
Transfers To				
General Fund-Indirect Cost	$ 366,439	$ 383,424	$ 383,424	$ 329,599
General Fund-Other	226,101	232,804	232,805	150,548
General Fund-Municipal Court	481,896	561,172	497,370	0
General Fund - Frio Street Lot	29,668	94,000	3,006	0
Public Improvement District	22,123	32,167	27,931	28,490
CIP Reserve Fund - Market Square	100,000	100,000	100,000	0
Parking Repair & Replacement	28,423	0	0	0
Parking Facility Debt Service	4,996,535	1,786,198	119,017	1,744,695
Parking Facilities Fund	0	394,754	2,655,976	1,425,929
Facility Services I & C	0	0	0	100,000
Capital Projects	128,128	0	0	0
Retired Employees Health Insurance	38,903	40,070	40,070	41,272
Employee Benefits	0	0	0	20,679
Subtotal Transfers	$ 6,418,216	$ 3,624,589	$ 4,059,599	$ 3,841,212
TOTAL APPROPRIATIONS	$ 11,636,418	$ 9,815,213	$ 10,289,496	$ 9,945,159
GROSS ENDING BALANCE	$ 1,855,098	$ 2,473,464	$ 1,824,896	$ 1,693,634
RESTRICTED RESERVE	$ 1,855,098	$ 2,473,464	$ 1,824,896	$ 1,693,634
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0


CITY OF SAN ANTONIO
TEXAS
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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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 877,464	$ 667,277	$ 458,291	$ 340,491
Adjustment for Reserve	(222,775)	0	0	0
Net Balance	$ 654,689	$ 667,277	$ 458,291	$ 340,491
REVENUES				
Sale of Lots	$ 212,125	$ 93,800	$ 117,800	$ 117,800
Interments	4,800	35,650	151,833	151,850
Special Labor Charges	7,550	14,650	7,042	7,050
Interest on Time Deposits	54,077	66,390	87,050	92,640
Total Revenues & Transfers	$ 278,552	$ 260,490	$ 363,725	$ 369,340
TOTAL AVAILABLE FUNDS	$ 933,241	$ 927,767	$ 822,016	$ 709,831
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 328,819	$ 323,429	$ 353,798	$ 357,158
Contractual Services	20,167	10,801	20,516	11,367
Commodities	25,642	12,064	17,849	12,064
Self-Insurance/Other Expenditures	71,691	72,199	59,588	89,775
Subtotal Operating	$ 446,319	$ 418,493	$ 451,751	$ 470,364
Transfers To				
General Fund-Indirect Cost	$ 28,631	$ 29,774	$ 29,774	$ 34,295
Employee Benefits	0	0	0	1,756
Subtotal Transfers	$ 28,631	$ 29,774	$ 29,774	$ 36,051
TOTAL APPROPRIATIONS	$ 474,950	$ 448,267	$ 481,525	$ 506,415
GROSS ENDING BALANCE	$ 458,291	$ 479,500	$ 340,491	$ 203,416

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Internal Service Funds

INTERNAL SERVICE FUND
FACILITY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (1,099,747)	$ (403,248)	$ (832,679)	$ 5,542
Net Balance	$ (1,099,747)	$ (403,248)	$ (832,679)	$ 5,542
REVENUES				
Facility Maintenance Charges	$ 7,324,532	$ 7,670,754	$ 7,670,760	$ 7,900,883
Facility Trade Service Charges	1,252,811	1,393,505	1,167,000	1,133,000
Inventory Management	32,596	45,000	35,000	45,000
Vending Machine Contract Commission	50,000	100,000	50,000	0
Recovery of Current Year Expenditures	543,849	300,000	395,492	300,000
Transfer from Facility Services I & C	575,527	0	724,802	225,000
Transfer from Equipment & Renewal	47,458	0	0	0
Total Revenues & Transfers	$ 9,826,773	$ 9,509,259	$ 10,043,054	$ 9,603,883
TOTAL AVAILABLE FUNDS	$ 8,727,026	$ 9,106,011	$ 9,210,375	$ 9,609,425
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 4,099,531	$ 4,414,779	$ 4,503,902	$ 4,796,294
Contractual Services	1,536,778	1,332,333	1,358,654	1,357,225
Commodities	701,045	266,308	600,514	266,308
Self-Insurance/Other Expenditures	2,350,346	2,522,899	2,299,956	2,782,385
Capital Outlay	328,928	7,350	9,771	0
Subtotal Operating	$ 9,016,628	$ 8,543,669	$ 8,772,797	$ 9,202,212
Transfers To				
General Fund-Indirect Cost	$ 443,716	$ 381,194	$ 381,194	$ 349,646
General Fund-Other	50,000	50,000	0	0
Retired Employees Health Insurance	49,361	50,842	50,842	52,367
Subtotal Transfers	$ 543,077	$ 482,036	$ 432,036	$ 402,013
TOTAL APPROPRIATIONS	$ 9,559,705	$ 9,025,705	$ 9,204,833	$ 9,604,225
GROSS ENDING BALANCE	$ (832,679)	$ 80,306	$ 5,542	$ 5,200

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

Description

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 246,759	$ 214,558	$ 214,972	$ 0
Net Balance	$ 246,759	$ 214,558	$ 214,972	$ 0
REVENUES				
Sale of Surplus Land	$ 0	$ 0	$ 0	$ 450,000
License Agreements	0	0	0	367,681
Vending Machine Commission	0	0	0	188,164
Cell Tower Leases	0	0	0	128,425
ATM Leases	0	0	0	56,500
Sale of Fixed Assets	0	0	0	200
Interest On Time Deposits	5,594	7,340	9,830	182,380
Transfer from General Fund	400,000	500,000	500,000	580,540
Transfer from Capital Improvement Reserve	138,146	0	0	4,318,217
Transfer from Parking	0	0	0	100,000
Total Revenues & Transfers	$ 543,740	$ 507,340	$ 509,830	$ 6,372,107
TOTAL AVAILABLE FUNDS	$ 790,499	$ 721,898	$ 724,802	$ 6,372,107
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 0	$ 0	$ 0	$ 75,000
Commodities	0	0	0	7,000
Subtotal Operating	$ 0	$ 0	$ 0	$ 82,000
Transfers To				
Environmental Contingency	$ 0	$ 0	$ 0	$ 100,000
Market Square Parking Improvements	0	0	0	100,000
Mira Flores Park & Bridge	0	0	0	755,000
Growden Pound	0	0	0	580,540
Police Training Academy Roof	0	0	0	400,000
Facility Services	575,527	0	724,802	225,000
Subtotal Transfers	$ 575,527	$ 0	$ 724,802	$ 2,160,540
TOTAL APPROPRIATIONS	$ 575,527	$ 0	$ 724,802	$ 2,242,540
GROSS ENDING BALANCE	$ 214,972	$ 721,898	$ 0	$ 4,129,567

INTERNAL SERVICE FUND
INFORMATION TECHNOLOGY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,220,071	$ 764,866	$ 930,324	$ 1,134,606
Net Balance	$ 1,220,071	$ 764,866	$ 930,324	$ 1,134,606
REVENUES				
City of San Antonio Billings	$ 0	$ 0	$ 0	$ 0
ADP	12,398,969	13,957,232	13,749,620	14,268,573
ADP - SAP	9,518,944	9,520,240	9,523,685	9,523,685
ADP - Hansen	889,930	889,929	891,478	891,478
ADP - Outside Agency Billings	69,783	66,923	71,526	69,089
Telecommunications Charges	1,291,159	1,155,792	1,263,243	1,304,939
Telecommunications Cost Recovery	4,330,610	5,218,897	5,358,821	5,252,192
Pager Cost Recovery	173,427	282,547	155,995	166,354
Cellular Cost Recovery	697,753	850,385	881,891	916,968
Radio Shop Cost Recovery	0	0	2,208,760	2,453,096
Radio Shop Outside Agency Billings	1,566,599	3,613,916	217,232	156,596
Wireless Surcharge	175,692	185,000	256,410	264,102
PC Lease Program	524,671	413,193	408,113	226,614
Miscellaneous Revenue	0	98,935	21,720	0
Recovery of Expenditures	352,134	0	147,527	0
Interest on Time Deposits	17,642	17,420	30,120	39,130
Transfer from Other Funds - ERM	7,709	126,880	126,880	0
Transfer from General Fund	515,152	143,954	143,954	0
Total Revenues & Transfers	$ 32,530,174	$ 36,541,243	$ 35,456,975	$ 35,532,816
TOTAL AVAILABLE FUNDS	$ 33,750,245	$ 37,306,109	$ 36,387,299	$ 36,667,422
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 16,261,670	$ 16,865,751	$ 16,762,922	$ 17,881,765
Contractual Services	1,425,415	4,249,499	2,562,750	3,039,690
ERM Maintenance	1,593,638	2,780,268	2,413,414	2,686,719
Commodities	3,067,909	3,869,970	881,691	890,268
Self-Insurance/Other Expenditures	2,317,904	1,922,803	1,082,277	1,888,588
Telecommunications Cost Recovery	4,229,780	5,218,896	5,358,821	5,252,192
Pager Cost Recovery	172,265	282,547	155,995	166,354
Cellular Cost Recovery	754,387	850,385	881,891	916,968
Radio Shop Cost Recovery	0	0	2,208,761	2,453,096
PC Lease Program	614,963	413,913	408,113	226,614
Lease Purchase Contracts	178,074	0	399,462	399,462
Capital Outlay	1,217,078	0	1,034,831	0
Inventories	315,015	344,100	594,762	344,100
Subtotal Operating	$ 32,148,098	$ 36,798,132	$ 34,745,690	$ 36,145,816
Transfers To				
General Fund-Indirect Cost	$ 609,076	$ 442,374	$ 442,374	$ 442,374
Retired Employees Health Insurance	62,747	64,629	64,629	66,568
Subtotal Transfers	$ 671,823	$ 507,003	$ 507,003	$ 508,942
TOTAL APPROPRIATIONS	$ 32,819,921	$ 37,305,135	$ 35,252,693	$ 36,654,758
GROSS ENDING BALANCE	$ 930,324	$ 974	$ 1,134,606	$ 12,664

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.

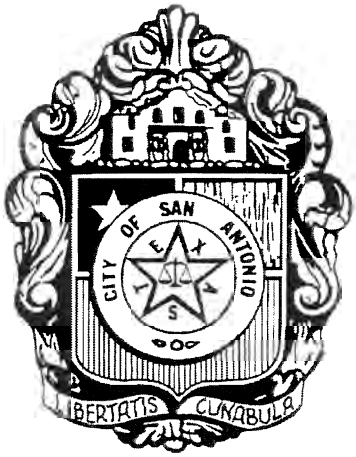
	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,156,473	$ 66,670	$ (1,079,741)	$ (1,200,681)
Net Balance	$ 1,156,473	$ 66,670	$ (1,079,741)	$ (1,200,681)
REVENUES				
Central Stores	$ 1,090,655	$ 1,134,074	$ 1,289,257	$ 1,403,695
Automotive	25,593,090	25,947,825	28,504,103	31,116,712
Procurement	0	0	0	900,242
Interest on Time Deposits	539	19,320	0	0
Other Revenue	315,937	88,617	82,018	81,812
Transfer from Equipment & Renewal	213,914	230,000	730,058	330,058
Total Revenues & Transfers	$ 27,214,135	$ 27,419,836	$ 30,605,436	$ 33,832,519
TOTAL AVAILABLE FUNDS	$ 28,370,608	$ 27,486,506	$ 29,525,695	$ 32,631,838
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 8,374,812	$ 9,052,276	$ 8,525,983	$ 9,498,829
Contractual Services	987,017	607,798	761,307	591,424
Commodities	421,934	150,502	260,041	150,502
Self-Insurance/Other Expenditures	2,541,161	1,821,597	1,544,458	1,659,073
Capital Outlay	64,023	135,000	104,506	50,000
Commodities/Services-Resale	16,176,609	14,415,305	18,907,422	19,990,546
Subtotal Operating	$ 28,565,556	$ 26,182,478	$ 30,103,717	$ 31,940,374
Transfers To				
General Fund-Indirect Cost	$ 728,757	$ 534,763	$ 534,763	$ 469,377
General Fund-Other	70,700	137,146	0	0
Retired Employees Health Insurance	85,336	87,896	87,896	90,533
Information Technology Services-ERM	0	0	0	42,724
Subtotal Transfers	$ 884,793	$ 759,805	$ 622,659	$ 602,634
TOTAL APPROPRIATIONS	$ 29,450,349	$ 26,942,283	$ 30,726,376	$ 32,543,008
GROSS ENDING BALANCE	$ (1,079,741)	$ 544,223	$ (1,200,681)	$ 88,830

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 22,610,436	$ 17,833,800	$ 20,976,686	$ 18,647,097
Net Balance	$ 22,610,436	$ 17,833,800	$ 20,976,686	$ 18,647,097
REVENUES				
Sale of Vehicles	$ 2,776,038	$ 3,507,240	$ 2,946,082	$ 3,502,609
Interest on Time Deposits	531,744	187,893	621,480	678,610
Lease of Rolling Equipment	14,185,912	15,332,148	15,353,765	18,858,936
Miscellaneous	152,923	155,647	221,147	237,072
Total Revenues & Transfers	$ 17,646,617	$ 19,182,928	$ 19,142,474	$ 23,277,227
TOTAL AVAILABLE FUNDS	$ 40,257,053	$ 37,016,728	$ 40,119,160	$ 41,924,324
APPROPRIATIONS				
Operating Expenses				
Contractual Services	$ 7,852	$ 214,516	$ 277,676	$ 479,490
Commodities	13,100	63,160	0	0
Self-Insurance/Other Expenditures	(1,173)	0	0	0
Capital Outlay	17,573,038	21,016,400	20,259,329	21,117,515
Subtotal Operating	$ 17,592,818	$ 21,294,076	$ 20,537,005	$ 21,597,005
Transfers To				
General Fund-Other	$ 644,623	$ 0	$ 0	$ 0
Streets	21,203	0	0	488,562
Purchasing	213,914	230,000	730,058	330,058
Other Transfers	807,809	205,000	205,000	24,560
Subtotal Transfers	$ 1,687,549	$ 435,000	$ 935,058	$ 843,180
TOTAL APPROPRIATIONS	$ 19,280,367	$ 21,729,076	$ 21,472,063	$ 22,440,185
GROSS ENDING BALANCE	$ 20,976,686	$ 15,287,652	$ 18,647,097	$ 19,484,139
RESERVE FOR FUTURE PURCHASES	$ 20,976,686	$ 15,287,652	$ 18,647,097	$ 19,484,139
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0


CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

Self Insurance Funds

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (31,752,438)	$ (24,057,646)	$ (20,689,269)	$ (16,411,947)
Net Balance	$ (31,752,438)	$ (24,057,646)	$ (20,689,269)	$ (16,411,947)
REVENUES				
Department Assessment - CitiMed PPO	$ 50,632,545	$ 52,080,600	$ 52,664,999	$ 56,295,840
Department Assessment - TriCare	1,396	592,800	1,897	2,000
Department Assessment - Opt Out	0	2,113,800	2,113,800	2,105,280
Employee Contribution - Citimed PPO	1,183,934	1,432,788	1,305,082	1,885,677
Department Assessment - CitiMed HMO	18,873,967	20,529,600	20,529,600	24,120,960
Employee Contribution - CitiMed HMO	3,231,907	3,368,076	3,433,464	4,701,696
Retiree Assessment - General Fund	2,755,414	2,838,076	2,841,092	2,809,272
Retiree Assessment - Other Funds	853,149	881,759	878,743	1,022,158
Retiree Contributions	2,666,572	2,809,499	2,676,826	3,869,547
CitiDent Contributions	657,713	683,844	714,602	683,844
DHMO Plan Premiums	615,805	628,668	631,482	628,668
Vision Plan Premiums	467,403	489,849	476,248	489,849
Supplemental Life Premiums	665,868	661,250	746,462	661,250
Other Insurance Plans	140,413	148,442	153,830	148,442
Recovery of Expenditures	933,455	334,743	805,662	341,103
Transfer from Other Funds	0	0	0	1,983,000
Total Revenues & Transfers	**$ 83,479,541**	**$ 89,593,794**	**$ 89,973,789**	**$ 101,748,586**
TOTAL AVAILABLE FUNDS	**$ 51,727,103**	**$ 65,536,148**	**$ 69,284,520**	**$ 85,336,639**
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,272,035	$ 1,398,747	$ 1,323,016	$ 1,532,248
Administration - Contracts	1,913,850	1,712,095	2,048,550	2,214,096
CitiMed PPO Claims	46,556,058	50,887,055	55,358,002	59,613,146
CitiMed HMO Claims	13,274,037	24,402,789	23,501,596	25,759,562
HMO Payments - Fully Insured	6,018,093	0	0	0
HMO Payments - Retirees	701,290	864,178	580,530	864,178
CitiDent Claims	556,926	700,488	604,016	770,536
DHMO Plan Payments	619,853	628,668	639,192	628,668
Vision Plan Payments	469,599	490,170	482,164	490,170
Supplemental Life Payments	663,395	665,983	744,316	665,983
Other Insurance Payments - TriCare	82,321	119,232	126,170	119,232
Subtotal Operating	**$ 72,127,457**	**$ 81,869,405**	**$ 85,407,552**	**$ 92,657,819**
Transfers To				
Employee Wellness Program	$ 288,915	$ 288,915	$ 288,915	$ 297,005
Other Fund	0	0	0	332
Subtotal Transfers	**$ 288,915**	**$ 288,915**	**$ 288,915**	**$ 297,337**
TOTAL APPROPRIATIONS	**$ 72,416,372**	**$ 82,158,320**	**$ 85,696,467**	**$ 92,955,156**
GROSS ENDING BALANCE	**$ (20,689,269)**	**$ (16,622,172)**	**$ (16,411,947)**	**$ (7,618,517)**

SELF INSURANCE FUND
EXTENDED SICK LEAVE PROGRAM FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 7,310	$ 7,310	$ 7,839	$ 7,839
Net Balance	$ 7,310	$ 7,310	$ 7,839	$ 7,839
REVENUES				
Participant Assessments	$ 13,807	$ 30,000	$ 15,000	$ 15,000
Interest on Time Deposits	6	0	0	0
Total Revenues & Transfers	$ 13,813	$ 30,000	$ 15,000	$ 15,000
TOTAL AVAILABLE FUNDS	$ 21,123	$ 37,310	$ 22,839	$ 22,839
APPROPRIATIONS				
Operating Expenses				
Personal Services	$ 13,284	$ 30,000	$ 15,000	$ 15,000
Subtotal Operating	$ 13,284	$ 30,000	$ 15,000	$ 15,000
TOTAL APPROPRIATIONS	$ 13,284	$ 30,000	$ 15,000	$ 15,000
GROSS ENDING BALANCE	$ 7,839	$ 7,310	$ 7,839	$ 7,839

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 4,541,507	$ 3,616,645	$ 3,588,087	$ 2,612,972
Net Balance	$ 4,541,507	$ 3,616,645	$ 3,588,087	$ 2,612,972
REVENUES				
Department Assessments	$ 8,415,147	$ 8,566,246	$ 8,340,156	$ 9,422,871
Interest on Time Deposits	489,031	510,890	510,890	827,660
Recovery of Expenditures	34,452	20,000	172,581	20,000
Compensation for Damages	245,934	225,000	282,338	225,000
Total Revenues & Transfers	$ 9,184,564	$ 9,322,136	$ 9,305,965	$ 10,495,531
TOTAL AVAILABLE FUNDS	$ 13,726,071	$ 12,938,781	$ 12,894,052	$ 13,108,503
APPROPRIATIONS				
Operating Expenses				
Administration - City	$ 1,208,637	$ 1,307,009	$ 1,132,742	$ 1,364,845
Administration - Contracts	572,369	611,144	690,309	729,500
Claims - Insurance	6,566,746	6,165,900	6,111,237	6,350,877
Premiums - Excess Liability	1,432,288	2,029,574	2,054,795	2,131,053
Subtotal Operating	$ 9,780,040	$ 10,113,627	$ 9,989,083	$ 10,576,275
Transfers To				
General Fund-Indirect Cost	$ 269,097	$ 202,937	$ 202,937	$ 241,323
Employee Benefits	0	0	0	3,121
Retired Employee Health Insurance	7,111	7,324	7,324	7,544
Workers' Compensation	81,736	81,736	81,736	81,736
Subtotal Transfers	$ 357,944	$ 291,997	$ 291,997	$ 333,724
TOTAL APPROPRIATIONS	$ 10,137,984	$ 10,405,624	$ 10,281,080	$ 10,909,999
GROSS ENDING BALANCE	$ 3,588,087	$ 2,533,157	$ 2,612,972	$ 2,198,504

SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 27,672	115,121	$ 218,532	$ 199,810
Net Balance	$ 27,672	$ 115,121	$ 218,532	$ 199,810
REVENUES				
Transfer from Workers' Compensation Fun	$ 550,000	$ 550,000	$ 550,000	$ 550,000
Transfer from Employee Benefits Ins. Fund	288,915	288,915	288,915	297,005
Transfer from General Fund	34,630	0	0	0
Interest on Time Deposits	6,342	0	10,170	10,300
Total Revenues & Transfers	$ 879,887	$ 838,915	$ 849,085	$ 857,305
TOTAL AVAILABLE FUNDS	$ 907,559	$ 954,036	$ 1,067,617	$ 1,057,115
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	$ 333,141	$ 326,969	$ 322,298	$ 344,938
Contractual Services	135,204	198,690	304,235	198,791
Commodities	13,070	26,328	36,747	26,328
Self-Insurance/Other Expenditures	14,203	40,539	26,893	27,112
Subtotal Operating	$ 495,618	$ 592,526	$ 690,173	$ 597,169
HUMAN RESOURCES				
Personal Services	$ 55,816	$ 64,365	$ 67,024	$ 70,272
Contractual Services	126,817	151,773	101,815	151,773
Commodities	0	338	338	338
Self-Insurance/Other Expenditures	4,391	5,872	5,872	6,122
Capital Outlay	3,876	0	0	0
Subtotal Operating	$ 190,900	$ 222,348	$ 175,049	$ 228,505
TOTAL OPERATING EXPENSES				
Personal Services	$ *388,957*	$ *391,334*	$ *389,322*	$ *415,210*
Contractual Services	*262,020*	*350,463*	*406,050*	*350,564*
Commodities	*13,070*	*26,666*	*37,085*	*26,666*
Self-Insurance/Other Expenditures	*18,594*	*46,411*	*32,765*	*33,234*
Capital Outlay	*3,876*	*0*	*0*	*0*
Total Operating	$ *686,518*	$ *814,874*	$ *865,222*	$ *825,674*
Transfers To				
Retired Employees Health Insurance	$ 2,509	$ 2,585	$ 2,585	$ 2,663
Employee Benefits	0	0	0	1,171
Subtotal Transfers	$ 2,509	$ 2,585	$ 2,585	$ 3,834
TOTAL APPROPRIATIONS	$ 689,027	$ 817,459	$ 867,807	$ 829,508
GROSS ENDING BALANCE	$ 218,532	$ 136,577	$ 199,810	$ 227,607

SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 302,854	$ 182,760	$ 638,583	$ 697,193
Net Balance	$ 302,854	$ 182,760	$ 638,583	$ 697,193
REVENUES				
Department Assessments	$ 547,471	$ 345,000	$ 345,000	$ 325,000
Interest on Time Deposits	10,895	4,440	19,110	19,830
Total Revenues & Transfers	$ 558,366	$ 349,440	$ 364,110	$ 344,830
TOTAL AVAILABLE FUNDS	$ 861,220	$ 532,200	$ 1,002,693	$ 1,042,023
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	$ 217,137	$ 345,000	$ 300,000	$ 325,000
Contractual Services	5,500	5,000	5,500	5,500
Subtotal Operating	$ 222,637	$ 350,000	$ 305,500	$ 330,500
TOTAL APPROPRIATIONS	$ 222,637	$ 350,000	$ 305,500	$ 330,500
GROSS ENDING BALANCE	$ 638,583	$ 182,200	$ 697,193	$ 711,523

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ (6,590,492)	$ (6,435,514)	$ (4,245,484)	$ (665,795)
Net Balance	$ (6,590,492)	$ (6,435,514)	$ (4,245,484)	$ (665,795)
REVENUES				
Department Assessments	$ 13,963,474	$ 15,881,001	$ 15,559,396	$ 17,469,101
Interest on Time Deposits	325,022	358,000	557,000	591,570
Recovery of Expenditures	1,511,527	175,000	211,254	175,000
Other Revenue	81,736	81,736	81,736	81,736
Total Revenues & Transfers	$ **15,881,759**	$ **16,495,737**	$ **16,409,386**	$ **18,317,407**
TOTAL AVAILABLE FUNDS	$ **9,291,267**	$ **10,060,223**	$ **12,163,902**	$ **17,651,612**
APPROPRIATIONS				
Operating Expense				
Administration - City	$ 1,788,413	$ 1,958,375	$ 1,763,692	$ 2,092,741
Administration - Contracts	679,476	997,242	829,511	1,229,775
Premiums - Excess Liability	191,025	270,939	228,625	270,939
Claims - Insurance	10,297,158	10,435,125	9,392,977	10,435,125
Subtotal Operating	$ **12,956,072**	$ **13,661,681**	$ **12,214,805**	$ **14,028,580**
Transfers To				
General Fund-Indirect Cost	$ 20,639	$ 54,552	$ 54,552	$ 54,552
Retired Employee Health Insurance	10,040	10,340	10,340	10,650
Employee Benefits	0	0	0	5,072
Employee Assistance Program	150,000	150,000	150,000	150,000
Employee Wellness Program	400,000	400,000	400,000	400,000
Subtotal Transfers	$ **580,679**	$ **614,892**	$ **614,892**	$ **620,274**
TOTAL APPROPRIATIONS	$ **13,536,751**	$ **14,276,573**	$ **12,829,697**	$ **14,648,854**
GROSS ENDING BALANCE	$ (4,245,484)	$ (4,216,350)	$ (665,795)	$ **3,002,758**

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 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ **60,114,285**	$ **59,524,272**	$ **60,277,466**	$ **66,997,948**
REVENUES				
Current Property Tax	$ 96,379,823	$ 103,009,741	$ 102,622,846	$ 115,485,274
Delinquent Property Tax	2,543,108	1,407,601	1,523,492	1,576,814
Interest on Time Deposits	2,858,502	4,070,365	5,176,919	6,010,499
Penalty & Interest on Delinquent Taxes	1,136,874	1,100,620	1,104,604	1,143,265
Proceeds of Bond Issuances	92,923,831	0	0	0
Transfer from Hotel/Motel Tax Fund	394,445	394,010	394,010	392,235
Transfer from Environmental Services	0	0	0	98,338
Transfer from Houston Street TIRZ Fund	1,182,322	578,910	578,910	580,910
Total Revenues & Transfers	$ **197,418,905**	$ **110,561,247**	$ **111,400,781**	$ **125,287,335**
TOTAL AVAILABLE FUNDS	$ **257,533,190**	$ **170,085,519**	$ **171,678,247**	$ **192,285,283**
APPROPRIATIONS				
Bond Principal	$ 55,716,016	$ 58,080,124	$ 58,080,124	$ 72,490,000
Bond Interest	47,349,900	50,585,881	46,600,175	45,262,773
Payment to Escrow Agent	93,162,674	0	0	0
Issuance & Other Costs	1,027,134	0	0	0
TOTAL APPROPRIATIONS	$ **197,255,724**	$ **108,666,005**	$ **104,680,299**	$ **117,752,773**
GROSS ENDING BALANCE	$ **60,277,466**	$ **61,419,514**	$ **66,997,948**	$ **74,532,510**

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

Description:

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

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 18,201,773	$ 18,208,148	$ 19,851,227	$ 19,741,577
REVENUES				
Contr. from Airport Revenue Fund	$ 17,421,362	$ 16,343,082	$ 16,221,236	$ 15,812,073
Interest on Time Deposits	571,291	983,727	1,105,573	1,204,436
Total Revenues & Transfers	$ 17,992,653	$ 17,326,809	$ 17,326,809	$ 17,016,509
TOTAL AVAILABLE FUNDS	$ 36,194,426	$ 35,534,957	$ 37,178,036	$ 36,758,086
APPROPRIATIONS				
Bond Principal	$ 7,545,000	$ 7,910,000	$ 7,910,000	$ 7,830,000
Bond Interest	8,798,199	9,526,459	9,526,459	9,167,859
TOTAL APPROPRIATIONS	$ 16,343,199	$ 17,436,459	$ 17,436,459	$ 16,997,859
GROSS ENDING BALANCE	$ 19,851,227	$ 18,098,498	$ 19,741,577	$ 19,760,227
Bond Reserve Fund	$ 11,598,945	$ 12,171,451	$ 12,171,451	$ 11,930,131
Reserve for Future Payments	8,252,282	5,927,047	5,920,672	6,180,642
NET ENDING BALANCE	$ 0	$ 0	$ 1,649,454	$ 1,649,454
Succeeding Yr. Principal & Interest	$ 17,436,459	$ 16,997,859	$ 16,997,859	$ 17,072,461

DEBT SERVICE FUND
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2002
PASSENGER FACILITY CHARGE AND SUBORDINATE LIEN AIRPORT SYSTEM REVENUE BOND SERIES 2005
SUMMARY OF ADOPTED BUDGET

Description:

The Passenger Facility Charge and Subordinate Lien Airport Revenue Bond, Series 2002 and Series 2005 Debt Service Funds were created to account for revenues transferred from the Passenger Facility Charge Revenue Fund. These revenues will pay for principal and interest on these bonds and provide for the bond reserve to pay other costs and expenses.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 3,066,224	$ 3,738,912	$ 4,817,182	$ 4,817,632
REVENUES				
Contr. from PFC Revenue Fund	$ 4,752,503	$ 5,221,101	$ 5,192,323	$ 5,116,684
Interest on Time Deposits	307,796	203,430	232,208	308,947
Bond Proceeds	0	0	0	0
Total Revenues & Transfers	$ 5,060,299	$ 5,424,531	$ 5,424,531	$ 5,425,631
TOTAL AVAILABLE FUNDS	$ 8,126,523	$ 9,163,443	$ 10,241,713	$ 10,243,263
APPROPRIATIONS				
Bond Principal	$ 845,000	$ 1,705,000	$ 1,705,000	$ 1,775,000
Bond Interest	2,464,341	3,719,081	3,719,081	3,650,881
TOTAL APPROPRIATIONS	$ 3,309,341	$ 5,424,081	$ 5,424,081	$ 5,425,881
GROSS ENDING BALANCE	$ 4,817,182	$ 3,739,362	$ 4,817,632	$ 4,817,382
Bond Reserve Fund	$ 2,820,428	$ 2,760,979	$ 2,418,081	$ 2,404,046
Reserve for Future Payments	1,996,754	978,383	648,593	662,378
NET ENDING BALANCE	$ 0	$ 0	$ 1,750,958	$ 1,750,958
Succeeding Yr. Principal & Interest	$ 5,424,081	$ 5,425,881	$ 5,425,881	$ 5,424,881

DEBT SERVICE FUND
CONVENTION CENTER EXPANSION REVENUE BOND SERIES 1996
HOTEL OCCUPANCY TAX SUBORDINATE LIEN REFUNDING REVENUE BONDS, SERIES 2004-A
HOTEL OCCUPANCY TAX SUBORDINATE LIEN REVENUE AND REFUNDING BONDS, SERIES 2004-B
SUMMARY OF ADOPTED BUDGET

Description

The Convention Center Expansion Debt Service Fund was established to account for the issuance of bonds to fund the Convention Center Expansion Project. The principal and interest is paid from revenues generated through 2% of Hotel/Motel Tax Collections and transferred into this Debt Service Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 21,784,486	$ 21,727,558	$ 21,374,684	$ 21,521,976
REVENUES				
Contr. from CCE Rev. Fund	$ 9,396,357	$ 10,249,606	$ 10,165,979	$ 10,935,122
Interest on Time Deposits	919,816	1,182,661	1,266,288	1,321,145
Total Revenues & Transfers	$ 10,316,173	$ 11,432,267	$ 11,432,267	$ 12,256,267
TOTAL AVAILABLE FUNDS	$ 32,100,659	$ 33,159,825	$ 32,806,951	$ 33,778,243
APPROPRIATIONS				
Bond Principal	$ 800,000	$ 1,375,000	$ 1,375,000	$ 2,300,000
Bond Interest	9,925,975	9,909,975	9,909,975	9,868,725
Arbitrage	0	150,094	0	0
TOTAL APPROPRIATIONS	$ 10,725,975	$ 11,435,069	$ 11,284,975	$ 12,168,725
GROSS ENDING BALANCE	$ 21,374,684	$ 21,724,756	$ 21,521,976	$ 21,609,518
Bond Reserve Fund	$ 18,442,729	$ 18,672,785	$ 18,130,144	$ 18,130,144
Reserve for Future Payments	2,931,955	3,051,971	3,391,832	3,479,374
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 11,284,975	$ 12,168,725	$ 12,168,725	$ 12,693,975

DEBT SERVICE FUND
PARKING SYSTEM REVENUE BONDS, SERIES 2000
SUMMARY OF ADOPTED BUDGET

Description:

This Parking Facility Debt Service schedule includes Parking System Revenue Bonds, Series 2000. The principal and interest is paid from revenues generated in the Parking Revenue Fund and transferred into the Debt Service Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 2,024,753	$ 2,285,062	$ 3,828,493	$ 2,179,692
REVENUES				
Contr. from Parking Revenue Fund	$ 4,996,535	$ 1,786,198	$ 119,017	$ 1,744,695
Interest on Time Deposits	43,896	136,908	156,955	171,578
Total Revenues & Transfers	**$ 5,040,431**	**$ 1,923,106**	**$ 275,972**	**$ 1,916,273**
TOTAL AVAILABLE FUNDS	**$ 7,065,184**	**$ 4,208,168**	**$ 4,104,465**	**$ 4,095,965**
APPROPRIATIONS				
Bond Principal	$ 1,580,000	$ 600,000	$ 600,000	$ 620,000
Bond Interest	1,656,691	1,324,773	1,324,773	1,294,773
TOTAL APPROPRIATIONS	**$ 3,236,691**	**$ 1,924,773**	**$ 1,924,773**	**$ 1,914,773**
GROSS ENDING BALANCE	**$ 3,828,493**	**$ 2,283,395**	**$ 2,179,692**	**$ 2,181,192**
Bond Reserve Fund	$ 0	$ 0	$ 0	$ 0
Reserve for Future Payments	3,828,493	2,283,395	2,179,692	2,181,192
NET ENDING BALANCE	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Succeeding Yr. Principal & Interest	$ 1,924,773	$ 1,914,773	$ 1,914,773	$ 1,923,773

DEBT SERVICE FUND
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2003
MUNICIPAL DRAINAGE UTILITY SYSTEM REVENUE BONDS, SERIES 2005
SUMMARY OF ADOPTED BUDGET

Description:

The Municipal Drainage Utility (Storm Water) System Debt Service Fund was established to account for the issuance of Municipal Drainage Utility (Storm Water) System Revenue Bonds, Series 2003 and Series 2005. The principal and interest is paid from revenues generated in the Municipal Drainage Utility System Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 2004-2005	BUDGET FY 2005-2006	RE-ESTIMATE FY 2005-2006	ADOPTED FY 2006-2007
AVAILABLE FUNDS				
Beginning Balance	$ 1,282,233	$ 4,934,185	$ 2,932,980	$ 3,084,808
REVENUES				
Contr. From Stormwater Fund	$ 5,450,127	$ 7,315,153	$ 7,299,629	$ 7,178,453
Interest on Time Deposits	30,428	143,089	158,612	176,541
Bond Proceeds	160,834	0	0	0
Total Revenues & Transfers	$ 5,641,389	$ 7,458,242	$ 7,458,241	$ 7,354,994
TOTAL AVAILABLE FUNDS	$ 6,923,622	$ 12,392,427	$ 10,391,221	$ 10,439,802
APPROPRIATIONS				
Bond Principal	$ 1,065,000	$ 2,410,000	$ 2,410,000	$ 2,495,000
Bond Interest	2,925,642	4,896,413	4,896,413	4,810,575
TOTAL APPROPRIATIONS	$ 3,990,642	$ 7,306,413	$ 7,306,413	$ 7,305,575
GROSS ENDING BALANCE	$ 2,932,980	$ 5,086,014	$ 3,084,808	$ 3,134,227
Bond Reserve Fund	$ 0	$ 0	$ 0	$ 0
Reserve for Future Payments	2,932,980	5,086,014	3,084,808	3,134,227
NET ENDING BALANCE	$ 0	$ 0	$ 0	$ 0
Succeeding Yr. Principal & Interest	$ 7,306,413	$ 7,305,575	$ 7,305,575	$ 7,308,625

Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2007

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007	FY 2007 POSITIONS	FY 2007 FTE'S
Aviation							
Checkpoint Security Program	$ 425,718	$ -	$ -	$ -	$ 425,718	-	-
Explosive Detection Canine Team	250,000				250,000		
Aviation Total	***$ 675,718***	***$ -***	***$ -***	***$ -***	***$ 675,718***	***-***	***-***
Community Initiatives							
Annie E. Casey Making Connections Program	$ -	$ -	$ -	$ 100,000	$ 100,000	2	2.00
Carver Community Cultural Center			199,000	51,000	250,000	5	5.00
Child Care Delivery System		36,543,102	1,346,000		37,889,102	145	143.00
Community Services Block Grant (CSBG)		1,861,229			1,861,229	40	40.00
Comprehensive Nutrition Project		1,628,065	2,642,152	235,500	4,505,717	53	39.00
City Public Service Energy				1,071,253	1,071,253		
English Literacy/Civics Education Program		71,858			71,858	1	2.50
Emergency Food & Shelter Program	132,818				132,818	1	0.25
Emergency Shelter Grant (ESG)	638,280			638,280	1,276,560	6	6.00
Fair Housing Initiatives Program	100,000				100,000	2	2.00
Fair Housing Program	197,168				197,168	4	4.00
Head Start Early Childhood Development	45,889,570			11,472,393	57,361,963	14	13.00
Housing Counseling Program	128,773				128,773	3	3.00
Housing Opportunities for Person with AIDS	971,000				971,000	1	0.75
Individual Development Account 3	60,000		20,000		80,000		
Juvenile Accountability Incentive Block Grant		41,343	4,594		45,937	1	1.00
San Antonio Water System				493,585	493,585	4	2.00
Self Sufficiency Fund				86,580	86,580	2	1.50
Supportive Services for the Elderly Project		275,250	140,987	5,000	421,237	12	9.50
2005 Supportive Housing Program	2,617,624				2,617,624	8	8.00
2004 Supportive Housing Program	995,860				995,860		
2003 Supportive Housing Program	852,251				852,251		
Community Initiatives Total	***$ 52,583,344***	***$ 40,420,847***	***$ 4,352,733***	***$ 14,153,591***	***$ 111,510,515***	**304**	**282.50**
Cultural Affairs							
Texas Commission on the Arts - Decentralization	$ -	$ 37,480	$ -	$ 112,440	$ 149,920	-	-
Texas Commission on the Arts - Operational		2,500		2,500	5,000		
Cultural Affairs Total	***$ -***	***$ 39,980***	***$ -***	***$ 114,940***	***$ 154,920***	***-***	***-***
Economic Development							
Procurement Technical Assistance	$ 216,308	$ -	$ 239,544	$ -	$ 455,852	4	4.00
Economic Development Total	***$ 216,308***	***$ -***	***$ 239,544***	***$ -***	***$ 455,852***	**4**	**4.00**
Fire							
Emergency Management Performance	$ -	$ 138,647	$ -	$ -	$ 138,647	-	-
Metropolitan Medical Response System (MMRS)		100,000			100,000		
State Homeland Security (SHSP) Grant	350,000				350,000		
Urban Area Security Initiative (UASI)	3,000,000				3,000,000		
Fire Total	***$ 3,350,000***	***$ 238,647***	***$ -***	***$ -***	***$ 3,588,647***	***-***	***-***
Health							
ATSDR-Environmental Health and Wellness	$ 230,000	$ -	$ -	$ -	$ 230,000	2	2.00
Bio-Terrorism/Public Health Support	1,858,166				1,858,166	22	22.00
Breast & Cervical Cancer Prevention		135,000		92,000	227,000	2	2.00
Cities Readiness Initiative	623,334				623,334		
Family Focused Diabetes Pilot Project		90,000			90,000	1	1.00
Federal HIV/AIDS Surveillance	123,869				123,869	3	3.00
Federal HIV/AIDS Prevention	232,350				232,350	5	4.50
Federal Immunization Program	12,568,732				12,568,732	54	51.00
Federal STD Intervention & Surveillance	336,254				336,254	7	7.00
Federal & State TB Program	353,133	189,472			542,605	10	9.50
GlaxoSmithKline-Harvix 231				191,520	191,520	2	2.00
GlaxoSmithKline-HibMency-TT				99,000	99,000	2	2.00
Health Education Project		152,888			152,888	3	3.00
Healthy Start	750,000				750,000	13	13.00
Human Papillomavirus (HPV) Study Phase II				57,368	57,368	2	2.00
Inner-City School Immunization Project		454,597			454,597	11	11.00
Lead Poisoning Program	100,000				100,000	2	2.00

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2007

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007	FY 2007 POSITIONS	FY 2007 FTE'S
Health Continued:							
Learn, Prepare, Eat, and Enjoy	$ -	$ -	$ -	$ 34,550	$ 34,550	1	0.50
Milk Sample Lab Tests		34,500			34,500		
Parent & Child, Inc.				323,316	323,316	12	7.00
Public Center for Environmental Health (PCEH)	500,000	265,000	-	-	765,000	8	8.00
Refugee Screening	143,495				143,495	3	2.00
Title V Family Planning		129,649		11,000	140,649	5	5.00
Title V Maternal Child Health		261,455		122,000	383,455	6	6.00
Title X Family Planning		33,841			33,841	1	0.50
Title XX Family Planning		350,000		115,000	465,000	14	13.00
Sanofi Pasteur-Vaccine M5A10				211,438	211,438	3	3.00
Sanofi Pastuer-P3T11				48,709	48,709	1	1.00
Steps to a Healthier San Antonio Initiative	1,508,800				1,508,800	8	7.50
WIC	5,835,675				5,835,675	134	124.00
Health Total	***$ 25,163,808***	***$ 2,096,402***	***$ -***	***$ 1,305,901***	***$ 28,566,111***	**337**	**314.50**
Housing & Community Development							
CDBG Entitlement Grant Program	$ 14,519,558	$ -	$ -	$ -	$ 14,519,558	40	40.00
Home Entitlement Grant Program	6,724,512			463,740	7,188,252	0	0.00
Housing & Community Development Total	***$ 21,244,070***	***$ -***	***$ -***	***$ 463,740***	***$ 21,707,810***	**40**	**40.00**
Library							
Interlibrary Loan Services	$ 326,659	$ -	$ -	$ -	$ 326,659	6	5.00
Library Systems Operations	720,000				720,000	5	5.00
Loan Star Libraries Grant		88,667			88,667		
SA Public Library Foundation - restricted grant				400,000	400,000		
Technical Assistance Negotiated Grant	80,000				80,000		
Library Total	***$ 1,126,659***	***$ 88,667***	***$ -***	***$ 400,000***	***$ 1,615,326***	**11**	**10.00**
Neighborhood Action							
Lead Based Paint Hazard Reduction Program	$ 350,000	$ -	$ -	$ -	$ 350,000	1	1.00
Neighborhood Action Total	***$ 350,000***	***$ -***	***$ -***	***$ -***	***$ 350,000***	**1**	**1.00**
Parks & Recreation							
Botanical Garden Society	$ -	$ -	$ -	$ 20,000	$ 20,000	-	-
Center for Plant Conservation				3,250	3,250	1	0.50
Plant Research Program				3,000	3,000	1	0.50
Summer Food Services Program		909,196			909,196		
Parks & Recreation Total	***$ -***	***$ 909,196***	***$ -***	***$ 26,250***	***$ 935,446***	**2**	**1.00**
Police							
Bexar Metro 911	$ -	$ -	$ -	$ 200,000	$ 200,000	5	5.00
Crisis Assistance Team Administration (CATA)		100,000	2,770	22,230	125,000	2	2.00
HIDTA	1,253,299			623,820	1,877,119	8	8.00
HIDTA - South Texas Intelligence Center	627,245				627,245	8	8.00
Justice Assistance Grant	446,918				446,918	3	3.00
Project Ease		77,033		19,259	96,292	1	1.00
Regional Auto Crimes Team (ReACT)		889,254	522,762	1,733,070	3,145,086	11	11.00
(STEP)		500,000	16,215	253,011	769,226		
Police Total	***$ 2,327,462***	***$ 1,566,287***	***$ 541,747***	***$ 2,851,390***	***$ 7,286,886***	**38**	**38.00**
Subtotal: Operating/Programmatic	**$ 107,037,369**	**$ 45,360,026**	**$ 5,134,024**	**$ 19,315,812**	**$ 176,847,231**	**737**	**691.00**
Aviation							
Airport Improvement Program	$ 13,425,000	$ -	$ 4,058,333	$ -	$ 17,483,333	-	-
TxDOT Airport Improvement		3,223,161	358,129		3,581,290		
Aviation Total	***$ 13,425,000***	***$ 3,223,161***	***$ 4,416,462***	***$ -***	***$ 21,064,623***	**-**	**-**
Housing & Community Development							
CDBG Entitlement Grant Program	$ 1,187,611	$ -	$ -	$ -	$ 1,187,611	21	21.00
HOME Entitlement Grant Program	661,179				661,179	5	5.00
Housing & Community Development Total	***$ 1,848,790***	***$ -***	***$ -***	***$ -***	***$ 1,848,790***	**26**	**26.00**
Subtotal: Capital Projects	**$ 15,273,790**	**$ 3,223,161**	**$ 4,416,462**	**$ -**	**$ 22,913,413**	**26**	**26.00**
Grand Total	**$ 122,311,159**	**$ 48,583,187**	**$ 9,550,486**	**$ 19,315,812**	**$ 199,760,644**	**763**	**717.00**

City Service Plans Overview

In the following section, 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 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.

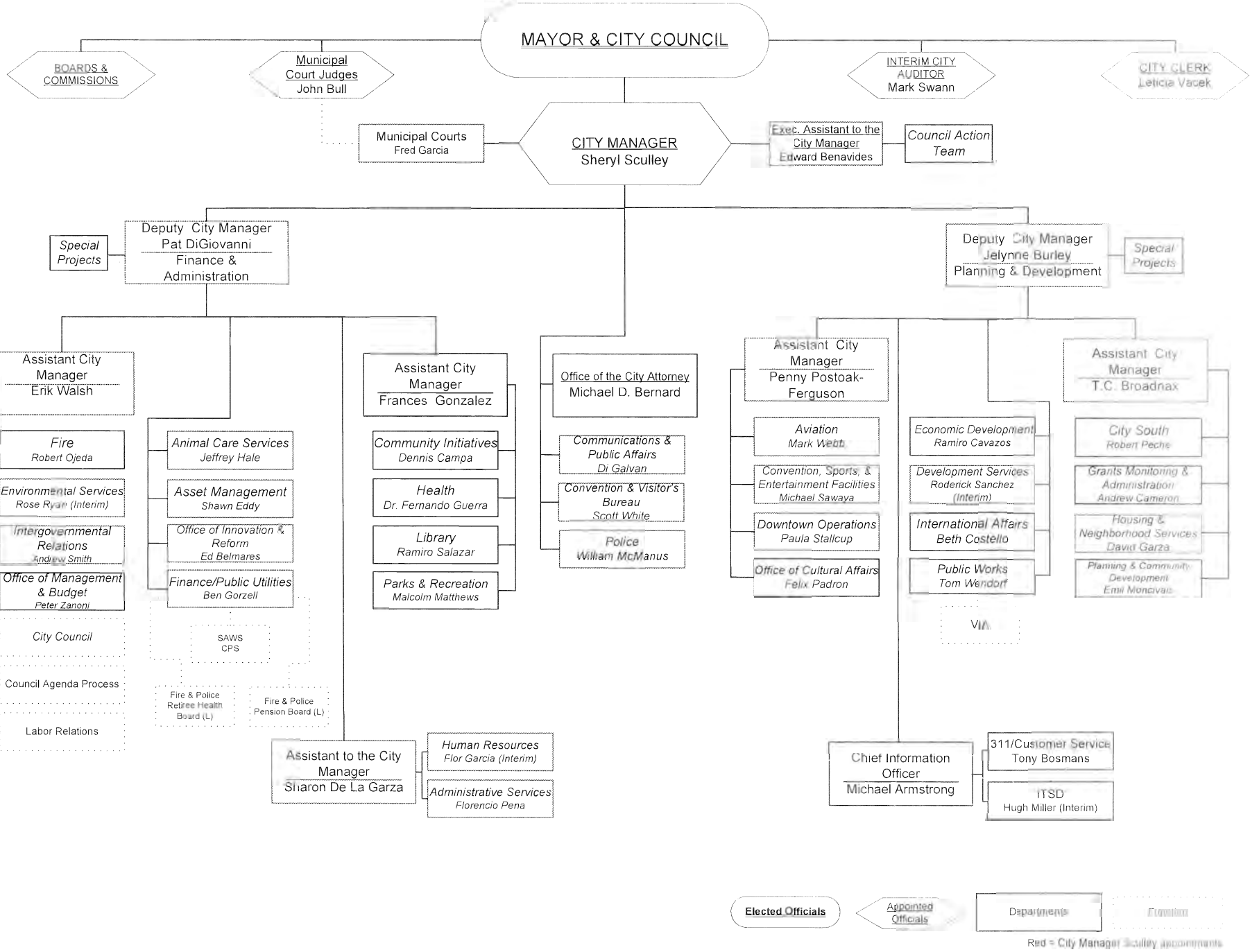
Next, a detailed summary of the department's operating expenditures and staffing levels over a three-year period is illustrated. Included in this table are department actual expenditures for FY 2005, the budget adopted by City Council in FY 2006, a re-estimate of department spending levels in relation to what was budgeted for FY 2006 and an Adopted Budget number which includes all adopted redirection/reductions, improvements, and mandates for FY 2007. 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 will summarize 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
TEXAS
BERTATIS CUNABULA

City-Wide Organizational Chart

CITIZENS OF SAN ANTONIO



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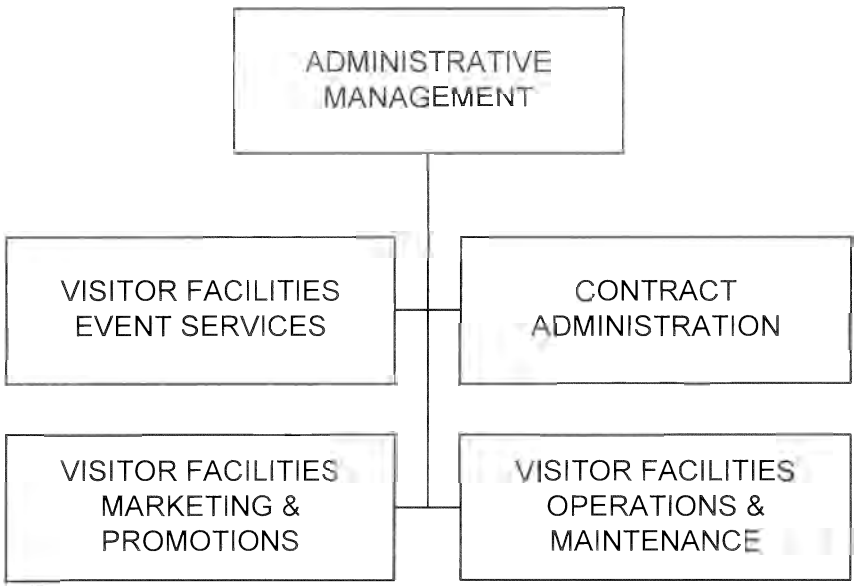
CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

Departmental Summaries

ALAMODOME/WOLFF STADIUM



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Community and Visitor Facilities Fund-Alamodome	46.00	$7,920,141
Community and Visitor Facilities Fund-Wolff Stadium	6.00	707,035
Capital Projects	0.00	2,883,000
Total Funding	**52.00**	**$11,510,176**

MISSION STATEMENT

The mission of the Alamodome is to serve as a premier multi-purpose facility by hosting a variety of events that provide significant momentum to the overall marketability of the City of San Antonio and producing economic benefit, enhance the visitor and tourism industry, and provide entertainment and diversity to the local community.

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

PROGRAM INFORMATION

The Alamodome is one of the most functional stadiums in the country. Its capacity, sight lines, accessibility, design and climate control make it a most comfortable and enjoyable environment for spectators. The Alamodome's versatility in converting from a stadium to the best arena configuration of any venue of it's type has given it the ability to be a perfect fit for other types of public events such as motor sports, trade shows, ice shows, circus, large conventions, major concerts, civic, religious and social functions and most notably collegiate and professional basketball. Most of these events require major conversions and/or additions to the basic facility design.

Wolff Stadium is an outdoor baseball facility, which is used to host baseball games, concerts, and other outdoor events.

The department employs 52 full-time employees in five divisions including Administration/Office of the Director, Event Management, Marketing & Promotions, Maintenance & Operations, and Nelson Wolff Municipal Stadium.

GOALS & OBJECTIVES

- Continue to enhance the marketability of the facility.
  - Increase client options to include complete marketing and promotional services.
  - Strengthen the facilities' image with the public, business community, users, and the media.
  - Continue to work collaboratively with other visitor and tourism related entities to market the facility and the city.
  - Develop marketing plan in conjunction with the CVB.
  - Increase revenue from advertising and sponsorships.
- Continue expanding the variety of events by utilizing the enterprise-based management system (EBMS) that is linked with the Convention Facilities Department and Convention & Visitors Bureau for booking and reserving facilities, managing meetings and events, scheduling services and staff, managing fixed and non-fixed inventory and accounting for finances.
- Ensure financial responsibility and accountability.
  - Efficiency in controlling event operating cost.
  - Aggressively manage and operate the facilities to maximize efficiency, cleanliness and maintenance, and the safety and enjoyment of patrons.
  - Evaluate outsourcing strategies to maintain efficiency and productivity.
- 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 facilities within the community as an appropriate location for civic events.
- Focus on event development strategies to stimulate visitation and national exposure for San Antonio.
  - Coordinate with the Convention & Visitors Bureau to maximize event opportunities.

GOALS & OBJECTIVES CONTINUED

- Collaborate with the San Antonio Sports Foundation to increase events at facilities.
- Develop mechanism for creating and promoting events in-house.
  - Develop high school basketball programming.
- Identify funding mechanisms for on-going maintenance program (facility and equipment).
  - Develop on-going paint program for interior of Alamodome.
  - Develop replacement program for aging facility equipment and building metasysis system.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Strengthen Convention/Tourist Industry**					
	Take advantage of scheduling flexibility and new turf to increase event bookings and event variety.	Total Event Days[1] (Alamodome)	101	109	107	145
		Total Event Days (Wolff Stadium)	95	103	108	107
		No. of New Events(Alamodome)[2]	7	9	10	4
Financial	**Provide Accountability to the Public**					
	Manage and operate the facility effectively while maximizing efficiency.	Avg. Operating Revenue/Cost per Attendee (Alamodome)[3]	$6.00/$9.74	$6.59/$9.03	$7.61/$10.13	$6.51/$9.16
		Avg. Event Revenue/ Cost per Attendee (Alamodome)	$5.54/$1.56	$5.96/$1.67	$7.33/$1.98	$6.26/$1.72
		Avg. Operating Revenue/Cost per Attendee (Wolff Stadium)[4]	$4.04/$3.77	$3.31/$3.20	$3.78/$3.53	$3.89/4.06
Internal Processes	**Maintain Existing Infrastructure**					
	Ensure the effectiveness of Capital Projects for both facilities.	No. of Capital Projects Monitored[5]	2	N/A	3	3
Employee Learning & Growth	**Improve Employee Services**					
	Promote, and provide additional, professional staff development.	No. of Training Hours Completed By Staff[6]	345	N/A	343	142

EXPLANATORY INFORMATION

[1] FY 07 Increase in event days due to Dallas Cowboys training camp.

[2] FY 05 Soccer Games(2), Lifeway Christian Resources, Joel Olsteen, Taekwondo, Tx. Sports Officials, UTSA Volleyball.
FY 06 East/West Shrine Bowl Game, Tx. Sports Officials All-Star Football Game, Texas A & M vs. Army Football, Golden Bear Drill Competition, American Spirit, Valero 25th Anniversary, NCAA Volleyball Championship, New Orleans Saints Football, SAWSfest, Get Motivated.
FY 07 Alamo Community College Retreat, Kiwanas Club, Narcotics Anonymous, Lifeway Christian Resources

[3] Operating revenue does not include supplemental rental, revenue from reimbursable expenses.

[4] Operating cost does not include expenditures for capital outlay.

[5] FY 2005 Projects consist of: New Turf and Video Walls.
FY 2006 Projects consist of: Structual Examination, Turf Rack System and Built out of 14 Suites.
FY 2007 Projects consist of: Roof Repairs, Exterior Paint and Audio Upgrade.

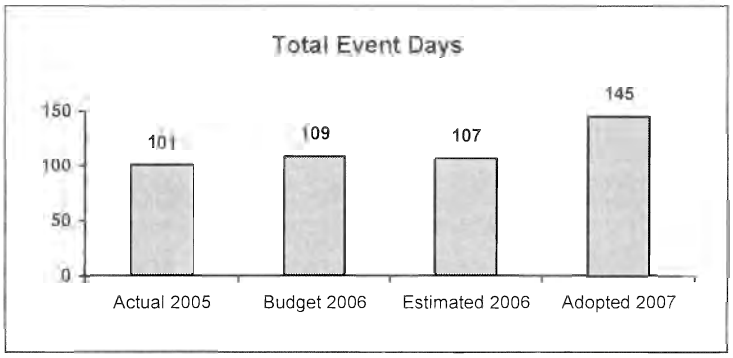
[6] Includes mandatory customer service and ethics training.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Alamodome Department for FY 2007.

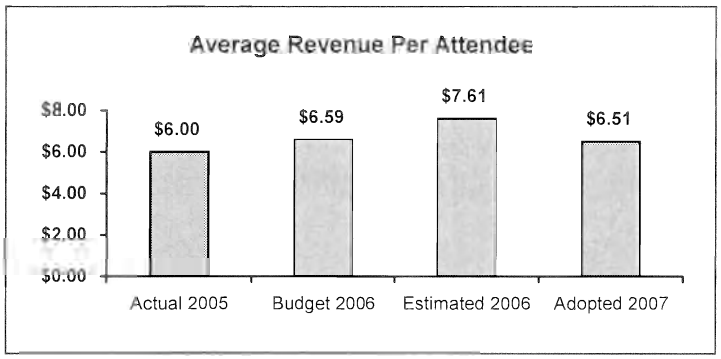
Total Event Days

Adopted FY 2007 represents a 43.5% increase over Actual FY 2005. The FY 2007 event days increase is due in great part to the Dallas Cowboys training camp expected next summer.



Average Operating Revenue per Attendee

This figure represents the average amount of revenue earned by the Alamodome per attendee. This does not include supplemental rental or revenue from reimbursable expenses. The FY 2007 Adopted amount is 1.2% less than the 2006 Budget amount of $6.59



COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

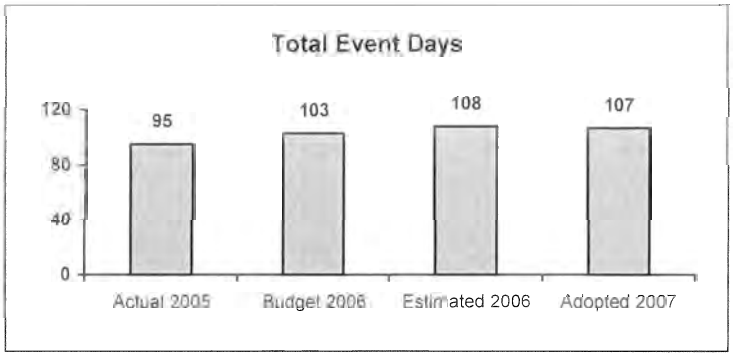
	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$2,567,095	$2,586,188	$3,100,089	$2,690,042
CONTRACTUAL SERVICES	1,532,095	1,552,044	1,539,552	1,856,785
COMMODITIES	206,487	171,859	293,519	172,159
SELF INSURANCE/OTHER	2,842,687	3,117,808	3,334,394	3,201,155
CAPITAL OUTLAY	2,555	0	918	0
TOTAL EXPENDITURES	**$7,150,919**	**$7,427,899**	**$8,268,472**	**$7,920,141**
AUTHORIZED POSITIONS	**46**	**47**	**47**	**47**
FULL-TIME EQUIVALENTS	**45.00**	**46.00**	**46.00**	**46.00**

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Wolff Stadium Department for FY 2007.

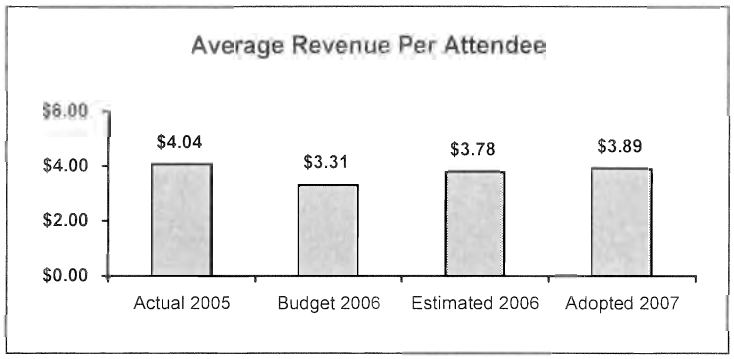
Total Event Days

Adopted FY 2007 represents a 12.6% increase over Actual FY 2005. This is due to an increased usage of the facility from high school baseball games.



Average Operating Revenue per Attendee

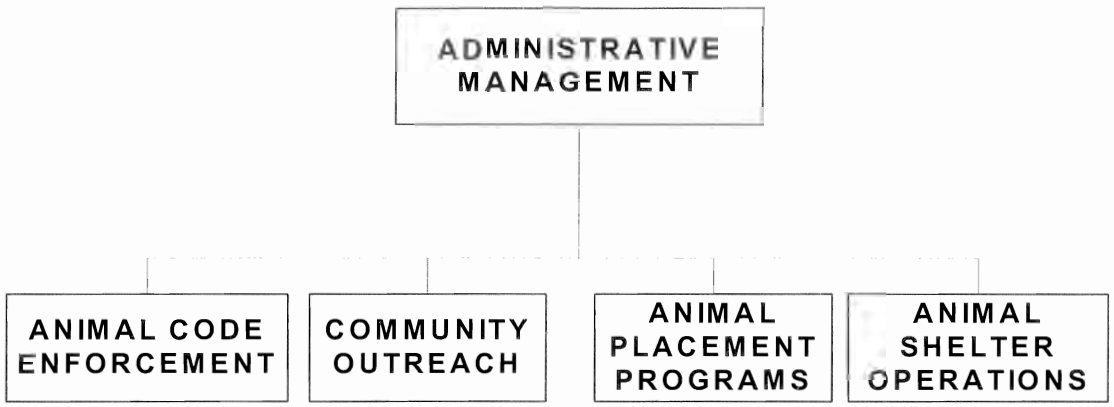
This figure represents the average amount of revenue earned by the Wolff Stadium per attendee. The FY 2007 Adopted amount of $3.89 is 17.5% higher than the 2006 Budget amount of $3.31.



COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$236,029	$222,653	$241,541	$232,451
CONTRACTUAL SERVICES	135,817	160,617	143,960	163,536
COMMODITIES	49,777	66,906	70,649	66,906
SELF INSURANCE/OTHER	223,402	184,324	193,446	244,142
CAPITAL OUTLAY	1,467	0	507	0
TOTAL EXPENDITURES	**$646,492**	**$634,500**	**$650,103**	**$707,035**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**6.00**

ANIMAL CARE SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Animal Care Services Fund	102.00	$6,051,308
Total Funding	**102.00**	**$6,051,308**

ANIMAL CARE SERVICES

ANIMAL CARE SERVICES FUND

MISSION STATEMENT

Animal Care Services is the office within the City charged with implementation of a comprehensive program to address animal issues. Its mission is to promote responsible pet ownership in the community with a system of laws, policies and practices that promote the humane treatment of animals and ensure public health and safety.

PROGRAM INFORMATION

Animal Care Services is responsible for the enforcement of Chapter 5 of the City's Animal Code to ensure public health and safety, while meeting the community's expectations. In order to do so, the Department offers various valuable services to promote responsible pet ownership through community outreach, animal placement programs, legislation and enforcement. In FY 2005-2006 the Bexar Country Rabies Control Fund, Animal Control Division of the General Fund and the Animal Care Division of the Public Health Support Fund merged to create a new Animal Care Services Fund. This fund monitors all expenditures and revenues associated with the operations at the Animal Care Services facility.

GOALS & OBJECTIVES

- Animal Care Services has established the following goals to accomplish the Department's mission:
  - Increase Animal Placements
  - Community Outreach
  - Increase Spay/Neuter Services
- The following objectives have been developed to support these goals:
  - Increase the number of adoption events.
  - Provide a collar and microchip to all adopted animals to facilitate owner reclaims.
  - Develop partnerships with other agencies to increase the number of animals saved via adoption, rescue, foster, etc.
  - Initiate marketing campaign to broadcast educational material.
  - Establish community based methods of disseminating information to encompass services provided by the Department, responsible pet ownership, spay/neuter, etc.
  - Expand the availability of spay/neuter services through collaboration with other agencies.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**To promote and protect human and animal welfare**					
	Enforce Chapter 5 (Animal) of the City's Code to ensure public health and safety	No. of Licenses Issued and Dollar Amount Received from the Generation of Licenses for Citizens to Comply with City Code Regulating the Care and Control of Animals (Rabies certificate Required for Issuance of License)[1]	N/A N/A	N/A N/A	15,000 $107,250	20,000 $143,000
		No. of Animals Impounded[2]	N/A	N/A	48,000	38,500
		-Percentage of Animals Brought in by Animal Care Officers	N/A	N/A	75%	75%
		-Percentage of Animals Received from Citizens	N/A	N/A	25%	25%
		Investigate all Bite and Scratch Incidents Reported Involving Animals[3] -No. of Bites Reported	N/A	N/A	2,772	2,646
		-No. of Dangerous Animal Hearings	N/A	N/A	23	30
		Placement of Animals in Nurturing Environments and Minimize Number Euthanized[4] -Percentage Increase of Animals Saved Via Adoption Initiatives	N/A	N/A	35%	35%
	Educate the community on proper human/animal relationships	Promote Responsible Pet Ownership by Increasing the Number of Animals Spayed/Neutered[5] -No. of Animals Spayed/Neutered	N/A	N/A	7,500	9,756
		Inform the Community on Adoption Opportunities, Owner Surrender Options, Stray and Lost Animals, City Animal Ownership Rules and Regulations[6] -No. of Presentations Given	N/A	N/A	36	54

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Provide Accountability to the Public**					
	Manage and operate the facility effectively by maximizing the use of available resources	Percentage of Budget Utilized for Expenses Related to Servicing the Animals and the Public	N/A	N/A	79%	79%
		Percentage of Budget Allocation Expended for Administrative Costs	N/A	N/A	21%	21%
		No. of Volunteer Hours and Amount of Salary Funds Saved[7]	N/A N/A	N/A N/A	2,496 $21,840	2,995 $29,201
Internal Process	**Innovative & Proactive City Government – Improve Organizational Support**					
	Resourcefulness in extending service and maintain high level of accountability	No. of Cruelty Investigations	N/A	N/A	6,552	6,574
		No. of Instances Where Animal Care Officer Interviewed/Interfaced with Owner in the Field	N/A	N/A	N/A	See Note[8]
		No. of Animals Reunited in Field by Animal Care Officer	N/A	N/A	N/A	See Note[8]
Employee Learning & Growth	**Improve Services to Animals and Community**					
	Provide training to maintain and acquire employees' certification to perform euthanasia[9]	No. of employees Certified in Euthanasia by Injection (EBI)	N/A	N/A	29	35
		Amount of Certification Pay Remunerated	N/A	N/A	$26,165	$31,250
	Provide training to ensure a competent workforce[10]	No. of Participants in City Sponsored Training Programs	N/A	N/A	36	102

EXPLANATORY INFORMATION

1 Licenses are required by Chapter 5 of the City of San Antonio's Health Code. Licenses provide a standardized system of identification as well as a visual way to determine or communicate that the animal has received a rabies vaccination. Animal Care Services is expanding the sales distributors for animal licenses to increase accessibility to the community and thereby facilitating the acquisition.

2 The intent of impounding animals is to provide a temporary place where the animals are sheltered or quarantined to protect the community from communicable diseases. The intent is to maximize the number of animals placed into homes, minimizing the number euthanized.
The anticipated decrease in the number of animals impounded for FY Year 2007 will support the pro-active efforts to encourage the community to assume the responsibility that comes with pet ownership. Efforts include education and further promotion of the spay-neuter program.

3 Animal Care Services staff is charged with locating, catching and placing animals that have bitten/scratched citizens of the community. Animals are quarantined and held for observation. An investigation to review all pertinent information relating to the animal and the incident is performed by an Animal Care employee. If a dangerous animal hearing is conducted the investigation findings are provided to the panel, established in accordance with Chapter 5 Section 146. The victim and the owner of the animal may provide supporting documentation to the panel for review. The findings are then sent to both parties via certified mail. If the animal does not present a danger to the community, the owner may elect to reclaim the animal.
Variances in the numbers reported for FY 2006 and 2007 can be attributed to an increase in community awareness and the challenge staff face in locating and capturing feral/stray animals.

4 The goal of Animal Care Services detailed in the strategic plan accessible at www.sanantonio.gov/animalcare is to place all adoptable animals and minimize the number of animals euthanized. Although the percentages reflected above are the same, the actual number of animals adopted and rescued will not be due to the anticipated decrease in the number of animals impounded.
Recruitment of a Special Projects Officer dedicated to enlist Volunteers and conduct multiple off-site adoptions, in conjunction with the Education Program being developed, will assist in decreasing the number of animals euthanized.

5 Spaying/neutering helps reduce our current overpopulation problem. Many of the animals euthanized at the Animal Care Facility are unwanted litters of puppies and kittens. To help deter this Animal Care Services is going to initiate a newly aggressive spay & neuter initiative for the new Animal Care Services facility and is also considering a community based alternative (count reflects number of animals spayed/neutered for adoption and those provided to the public).

6 Outreach to the community is expected to increase as a result of recruiting a Special Projects Officer tasked with this function. The Department is in the process of developing formal and informal surveys which will enable the quality of the curriculum to be ascertained and if needed adjusted to the target group being addressed.

7 Volunteers are being utilized for bathing and grooming, walking the animals, socialization time, and adoption counseling. The Special Projects Officer, previously mentioned will also work to increase the enlistment of Volunteers through solicitations at neighborhood based organizations.

8 Department is establishing a method to monitor and track the information for these areas.

9 Animal Care Services changed the method of euthanization from gas to injection to better serve the needs of the community and to align itself to the nationwide trend towards using EBI exclusively. As a result, employees were and will continue to be sent to attend EBI training and attain their respective certification.

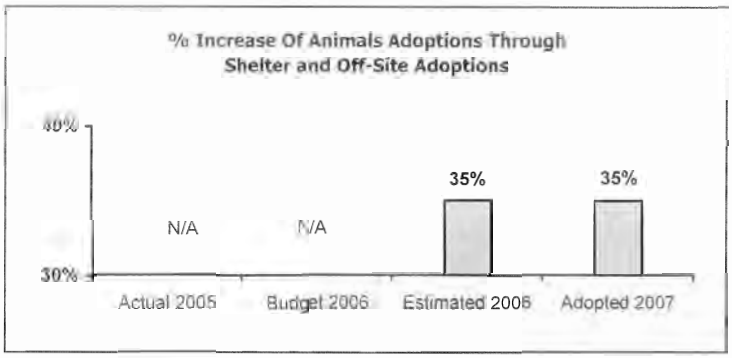
10 Employees are offered the opportunity to extend their skills through the attendance of seminars and training. Staff then has the knowledgebase needed to use the equipment properly in order to ensure that the animals are handled humanely and securely.
The Department is sensitive to the employees' emotional well being and therefore enrolls staff in training such as Compassion Fatigue.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Animal Care Services Department (ACS) for FY 2007.

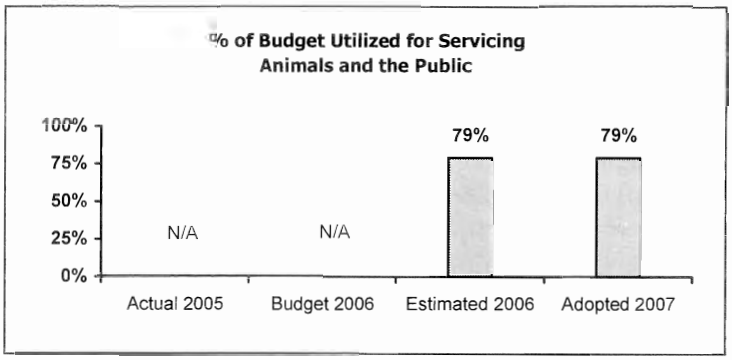
Percent Increase from Previous Year of Animal Adoptions Through Shelter and Off-Site Adoptions

The Department will expand adoption initiatives in an effort to decrease euthanasia. These initiatives will include more active marketing of the adoption services at ACS, as well as more outreach adoptions.



Percent of Budget Utilized Servicing Animals and the Public

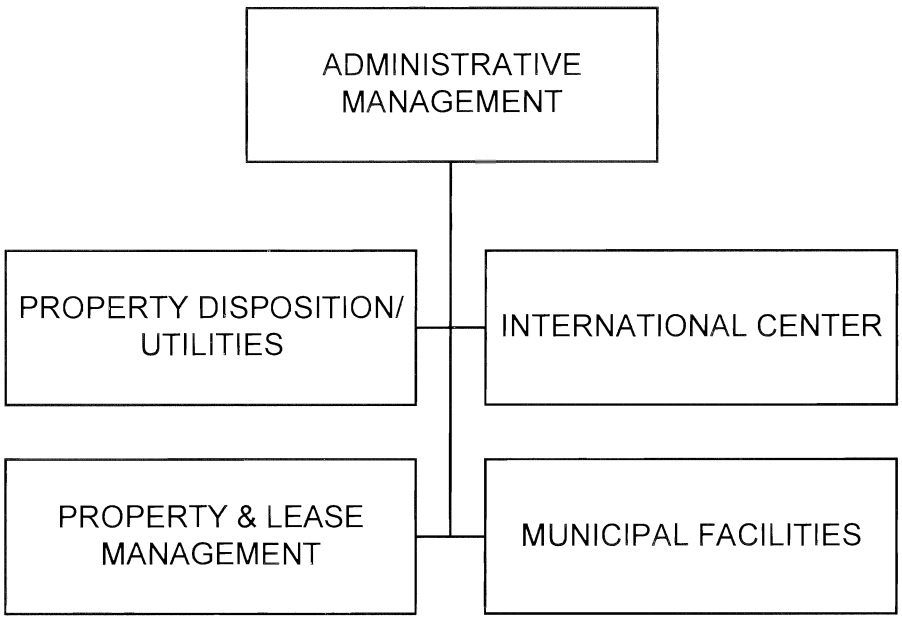
The Department will continue to maximize the use of available resources towards direct and improved delivery of animal care services.



ANIMAL CARE SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	N/A	$3,539,359	$3,252,802	$3,922,901
CONTRACTUAL SERVICES	N/A	339,537	394,257	511,206
COMMODITIES	N/A	315,442	507,265	476,947
SELF INSURANCE/OTHER	N/A	647,817	680,045	868,752
CAPITAL OUTLAY	N/A	33,600	40,569	271,502
TOTAL EXPENDITURES	**N/A**	**$4,875,755**	**$4,874,938**	**$6,051,308**
AUTHORIZED POSITIONS	**N/A**	**86**	**86**	**102**
FULL-TIME EQUIVALENTS	**N/A**	**86.00**	**86.00**	**102.00**

ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	13.00	$1,418,549
Capital Projects	0.00	5,002,000
International Center Fund	9.00	1,295,788
Facility Services	113.00	9,604,225
Total Funding	**135.00**	**$17,320,562**

MISSION STATEMENT

The Department of Asset Management provides real estate, facility, parking and marketing services to both internal and external customers 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 a variety of real estate services including property and facility management; negotiation and monitoring of leases and license agreements for real property, public right of way, cultural facilities, telecommunications and utility pipelines; disposition of real property; and various in-house consulting services to include lease reviews, asset development and marketing, and space planning.

GOALS & OBJECTIVES

- Achieve a 5% increase in revenue collected from cell towers, leases, license agreements and the sale of real property from the FY 2000-2006 budget amount.
- Realize a gross revenue increase in FY 2006-2007 through the continued implementation of the Municipal Marketing Partnership Program.
- Complete 97% of lease reviews within three (3) business days.
- Identify as surplus and sell at least 25 City-owned parcels of land per year to facilitate the redevelopment of vacant lots and provide opportunities for affordable housing.
- Coordinate the redevelopment of the former SAWS Headquarters property located at 1001 East Market Street.
- Facilitate the development of the Southwest Business & Technology Park (SWBTP) through the sale of developable parcels.
- Coordinate the continuing implementation of the HemisFair Park Master Plan and facilitate continued communication with stakeholders, tenants and other related entities regarding the Master Plan.
- Achieve a customer survey approval rating of at least 90%.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Process requests for leases and licenses of City property	No. of Real Estate Transactions Negotiated/Executed[1]	N/A	N/A	86	91
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Customer Service Survey Approval Rating[2]	90%	94%	91%	92%
Financial	**Provide Accountability to the Public**					
	Maximize revenue from leases, license agreements, cell towers and the sale of real property	Revenue Collected from leases and license agreements	$957,654	N/A	$637,368	$643,508
		Revenue Collected from cell towers and sale of real property[3]	$675,129	N/A	$1,444,800	$592,400
Internal Processes	**Innovative & Proactive City Government**					
	Provide City-wide in-house consulting services for the negotiation and review of City leases	No. of Leases Reviewed	57	55	60	62
		% of Leases Reviewed Within Three Days	93%	97%	97%	97%
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	10	10	10	10

EXPLANATORY INFORMATION

[1] Real Estate Transactions include leases, licenses, cell tower agreements, easements, sale of surplus property, and the closure vacation and abandonment of public right of way.

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

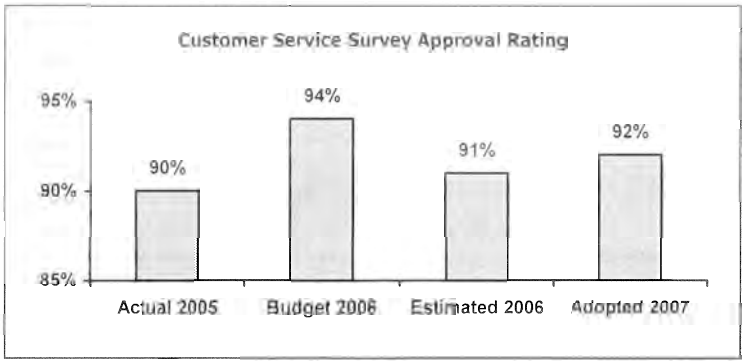
[3] Re-estimate for FY06 is significantly higher due to a single land transaction in the amount of $699,702.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Asset Management Department for FY 2007.

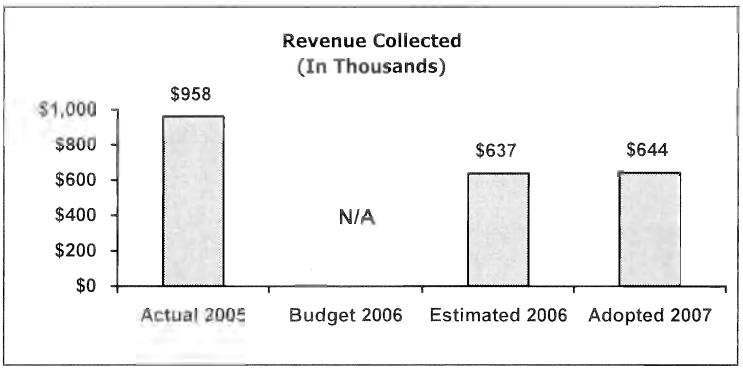
Customer Service Survey Approval Rating

This represents a rating from a customer service survey utilized to measure professionalism, competence, communication, timeliness, responsiveness and overall customer service. Surveys are mailed with the final project documents for each completed special project.



Revenue Collected from Leases and License Agreements

This represents the dollar amount the Department collects in revenues generated from leases and license agreements.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$848,203	$890,812	$819,310	$910,346
CONTRACTUAL SERVICES	44,847	96,697	85,993	99,097
COMMODITIES	10,230	4,929	6,041	4,929
SELF INSURANCE/OTHER	239,144	391,633	382,849	404,177
CAPITAL OUTLAY	605	4,988	1,187	0
TOTAL EXPENDITURES	**$1,143,029**	**$1,389,059**	**$1,295,380**	**$1,418,549**
AUTHORIZED POSITIONS	**12**	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**12.00**	**13.00**	**13.00**	**13.00**

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- Achieve a 5% increase in the number of revenue-generating events in the International Conference Center and gallery over the FY 2005-06 Budget amount.
- Continue to provide International Center tenants with outstanding customer service and maintain an Annual Tenant Survey Approval Rating of at least 95%.
- Increase revenue collected to achieve at least 30% of revenue above operating costs (total revenue, less operating expenses, divided by the total revenue).
- Collect 80% of revenue generated from functions in the International Conference Center by the 45th day following the function.
- Achieve an approval rating of at least 95% on event customer surveys.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget. FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction	No. of revenue-generating events	123	135	150	158
		No. of leases negotiated/renewed	N/A	N/A	2	3
		Event Customer Service Survey Approval Rating	98%	97%	96%	97%
Financial	**Provide Accountability to the Public**					
	Maximize the revenue generated by the International Center including the conference center	% of Revenue above Operating Costs [1]	33%	31%	30%	32%
		Revenue Collected	$1,194,501	$1,140,000	$1,258,730	$1,288,342
		Average revenue per revenue-generating event	$1,497	$950	$1,234	$1,258
Internal Processes	**Innovative and Proactive Government**					
	Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures	Annual Tenant Customer Service Survey Approval Rating	N/A	N/A	95%	95%
		% of revenue collected by the 45th day Following the event	61%	80%	80%	82%
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	4	4	4	4

EXPLANATORY INFORMATION

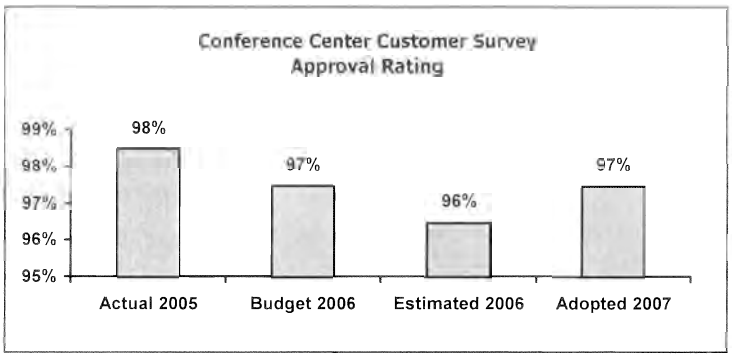
[1] Calculation reflects the total revenue, less operating expenses, divided by the total revenue.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the International Center Fund for FY 2007.

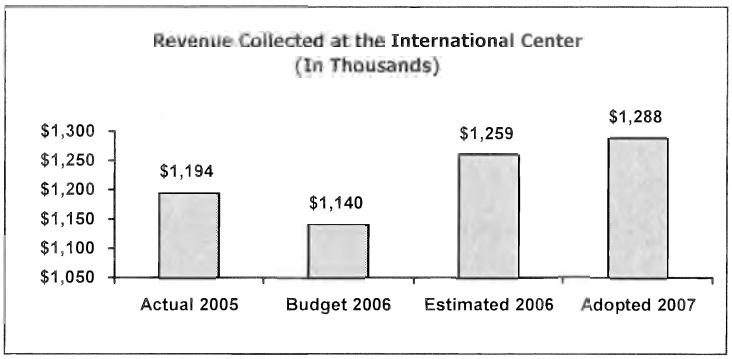
Conference Center Customer Survey

The Conference Center surveys its users after each function to measure customer satisfaction with the facility. Survey results enable staff to understand ways to measure and improve their performance.



International Center Revenue

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



INTERNATIONAL CENTER FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$341,607	$388,611	$410,080	$405,737
CONTRACTUAL SERVICES	222,669	188,054	218,621	188,475
COMMODITIES	29,788	27,719	44,360	27,719
SELF INSURANCE/OTHER	224,823	284,523	283,701	364,121
TRANSFERS	782,507	268,208	322,276	311,492
TOTAL EXPENDITURES	**$1,601,394**	**$1,157,115**	**$1,279,038**	**$1,297,544**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

PROGRAM INFORMATION

The Facility Services Division provides skilled trade (plumbing, electrical, carpentry, painting & HVAC) and maintenance services in over 270 facilities and provides custodial services to over 1.1 million square feet of municipal office space. The division also manages a security contract for over 118,000 guard hours at over 20 locations and purchases and warehouses a wide variety of maintenance, construction and custodial supplies.

GOALS & OBJECTIVES

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

- Maintain an average total operating cost per square foot below the BOMA annual average for government facilities.
- Provide quality trade labor services at a competitive hourly rate.
- Facilitate the completion of at least $300K in capital project improvements per year in an effort to lengthen the service life, prevent deterioration and reduce the operating costs over the functional service life of each facility.
- Provide the highest level of customer service to our internal customers and maintain a customer service survey approval rating of at least 90%.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget. FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys and enhance and measure customer service.	Customer Service Survey Approval Rating	90%	90%	92%	92%
Financial	**Public Trust and Awareness of Citizens**					
	Maintain total operating expenses below BOMA reported cost/square foot	Avg. Total Operating Cost per Square Foot, Per Year[1]	$6.10	$6.28	$6.17	$6.35
Internal Processes	**Innovative and Proactive Government**					
	Provide quality trade and maintenance services at a competitive hourly rate	No. of Trade and Maint. Work Orders Completed	N/A	N/A	5,379	5,500
		Avg. Hourly Rate for Trade Labor	$26.66	$26.66	$26.66	$26.66
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	96	50	24	30

EXPLANATORY INFORMATION

[1] Building Owner and Managers Association (BOMA) reported the 2003 national average for total operating expenses per square foot per year to be $7.47 in government facilities (excludes capital improvement contribution and other transfers).

PERFORMANCE MEASURE HIGHLIGHTS

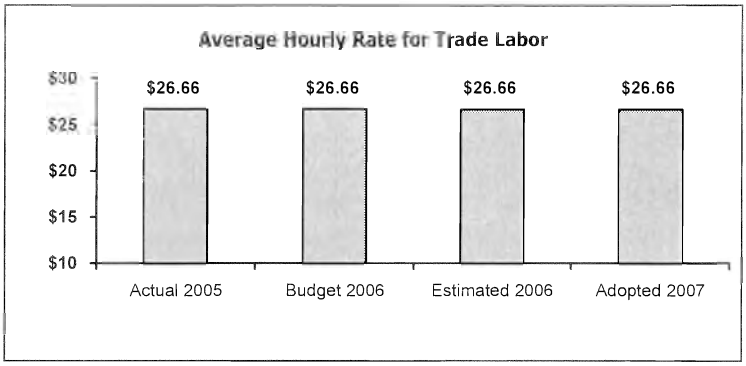
The following charts illustrate performance measure highlights of the Facility Services Fund for FY 2007.

Facility Services Customer Survey

Facility Services surveys its customers with a satisfaction survey after every fifth work order to measure customer satisfaction. Services which these surveys are provided include HVAC, construction, plumbing, and electrical.

Trade Labor Rate

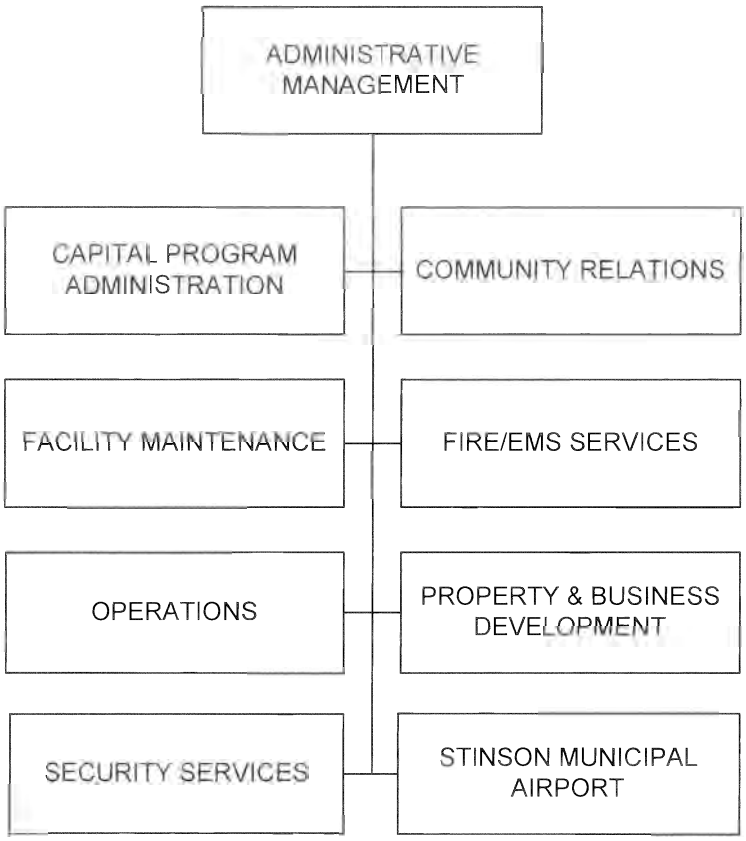
In order to remain competitive with the private sector, Facility Services continues to provide quality trade labor at a competitive hourly rate. These services include HVAC, plumbing, and electrical.



FACILITY SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$4,099,531	$4,414,779	$4,503,902	$4,796,294
CONTRACTUAL SERVICES	1,536,778	1,332,333	1,358,654	1,357,225
COMMODITIES	701,045	266,308	600,514	266,308
SELF INSURANCE/OTHER	2,350,346	2,522,899	2,299,956	2,782,385
CAPITAL OUTLAY	328,928	7,350	9,771	0
TRANSFERS	543,077	482,036	432,036	402,013
TOTAL EXPENDITURES	**$9,559,705**	**$9,025,705**	**$9,204,833**	**$9,604,225**
AUTHORIZED POSITIONS	**110**	**113**	**113**	**113**
FULL-TIME EQUIVALENTS	**110.00**	**113.00**	**113.00**	**113.00**

AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Airport Revenue Fund	474.04	53,121,321
Passenger Facility Charge Fund	0.00	11,052,856
Debt Service Funds	0.00	22,423,740
Confiscated Property Fund	0.00	21,006
Categorical Grants	0.00	21,740,341
Capital Projects	0.00	151,360,000
Total Funding	**474.04**	**$259,719,263**

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 development and fostering an environment for business growth.

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, domestic and international air service development, vehicle and facility maintenance, airport security, fire protection, and public relations.

GOALS & OBJECTIVES

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

- To increase the number of domestic and international non-stop flights pursuant to the recommendations contained in the Air Service Market Study by developing and presenting technical and market analysis proposals to airlines during FY 2007.
- To utilize the revised air service incentive program to increase the number and frequency of international flights, including low fare jet service to Monterrey Mexico.
- To initiate in FY 2007 the process to change the Washington National Airport perimeter rule to facilitate securing non-stop service.
- To secure permanent status by the end of FY 2007 for Port of Entry designation at San Antonio International.
- To increase the working relationship with the Port Authority of San Antonio in an effort to maximize utilization and development of San Antonio's aviation assets, including the development of a joint marketing campaign for Maintenance, Repair, & Overhaul and Air Cargo Services, as well as support for available grant funding to achieve the goals of the Aviation Strategic Plan.
- To continue carrying out the recommendations of the Air Cargo Strategic Plan during FY 2007 through local and corporate headquarters facilitation meetings, attendance at air cargo conferences, advertising in publications targeted to integrated carriers and cooperative promotions with Free Trade Alliance and the Port Authority targeted to both integrated and heavy air freight carriers.
- To initiate a comprehensive customer experience program on behalf of the traveling public in FY 2007 for International and Stinson airports involving a cooperative effort between the Aviation Department and the various airport service providers.
- To provide added safety and assurance to the traveling public through the implementation of augmented security measures, such as expanding the canine explosives detection teams from four to five and updating the airport's access control and surveillance monitoring system equipment during FY 2007.
- To enhance public parking services by implementing "Frequent Parker Programs" in FY 2007, which will allow advance payment for parking services, exits without fee attendant assistance and web based access for the public parking payment system.
- To implement a wireless communications system by the end of FY 2006 to enhance technical support services for the public, airlines, concessionaires and federal agencies utilizing the airport's terminal complex.
- To work with existing and potential new airlines on terminal sharing mechanisms to maximize the use of space in order to improve the function and service to the airport passenger.
- To enhance customer service through the initiation of a study to provide off-site airline boarding pass processing and provide a service of off-site luggage check-in.
- Pursue the implementation of the Registered Traveler program as the Transportation Security Administration releases criteria for the program.

GOALS & OBJECTIVES CONTINUED

- To implement the USVISITS, a federally required registration program for foreign travelers through the use of Kiosks located in each terminal building.
- To continue to improve the cuality of life in communities surrounding San Antonio International with the implementation of the second phase of the Noise Compatibility Residential Acoustical Treatment Program to sound-insulate homes within the highest impacted areas as a noise mitigation measure.
- To update the Part 150 Noise Compatibility Program and Noise Exposure Maps (NEMS) after completion of the Environmental Assessment Study for SAT to determine any change in eligibility for the acoustical treatment program.
- To have the Terminal Expansion Program under construction by early FY 2007.
- To have completed and initiated implementation of a plan for the development of a new belly freight facility in early FY 2007.
- To have the new parking improvements under construction before the end of 2006.
- To submit to the Federal Aviation Administration during FY 2007 a Letter of Intent requesting grant funding for eligible capital improvements.
- To continue the revitalization of Stinson Municipal Airport by implementing the Master Plan and Target Industry Study to include expansion/renovation to its based aircraft facilities, new administrative space, as well as tenant service and maintenance facilities in FY 2007.
- To receive TX DOT approval during FY 2006 on the Environmental Assessment (EA) for the adopted runway extension at Stinson Municipal Airport, finish design of the project and begin construction of the improvements in FY 2007.
- To complete drainage improvements and taxiway construction in order to make available new areas of SAT for tenant expansion and development in areas that have been previously inaccessible.
- To submit to the Transportation Security Administration during FY 2007 a Letter of Intent requesting grant funding for eligible capital improvements, including the In-line Baggage Screening System for Terminal 1.
- To initiate action by early FY 2007 for the development of a new and or update the airport master plan, with an emphasis on land use planning and development, and economic impact study for San Antonio International Airport.
- To enhance the efficiency and effectiveness of facility operations and maintenance through the development of a comprehensive facility management program.
- To maximize revenues through more consistent and increased contract compliance and monitoring activities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Premier Visitor, Convention & Business Destination – Strengthen Convention/Tourism Industry**					
	To improve Aviation facilities and services through terminal roadway & parking improvements	Passenger Approval Rating[1]	96%	90%	90%	90%
	To increase the selection of the City as a business & visitor destination through improved air service	Passengers with Direct Flight Availability To Top 20 Markets	90%	100%	90%	100%
	To increase the number of airport passengers to facilitate the growth of the economy	No. of Enplaned Passengers	3,637,603	3,678,000	3,932,000	4,097,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Revitalization of Neighborhoods – Improve Environmental Efforts**					
	To improve the quality of life in neighborhoods surrounding San Antonio International Airport with the communication and implementation of aircraft noise abatement measures	Noise Complaints by Households Per 10,000 Aircraft Operations	2.4	3.8	2.5	2.7
Financial	**Citizen Wellbeing & Human Potential – Provide Economic Development Opportunities**					
	To support implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's Aviation Facilities	No. of Private and Federal Sector Jobs	6,950	7,200	7,200	7,400
Financial	**Innovative & Proactive City Government – Provide Accountability to Public**					
	To achieve financial targets as projected in the Airport bond financing documents	Operating Cost Per Enplaned Passenger	$7.26	$8.18	$7.62	$8.02
		Airline Cost Per Enplaned Passenger	$3.70	$4.22	$3.48	$3.33
		Revenue Per Enplaned Passenger	$12.65	$13.77	$13.03	$13.16
Internal Processes	**Innovative & Proactive City Government – Improve Organizational Support**					
	To improve convenience and efficiency for the airport passenger by automating parking facilities	% of Customers' Usage of Automation Devices	12.7%	13.5%	13.0%	14.0%
	To utilize employee team building programs to achieve improvements in customer service & cost efficiency	% of Team Customer Service Targets (Rating) Achieved[2]	85%	80%	80%	90%
	To maximize revenues through effective contract monitoring and compliance	No. of Contract Compliance/monitoring Reviews Conducted[3]	N/A	N/A	5	25

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	Innovative & Proactive City Government – Improve Employee Services					
	To provide specialized training to improve job related skills in customer service	% of Employees Completing Annual Training	97%	96%	98%	98%

EXPLANATORY INFORMATION

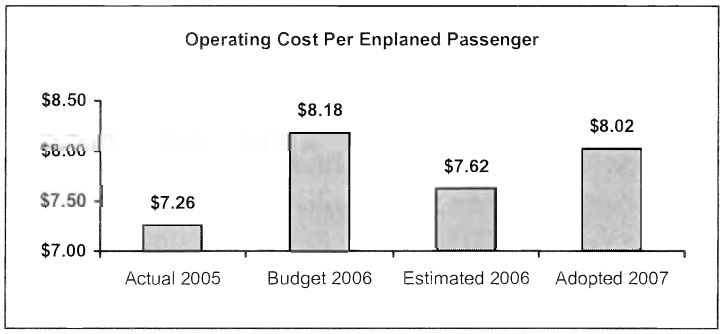
1 Passenger approval rating is obtained through an annual survey that is administered to airport passengers.
2 Customer service rating is obtained through an annual survey of airport passengers and tenants.
3 Contract Compliance Unit initiated January 2006.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Aviation Department for FY 2007.

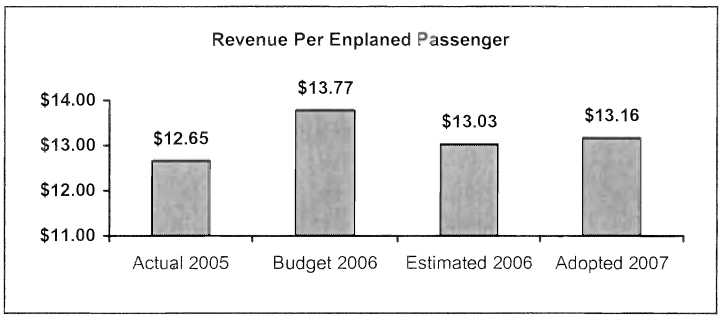
Cost per Passenger

This performance measure represents the operating cost per enplaned passenger and includes personnel, equipment, supplies, utilities, and other direct operating costs together with airport service contracts divided by the number of enplaned passengers.



Revenue per Passenger

Revenue per enplaned passenger includes landing fees, ground and building rental, concessions and ground transportation fees divided by the number of enplaned passengers.



AIRPORT REVENUE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$17,421,359	$19,823,555	$19,347,370	$22,049,124
CONTRACTUAL SERVICES	2,849,082	4,015,858	3,939,058	3,864,911
COMMODITIES	741,707	1,206,482	1,206,131	1,388,129
SELF INSURANCE/ OTHER	4,812,414	5,154,792	4,986,139	5,428,737
CAPITAL OUTLAY	586,546	500,000	499,800	531,290
TRANSFERS	19,220,144	20,211,025	21,405,547	19,859,130
TOTAL EXPENDITURES	**$45,631,252**	**$50,911,712**	**$51,384,045**	**$53,121,321**
AUTHORIZED POSITIONS	**426**	**445**	**446**	**474**
FULL-TIME EQUIVALENTS	**435.11**	**451.54**	**452.54**	**477.04**

The Aviation Department anticipates receiving federal and state grant funds totaling $17,323,879 for FY 2007, which combined with Airport matching funds, provides $21,740,341 in program funding.

Below are listed the grants the Aviation Department expects to receive in FY 2007. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Airport Improvement Program	$13,425,000	$0	$4,058,333	$0	$17,483,333
Checkpoint Security Program	425,718	0	0	0	425,718
Explosive Detection Canine Team	250,000	0	0	0	250,000
TxDOT Airport Improvements	0	3,223,161	358,129	0	3,581,290
TOTAL	**$14,100,718**	**$3,223,161**	**$4,416,462**	**$0**	**$21,740,341**

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, 2006 through September 30, 2007.

PERFORMANCE MEASURES

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Input:[1]			
Environmental Impact Study	$2,259,269	$0	$0
Reconstruct Perimeter Road	3,386,489	0	0
Replace ARFF Vehicles	635,678	0	0
Sky Place Drainage Improvements	0	8,120,785	0
Relocate 30L Localizer	533,333	0	0
Noise Mitigation	12,858,129	0	6,250,000
Terminal Apron Expansion	12,000,000	0	7,200,000
Terminal & Airfield Security	400,000	4,274,171	0
Airfield Lighting Upgrade	300,000	1,700,000	0
East Air Cargo Expansion Phase 3	0	933,333	0
Airfield Safety (RSAT) Improvements	0	300,000	2,700,000
Extend Runway 21 & Taxiway N	0	1,000,000	0
Runway 12R Holding Bay Extension	0	0	1,333,333
Total	**$32,372,898**	**$16,328,289**	**$17,483,333**

EXPLANATORY INFORMATION[1]

[1]Projected Airport Improvement Program grants for FY 2007 include 4 capital improvement projects totaling $17,483,333.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual FY 2005	Authorized FY 2006	Adopted FY 2007
FUNDING SOURCES			
CITY	$7,568,381	$5,437,489	$4,058,333
FEDERAL	24,804,517	10,890,800	13,425,000
TOTAL FUNDING	**$32,372,898**	**$16,328,289**	**$17,483,333**
EXPENDITURES			
CONTRACTUAL SERVICES	$6,599,107	$2,633,333	$2,800,000
CAPITAL OUTLAY	25,773,791	13,694,956	14,683,333
TOTAL EXPENDITURES	**$32,372,898**	**$16,328,289**	**17,483,333**

PROGRAM INFORMATION:

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

PERFORMANCE MEASURES

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Input:			
Law Enforcement Hours[1]	13,140	13,140	13,140
Output:			
No. of Passengers Screened	3,534,000	3,678,000	3,825,120

EXPLANATORY INFORMATION

[1]Prior to 9/11, Airport Police provided the passenger screening checkpoints law enforcement support under the 5-
minute "flexible response" FAA rule. Since 9/11, the TSA (under the RA) requires the posting of an Airport Police
Officer at each checkpoint during the entire time the checkpoints are in operation. The RA was cancelled by TSA
on May 31, 2003, but reinstated October 1, 2004 under a new RA.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual FY 2005	Authorized FY 2006	Adopted FY 2007
FUNDING SOURCES			
FEDERAL	$370,029	$396,902	$425,718
TOTAL FUNDING	**$370,029**	**$396,902**	**$425,718**
EXPENDITURES			
PERSONAL SERVICES	$325,152	$391,297	$420,112
COMMODITIES	936	5,605	5,605
SELF INSURANCE / OTHER	43,940	0	0
TOTAL EXPENDITURES	**$370,027**	**$396,902**	**$425,718**

PROGRAM INFORMATION:

The grant agreement is with the Transportation Security Administration (TSA) for participation in the Explosives Detection Canine Team Program. The Explosive Detection Canine Team Program is designed to increase security at commercial airports. The teams receive specialized training, equipment and canines fully trained in explosive detection. Five 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 $250,000. 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 FY 2005	Estimated FY 2006	Adopted FY 2007
Input:			
Canine Teams (5th team in-service for 3 months in FY06)	4	5	5
Output:			
No. of Canine Team In-service Hours per Year	7,744	8,224	8,380
Efficiency:			
No. of Patrol Hours per Team per Year	1,936	1,676	1,676
Effectiveness:			
Pct. Change Canine Patrol Hours	26%	26%	2%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual FY 2005	Authorized FY 2006	Adopted FY 2007
FUNDING SOURCES			
FEDERAL	$160,000	$250,000	$250,000
TOTAL FUNDING	**$160,000**	**$250,000**	**$250,000**
EXPENDITURES			
PERSONAL SERVICES	$135,102	$184,635	$210,000
CONTRACTUAL SERVICES	189	8,665	10,000
COMMODITIES	2,503	13,450	10,000
SELF INSURANCE / OTHER	22,206	6,450	10,000
CAPITAL OUTLAY	0	36,800	10,000
TOTAL EXPENDITURES	**$160,000**	**$250,000**	**$250,000**

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, 2006 through September 30, 2007. A local match is required for all capital projects.

PERFORMANCE MEASURES

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Input:			
Hangar Renovations	$0	$60,000	$0
Design for TxDOT Projects	0	234,290	234,290
Overlay & Extend Runway 9/27 & Replace MIRL	560,000	0	1,969,000
Extend Taxiways D, D1, & D2	0	150,000	732,000
Reconstruct Taxiway A & replace MITL	0	50,000	289,000
Install & replace navigational aids on Runway 9/14	0	148,340	52,000
Construct RW 32 Run-up Pad	0	0	123,000
PAPI's	0	0	182,000
Total	**$560,000**	**$642,630**	**$3,581,290**

FUNDING BY SOURCE & EXPENDITURES BY CLASIFICATION

	Actual FY 2005	Authorized FY 2006	Adopted FY 2007
FUNDING SOURCES			
CITY	$80,000	$88,263	$358,129
STATE	480,000	554,367	3,223,161
TOTAL FUNDING	**$560,000**	**$642,630**	**$3,581,290**
EXPENDITURES			
CONTRACTUAL SERVICES	$0	$234,290	$3,581,290
CAPITAL OUTLAY	560,000	408,340	0
TOTAL EXPENDITURES	**$560,000**	**$642,630**	**$3,581,290**

CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

CITY ATTORNEY

APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	71.00	$6,194,635
Self-Insurance Liability Fund	12.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	303,165
Total Funding	**95.00**	**$6,194,635**

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

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
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	1,055	925	1,050	1,075
		No. of Responses to Open Records Requests Prepared	1,128	850	1,363	1,500
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	85%	82%	85%	90%
		% of Lawsuits Tried With Favorable Disposition [1]	89%	90%	85%	90%
	Innovative & Proactive City Government					
	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	15/156	20/200	24/141	30/300
		% of New Cases Using Outside Counsel	10%	10%	15%	10%
Employee Learning & Growth	**Innovative & Proactive City Government**					
	Have attorneys obtain and/or maintain professional certifications/licenses by attending State-approved continuing legal education (CLE) courses	Hours Beyond Minimum CLE Requirements	306	265	300	315

EXPLANATORY INFORMATION

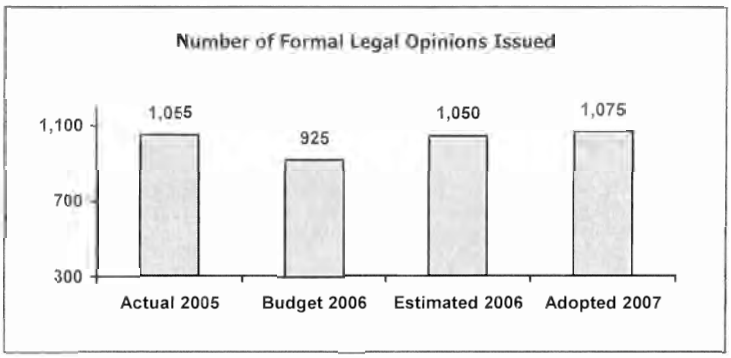
[1] In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the City Attorney's Office for FY 2007.

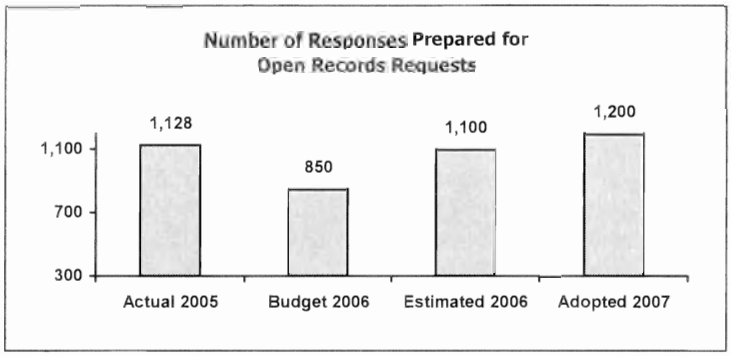
Number of Formal Legal Opinions Issued

Number of formal legal opinions issued by the City Attorney's Office. A major function of the Department is to represent and promote the legal interests of the City by delivering prompt and effective legal services.



Number of Responses Prepared for Open Records Requests

Number of responses prepared by the City Attorney's Office for open records requests. The City Attorney's Office continues to develop team relationships with the City Council, City Manager, and City Departments' many legal issues such as request for open records.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$4,454,929	$5,120,388	$ 4,842,746	$5,389,482
CONTRACTUAL SERVICES	153,270	227,592	244,158	248,033
COMMODITIES	83,643	61,249	68,360	86,249
SELF INSURANCE/OTHER	413,958	421,382	418,572	470,871
CAPITAL OUTLAY	3,264	2,250	46	0
TOTAL EXPENDITURES	**$5,109,064**	**$5,832,861**	**$5,573,882**	**$6,194,635**
AUTHORIZED POSITIONS	**72**	**71**	**71**	**71**
FULL-TIME EQUIVALENTS	**72.00**	**71.00**	**71.00**	**71.00**

CITY AUDITOR

APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	25.00	$2,625,176
Total Funding	**25.00**	**$2,625,176**

MISSION STATEMENT

The City Internal Audit Department will champion an atmosphere of continuous improvement, integrity, honesty, accountability and mutual trust through independent appraisal of City programs, activities and functions.

PROGRAM INFORMATION

The independent Department of the City Auditor supports the City Council, the City Manager and Staff by

- Performing internal audits of City operations, services and contracts to ensure resources are being used efficiently and effectively, and in compliance with applicable laws and regulations.
- Providing consulting and advisory services to the Mayor, City Council, and City Manager as requested.
- Assisting and/or coordinating with the external auditors on the City's annual financial and single audits.
- Participating in peer review services, as required by the Government Accountability Office (GAO) auditing standards, with the National Local Government Auditors organization.

GOALS & OBJECTIVES

The Internal Auditing Department's goal is to provide an independent, objective assurance and consulting activity designed to add value and to improve the City's operations. The Department will help the City accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

To accomplish the Department's mission, programs, and goals, the following objectives will be continued and/or established for this fiscal year:

- Establish an Audit Advisory Committee consisting of Council Members, City Management and Citizens.
- Create formal charters for the Internal Audit Department and Audit Advisory Committee.
- Develop a comprehensive audit universe and risk based annual audit plan.
- Present audit recommendations that add value through measurable outcomes, such as revenue recoveries, cost avoidance and/or cost savings, and reductions in fraud, theft or abuse of City assets.
- Present audit recommendations that are useful and achievable, such as business process best practices, work simplification, safeguarding of City assets, or identification of duplicate/overlapping job functions.
- Present audit recommendations that focus on management and internal control issues not covered by the external auditors for the City, or other federal or state regulators.
- Complete an appropriate number of audits in a professional, cost effective, and timely manner.
- Reduce external audit costs by providing an appropriate level of assistance that compliments the Department's annual audit plan.
- Follow generally accepted government auditing standards (GAGAS, also known as the GAO Yellow Book) issued by the Government Accountability Office for audit and non-audit projects.
- Meet GAGAS for continuing professional education.

PERFORMANCE MEASURES

Direct Time to Available Time*	FY 2007 Goal	Actual FY 2005	FY 2006 Estimate
Percent Direct Time to Available Time	71 % - Threshold 76 % - Target	72%	71%

*The computation used is Direct Time + Indirect Time = Available Time

- Annual total time per auditor equals 2,080 hours.
- Direct Time includes all time spent on audits, follow-up audits or other engagements.
- Indirect Time includes time used for general management, unassigned time, training and other indirect activities.
- Benefit Time includes vacation, holiday and sick leave, and other paid leave.

Audit Recommendations Accepted	FY 2007 Goal	Actual FY 2005	FY 2006 Estimate
Percent Recommendations Accepted	75% - Threshold 85% - Target	95%	82%

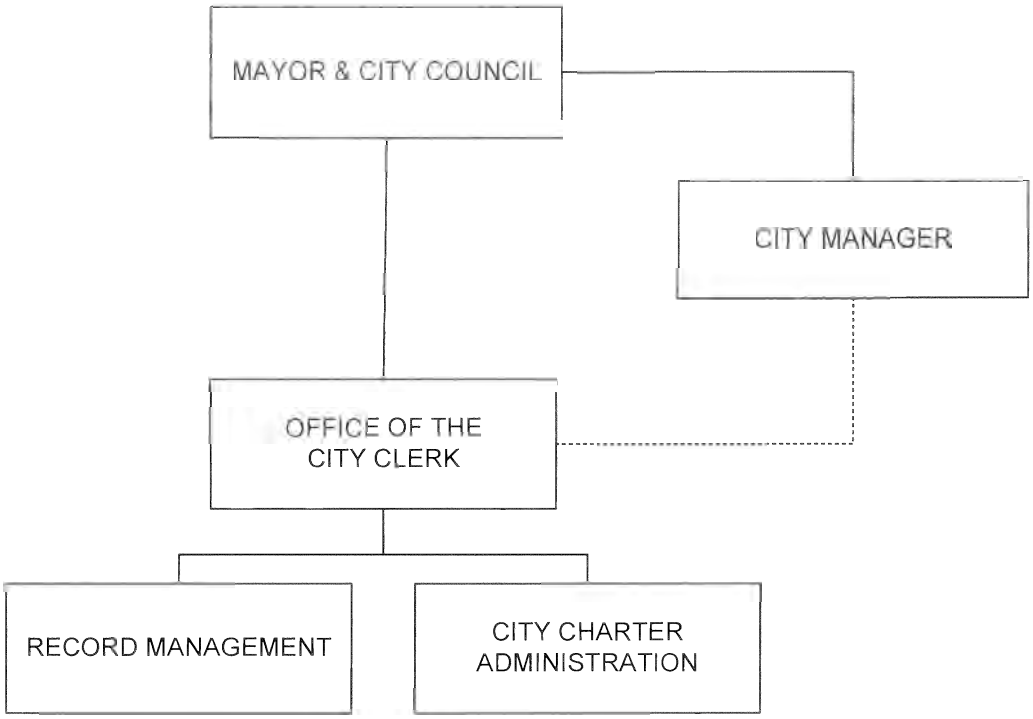
Audit Reports Issued	FY 2007 Goal	Actual FY 2005	FY 2006 Estimate
Number of Reports Issued	10 - Threshold 14 - Target	8	15

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,948,690	$2,699,451	$1,896,115	$2,134,743
CONTRACTUAL SERVICES	205,426	275,951	252,228	278,351
COMMODITIES	45,903	47,965	35,237	48,665
SELF INSURANCE / OTHER	78,622	124,047	130,752	163,417
CAPITAL OUTLAY	25,355	9,400	9,396	0
TOTAL EXPENDITURES	**$2,303,996**	**$3,156,814**	**$2,323,728**	**$2,625,176**
AUTHORIZED POSITIONS	**30**	**30**	**30**	**25**
FULL-TIME EQUIVALENTS	**30.00**	**30.00**	**30.00**	**25.00**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	24.00	$2,049,399
Total Funding	**24.00**	**$2,049,399**

MISSION STATEMENT

The mission of the Office of the City Clerk is to provide the public, all City departments and entities accessible records, both current and archival. The Office also provides resources on municipal government and the City Council official actions, in addition to efficiently administering the elections for the City of San Antonio.

PROGRAM INFORMATION

The Office of the City Clerk is the official custodian of records for the City of San Antonio. The City Clerk conducts City Council meetings, records the official minutes, and maintains municipal records for the City of San Antonio. In addition, the Office of the City Clerk oversees and coordinates the financial disclosure requirements and lobbyist registration in accordance with the Ethics Code; coordinates campaign finance reports in accordance with State and Municipal Law. The Office of the City Clerk is the principal office through which various municipal publications are made available for sale to the public; administers municipal elections, coordinates bid/RFP procedures, processes claims, legal notice advertisements, official honorariums, and board and commission actions. The Office of the City Clerk administers the centralized Petty Cash function and the Sales Order function for all City Hall departments. The Records Management Division receives/stores, microfilms, scans, protects, and retrieves the official documents of the City, in accordance with the Texas Local Government Records Act and the Records Management Policies and Procedures Manual. The Records Facility implements the Automated Records Management program (ARM) which oversees the disposition of official records as mandated by State Statutes and Federal Laws through the ARM program.

GOALS & OBJECTIVES

- To provide accessible municipal government records information as well as 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 Service program through continuous training to provide an efficient means to facilitate the bid/RFP process, claims process, legal notice advertisements, the Open Records process, ceremonial certificates/public relations component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Code compliance requirements, and Municipal Campaign Finance reporting compliance.
  - Processing, preserving, protecting, and restoring permanent municipal records and archival materials such documents include ordinances, resolutions, minutes and contracts.
  - Administering the storage and retrieval function and maintaining a working interdepartmental records liaison program by providing training to Records Liaison Officers (RLOs) to maintain municipal records in accordance with automated records management procedures.
  - Continuing to implement and update the provisions of the Records Management Policies and Procedures Manual, including automated records management, to address electronic records through the Document Management/Records Management program to provide comprehensive networking for a shared ordinance and contract public access library linking all the City Departments by personal computer network, as well as providing the public access.
  - Continuing the implementation of the microfilming/scanning process to ultimately include all City contracts in concert with the Citywide Electronic Contract Management System (ECMS) program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Public Trust and Awareness**					
	Continue to provide and enhance the Customer First program by facilitating the bid/RFP process, legal notice advertisements, ceremonial/public relations component, boards and commissions appointment coordination, claims process, the proficiency of records retention, preservation and archival of all City records, Ethics Code compliance requirements, Campaign Finance filings.	No. of Walk-in Customer Service Contacts Assisted for City Clerk – Daily[1]	70	115	95	110
		No. of Customer Service Telephone Call Contacts Assisted for City Clerk – Daily[1]	163	280	180	200
		No. of Customer Service E-mails Assisted for City Clerk – Daily	344	300	350	350
Financial	**Provide Accountability to the Public**					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.	Cost Savings for Record Storage/Retrieval/Destruction – Annually[2]	$96,676	$5,000	$116,011	$127,612
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	24,349	28,000	25,000	28,000
		% of City Council Minutes Completed within Two Weeks[3]	100%	100%	100%	100%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Implementing the microfilming/scanning process of all City contracts in concert with the establishment of the City-wide business contract management program.	No. of Contracts Scanned per Year	1347	2,000	2,304	2,500

EXPLANATORY INFORMATION

1 Walk-in traffic and phone calls have been somewhat lower; more data is available on the website for citizens to retrieve at their convenience due to technological advancement, whereby the requests for information are completed electronically.

2 The cost savings have been modified to include not only for storage and retrieval, but also for accession and destruction of records, therefore reflecting a more accurate costs savings to the City.

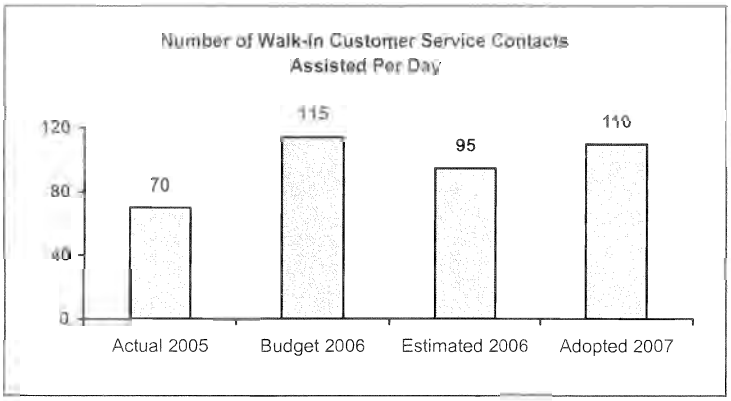
3 The approval of Council minutes has been modified from monthly to within two weeks approval.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Office of the City Clerk for FY 2007.

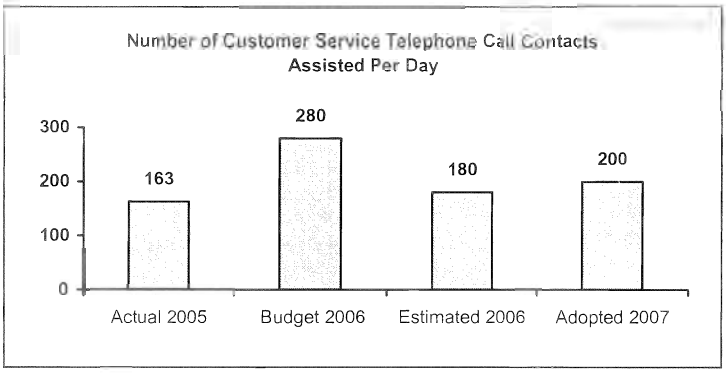
Assisted Walk-In Customers

This graph shows the number of walk-in customers that are serviced by the City Clerk's Office on a daily basis. The number of walk-in contacts is projected to increase by 15.8% from Estimated FY 2006 to Adopted FY 2007.



Customers Assisted by Telephone

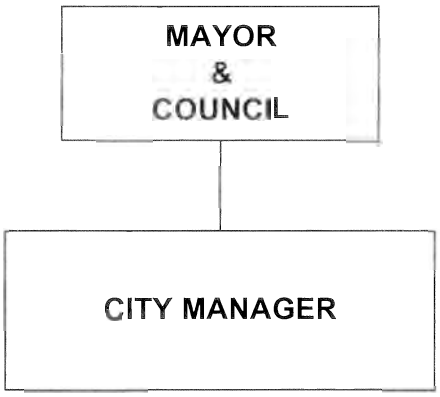
This graph shows the number of customers who are serviced by telephone on a daily basis. The number of telephone call contacts decreased by 10% from Actual FY 2005 to Estimated FY 2006 due to the availability of information online and electronic access to information requests.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,013,941	$1,142,230	$1,150,795	$1,227,511
CONTRACTUAL SERVICES	63,147	78,190	89,006	100,050
COMMODITIES	15,434	11,642	14,305	16,547
SELF INSURANCE / OTHER	374,625	469,297	469,236	491,556
CAPITAL OUTLAY	400	5,795	5,946	213,735
TOTAL EXPENDITURES	**$1,467,547**	**$1,707,154**	**$1,729,288**	**$2,049,399**
AUTHORIZED POSITIONS	**20**	**22**	**22**	**24**
FULL-TIME EQUIVALENTS	**20.00**	**22.00**	**22.00**	**24.00**

CITY MANAGER



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	20.00	$2,328,954
Total Funding	**20.00**	**$2,328,954**

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,458,606	$1,884,179	$1,828,836	$2,116,967
CONTRACTUAL SERVICES	83,860	43,711	35,730	54,756
COMMODITIES	11,345	11,937	13,775	16,867
SELF INSURANCE/OTHER	157,675	160,497	160,440	140,364
CAPITAL OUTLAY	670	0	4,778	0
TOTAL EXPENDITURES	**$1,712,156**	**$2,100,324**	**$2,043,559**	**$2,328,954**
AUTHORIZED POSITIONS	**14**	**14**	**14**	**20**
FULL-TIME EQUIVALENTS	**14.00**	**14.00**	**14.00**	**20.00**

*Increase in FY 2007 authorized positions reflects redirections of existing positions, not added positions.

COMMUNICATIONS & PUBLIC AFFAIRS

APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	9.75	$875,987
Total Funding	**9.75**	**$875,987**

COMMUNICATIONS AND PUBLIC AFFAIRS

GENERAL FUND

MISSION STATEMENT

The mission of the Communications and Public Affairs Department is to provide a clear channel of communication to City of San Antonio personnel, the general public and the media so they can understand and be aware of City issues, policy decisions and services.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- To 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 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	To support and encourage communications which inform and educate the community and employees about City programs and services	No. of News Releases	N/A	444	487	453
		No. of TVSA Programs	N/A	320	258	168
Internal Processes	**Provide Accountability to the Public**					
	To initiate communication plans and services which support City departments	Total No. of Media Inquiries/ Contacts	N/A	965	1136	1114
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[1]	N/A	95	105	50
		No. of Persons Attending Communications Training Sessions Provided by the Communications Staff[2]	N/A	42	100	50

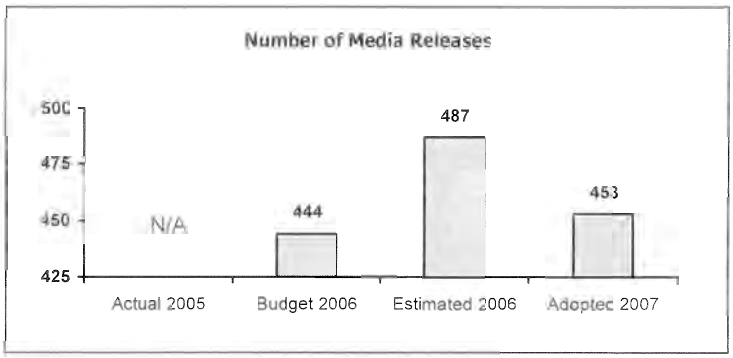
[1] In FY 2006, The Communications and Public Affairs Department was separated from the External Relations Department.
[2] Conducted Communications session at Urban Management Assistants of South Texas Annual Conference.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Communications and Public Affairs Department for FY 2007.

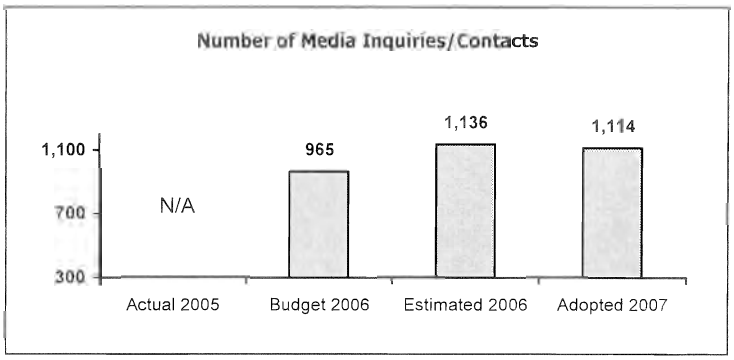
Number of Media Releases

This measure represents the number of media releases issued by the Office of Communications and Public Affairs. The purpose of media releases is to provide information to representatives of the media so they can provide a balanced representation of City issues and/or policy decisions.



Number of Media Inquiries/Contacts

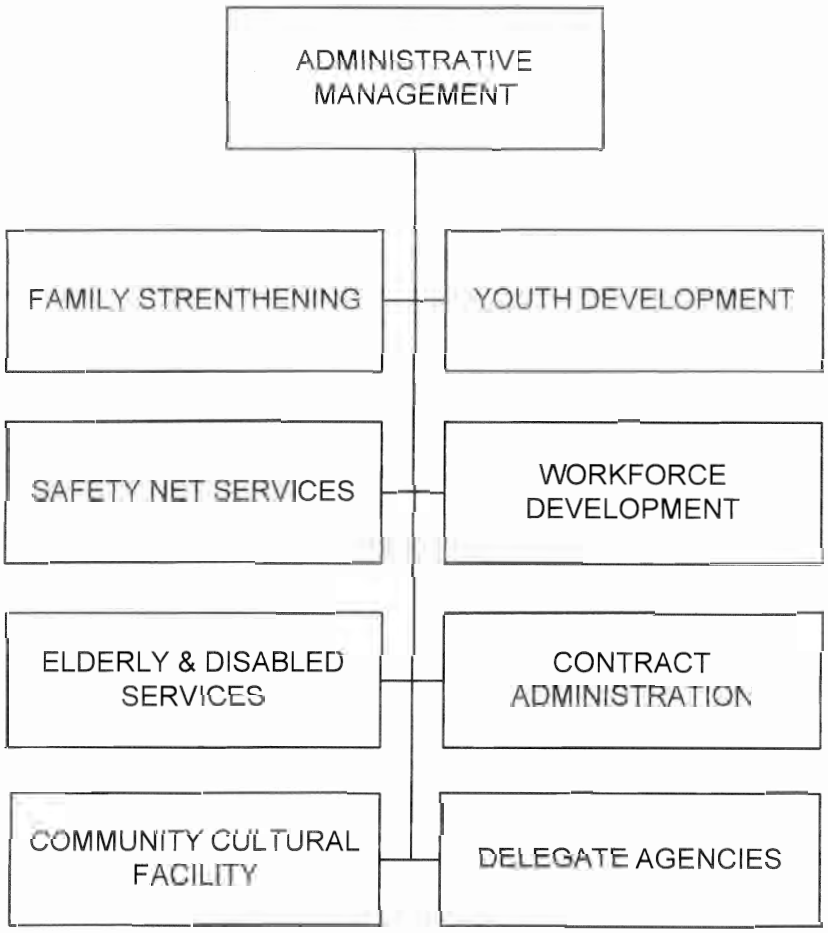
This measure represents the number of media contacts/inquiries issued by the Office of Communications and Public Affairs. This activity provides media contacts/calls to both initiate media coverage and respond to media inquires on City issues ranging from budget issues to Council Agenda items.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005*	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	N/A	$453,078	$470,546	$519,469
CONTRACTUAL SERVICES	N/A	233,908	221,279	314,808
COMMODITIES	N/A	6,104	6,155	8,104
SELF INSURANCE/OTHER	N/A	20,909	18,596	23,606
CAPITAL OUTLAY	N/A	304,152	300,754	10,000
TOTAL EXPENDITURES	**N/A**	**$1,018,151**	**$1,017,330**	**$875,987**
AUTHORIZED POSITIONS	**N/A**	**8**	**8**	**11**
FULL-TIME EQUIVALENTS	**N/A**	**8.00**	**8.00**	**9.75**

* In FY 2006, the Communications and Public Affairs Department was separated from External Relations.



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	223.40	$19,461,584
Categorical Grants	282.50	111,510,515
Community Development Block Grant	10.00	197,168
Capital Projects	0.00	2,348,000
Delegate Agencies	0.00	7,225,349
Total Funding	**515.90**	**$140,742,616**

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 that improve the quality of life in the community. These strategies serve to raise the education and skill level of San Antonio's workforce and promote family economic success. In this role, DCI serves as a steward of public and private funds, a service provider, a funder, and a facilitator of comprehensive and coordinated human services. DCI collaborates with both internal and external organizations and establishes strategic partnerships that further the City's human development goals.

DCI coordinates comprehensive services that facilitate family economic success. These services include school readiness, youth development, literacy, higher education scholarships, targeted industry job training and work supports including childcare and soft skill development. The Family Economic Success Program improves the quality of life by assisting residents to become informed financial consumers through services that include the Volunteer Income Tax Assistance, financial literacy, the Individual Development Account asset building program, banking services and anti-predatory lending education. DCI also coordinates safety net services that strive to provide a safe, clean and decent home for everyone, access to services and food security. For senior residents, DCI uses congregate meals and supportive services as primary strategies to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the Community Action Advisory Board; Commission for Children and Families; Literacy Commission; Youth Commission; and the Joint City/County Commission for the Elderly. The Department also staffs the Office of Elderly Affairs and conducts planning, coordination and policy development on matters affecting the quality of life for the elderly.

GOALS & OBJECTIVES

The DCI has five overarching goals that have been established to accomplish the Department's stated mission.

- Family Strengthening (including early childhood education and family economic success)
- Youth Development
- Elderly and Disabled Services
- Workforce Development
- Community Safety Net (including hunger and homeless)

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

- Create strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital and sustaining a community safety net.
- Establish and monitor Family Strengthening, Human Development and Safety Net benchmarks, performance standards and outcomes for the community and report on these indicators semi-annually.
- Enable working people to access free tax and other financial services and encourage personal asset building through individual development accounts.
- Promote economic vitality and community well being by raising and sustaining the education and skill level of San Antonians.
- Ensure all children receive high quality early childhood education through school readiness initiatives, parental involvement and quality early childhood centers.
- Promote youth development through early intervention, higher education scholarships and job training.
- Enable seniors and disabled to maintain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.
- Provide for basic human needs by ensuring access to shelter, safe places to sleep and receive services.
- Ensure everyone can access food and multiple federal, state and local benefits.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Transition families to a livable income by raising their education and skill level	DCI Participants Obtaining or Maintaining Employment at or Above $9.75 Per Hour[1]	2,062	2,295	2,627	3,068
		DCI Participants Obtaining or Maintaining Transitional Employment Below $9.75 Per Hour[1]	4,245	3,597	3,584	4,184
		DCI Participants Entering or Completing Higher Education, Skill or Long-Term Job Training[2]	4,820	4,460	5,419	5,229
	Ensure families are economically secure	Number of Active Individual Development Account (IDA) Participants	520	610	498	287
		Number of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA)	19,963	23,956	25,902	30,000
		Number of DCI Participants Receiving Financial Literacy Training	1,980	2,435	5,347	6,600
	Promote access to high quality early childhood education and school readiness	Average Monthly Children in Care	18,063	17,057	17,261	17,262
		Number of Early Childhood Teachers receiving training	N/A	N/A	N/A	1,100
		Number of Early Childhood Teachers receiving an Associates or Bachelor's Degree	N/A	N/A	N/A	90
	Provide high quality after school services	Number of Students Participating in After School Program[3]	12,707	13,100	13,100	14,000
		% of Students Improving Attendance[3]	N/A	N/A	N/A	95%
		% of Students Progressing to Next Grade Level[3]	N/A	N/A	N/A	90%
		% of Students Passing TAKS[3]	N/A	N/A	N/A	85%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer Continued	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	No. and % of Youth Participants Completing Character Development/Life Skills Training	12,915 (58%)	11,450 (56%)	15,376 (69%)	15,500 (71%)
		% of SAEP Seniors Graduating High School	94%	94%	96%	97%
	Improve Customer Service					
	Invest in existing community organizations for the provision of human development services	Percentage of Operations Managed through Contracts with Other Agencies/Organizations	80%	83%	82%	83%
	Expand Recreation and Cultural Services					
	Increase the number of individuals participating in cultural offerings	No. of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities	8,901	10,645	7,670	9,710
	Provide for the Safety and Welfare of San Antonio					
	Enable seniors to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	No. of Meals Served	984,782	971,070	964,860	983,709
	Enable seniors to retain an independent and healthy quality of life through provision of, personal care, nutrition, transportation, and community engagement	Percentage of Seniors Assisted Through DCI Programs to Maintain an Independent Life	23%	22%	26%	26%
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Families Receiving Emergency Services [4]	23,506	23,550	25,959	26,534
		Percentage of Children in Poverty 0 – 5 Receiving Child Care Assistance	45%	43%	43%	42%
	Promote self-sufficiency and stable housing for the homeless and those at risk for homelessness and reduce the impact of hunger in our community	No. of Homeless Persons Enrolled in Housing Programs	1,028	1,028	1,174	1,382
		No. of Homeless Persons Transitioning to Permanent Housing	325	336	576	645
		% of eligible persons in Bexar county receiving food stamps	59%	64%	76%	75%
		No. Pounds of Food Distributed to the Community (in Millions)	1.9	2.0	2.6	2.6

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value/Hours of Youth and Senior leveraged via DCI Programs[5]	$216,164 34,599 hrs	$230,100 35,400 hrs	$220,059 33,855 hrs	$223,165 34,333 hrs
		Dollars Into Community Through VITA (in Millions)	$30.1	$36.9	$36.1	$40.0
		Tax Preparation Fees Saved and Returned to Community (in Millions)	$2.05	$2.45	$3.0	$3.2
		% of Budget from Outside Funding Sources	85%	84%	82%	83%
	Improve Development Process					
	Ensure progress toward identified performance and budget targets	No. of Contracts and Vendor Agreements Managed and Monitored [6]	2,608	2,793	2,660	2,672
		No. of Compliance Reviews Conducted	65	71	71	50
Employee Learning & Growth	**Improve Employee Services**					
	Assist staff to improve self through professional development training	No. of Staff Receiving Financial Literacy or Professional Development Training	359	307	320	350
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	Percentage of Staff Demonstrating Computer Literacy	89%	89%	87%	89%

EXPLANATORY INFORMATION

[1] Living wage increased from $8.75 to $9.75 per hour effective June 2006.

[2] Includes SAEP college graduates, Community Family Resource and Learning Centers, Better Careers/GED participants, Youth Opportunity Program, Success and Independence, Dwyer Center, and Project Quest job placements.

[3] The After School Challenge Program, previously implemented by the City Parks and Recreation Department, transitioned to Community Initiatives in FY07.

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

[5] Based wage of $6.50 per hour for youth and $8.75 per hour for seniors.

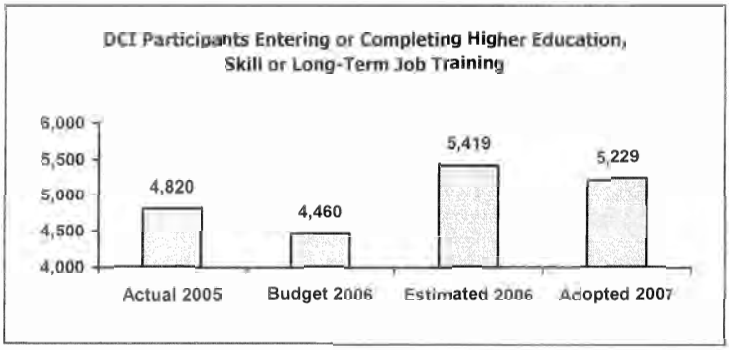
[6] Includes HDSF contracts and vendor agreements in addition to contracts maintained in SAP.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Community Initiatives Department for FY 2007.

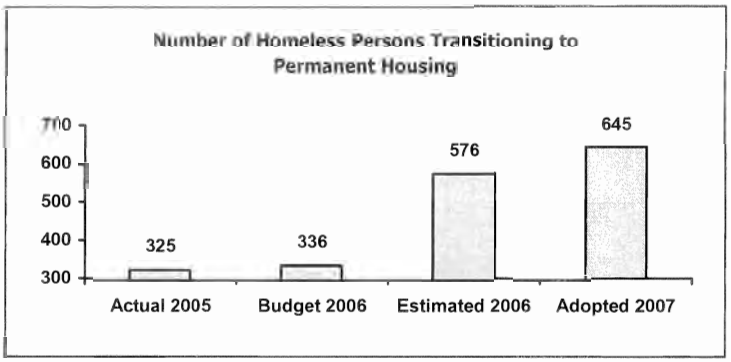
Transitioning Families to a Livable Income by Raising Their Education and Skill Level

This measure represents participation in multiple Education and Job Training programs. A Workforce Development Initiative will offset the dissolution of the Youth Opportunity Program and the reduction of Project Quest's allocation.



Promoting Self-Sufficiency and Stable Housing for the Homeless

This measure represents individuals, including family members, benefiting from permanent and transitional housing services. Increased activity projected in Estimated FY 2006 and Adopted FY 2007 reflects the addition of new units supported through a combination of Grant and General Fund allocations.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$7,742,703	$8,921,180	$8,554,955	$12,037,328
CONTRACTUAL SERVICES	1,724,756	1,682,366	2,016,178	4,049,747
COMMODITIES	178,341	107,128	138,749	342,992
SELF INSURANCE/OTHER	1,842,563	1,965,608	1,959,600	3,016,497
CAPITAL OUTLAY	14,701	7,591	14,195	15,020
TOTAL EXPENDITURES	**$11,503,064**	**$12,683,873**	**$12,683,677**	**$19,461,584**
AUTHORIZED POSITIONS	**206**	**207**	**207**	**224**
FULL-TIME EQUIVALENTS	**205.40**	**206.40**	**206.40**	**223.40**

Below is a comprehensive listing of the grants expected by the Department of Community Initiatives in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Community Cultural Facility					
Carver Community Cultural Center			$199,000	$51,000	$250,000
Elderly & Disabled Services					
Comprehensive Nutrition Project		1,628,065	2,642,152	235,500	4,505,717
Supportive Services for the Elderly Project		275,250	140,987	5,000	421,237
Family Strengthening					
Annie E. Casey Making Connections Program				100,000	100,000
Child Care Delivery System		36,543,102	1,346,000		37,889,102
Head Start Early Childhood Development	45,889,570			11,472,393	57,361,963
Individual Development Account 3	60,000			20,000	80,000
Safety Net Services					
Community Services Block Grant		1,861,229			1,861,229
CPS Energy				1,071,253	1,071,253
Emergency Food & Shelter Program	132,818				132,818
Emergency Shelter Grant	638,280			638,280	1,276,560
Fair Housing Initiatives Program	100,000				100,000
Fair Housing Program	197,168				197,168
Housing Counseling	128,773				128,773
Housing Opportunities for Person with AIDS	971,000				971,000
Predatory Lending Counseling					N/A
San Antonio Water System				493,585	493,585
2005 Supportive Housing Program	2,617,624				2,617,624
2004 Supportive Housing Program	995,860				995,860
2003 Supportive Housing Program	852,251				852,251
2002 Supportive Housing Program					N/A
2001 Supportive Housing Program					N/A

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Workforce Development					
Community Technology Centers					N/A
English Literacy / Civics Education		71,858			71,858
Self Sufficiency Fund				86,580	86,580
Youth Opportunity Program					N/A
Youth Development					
Juvenile Accountability Incentive Block Grant		41,343		4,594	45,937
San Antonio Education Partnership					N/A
TOTAL	**$52,583,344**	**$40,420,847**	**$4,328,139**	**$14,178,185**	**$111,510,515**

CARVER COMMUNITY CULTURAL CENTER

PROGRAM INFORMATION:

The Carver Center is an arts presenting organization that offers season productions and exhibits for cultural edification. The organizational support grant provides general overall support of the Carver Center and its programs. This grant program covers the period of 10/01/06 through 9/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Carver Main Stage Season Events	13	9	9
No. of Little Carver Intimate Season Events	7	5	4
No. of Youth Matinee Series Events	7	7	8
Community Bookings/Little Carver Usage	240	100	100
Output:			
Carver Season Event Attendance	6,518	7,845	9,710
Carver Youth Matinee Series Events Attendance	2,416	2,800	2,800
Community Bookings Attendance	3,600	14,000	14,000
Efficiency:			
Avg. Carver Season Attendance Per Event	326	425	425
Avg. Carver Youth Matinee Series Events Attendance	345	400	400
Avg. Community Bookings Attendance/Little Carver Usage	15	22	22
Effectiveness:			
% of Carver Annual Attendance Achieved	N/A	75%	85%
% of Carver Youth Matinee Series Events Attendance	N/A	77%	85%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – Transfers required as a cash match	$203,525	$199,000	$199,000
OTHER – This includes requirements of the City In-Kind	41,500	51,000	51,000
TOTAL FUNDING	**$245,025**	**$250,000**	**$250,000**
EXPENDITURES			
PERSONAL SERVICES	$244,393	$242,416	$242,416
CONTRACTUAL SERVICES	632	4,494	4,494
COMMODITIES	0	3,090	3,090
TOTAL EXPENDITURES	**$245,025**	**$250,000**	**$250,000**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**

COMPREHENSIVE NUTRITION PROJECT

PROGRAM INFORMATION:

The Comprehensive Nutrition Project (CNP) provides elderly persons, 60 years and older and their spouses, with a nutritionally balanced noon meal in either a congregate setting or a homebound delivery service five days a week. The 76 congregate centers provide an opportunity for seniors to socialize and participate in extracurricular activities such as nutrition education, field trips, dances, exercise classes and volunteer opportunities. This grant program covers the period of 10/01/05 through 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Volunteers	819	825	830
Elderly Served through Nutrition Program	6,627	7,206	7,256
Output:			
Meals Served	896,945	964,860	983,709
Meals Home-Delivered to Seniors	129,686	109,858	134,760
No. Of Volunteer Hrs.	205,183	168,337	173,740
Efficiency:			
Average Cost of Each Meal	$4.83	$4.66	$4.85
Average Seniors Served Daily	3,437	3,711	3,769
Average Hours Worked Per Volunteer	251	204	209
Effectiveness:			
% Of Meals Home-Delivered to Seniors	14%	11%	14%
% Of Elderly Satisfied with Nutrition Program	98%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – General Fund	$2,519,365	$2,642,152	$2,642,152
STATE – AACOG Title III	1,887,201	1,671,242	1,628,065
OTHER – Program Income	230,269	235,500	235,500
TOTAL FUNDING	**$4,636,835**	**$4,548,894**	**$4,505,717**
EXPENDITURES			
PERSONAL SERVICES	$1,038,455	$1,074,195	$1,074,195
CONTRACTUAL SERVICES	1,143,771	1,182,145	1,182,145
COMMODITIES	2,293,974	2,168,552	2,125,375
SELF INSURANCE / OTHER	159,118	124,002	124,002
CAPITAL OUTLAY	1,517	0	0
TOTAL EXPENDITURES	**$4,636,835**	**$4,548,894**	**$4,505,717**
AUTHORIZED POSITIONS	**46**	**53**	**53**
FULL-TIME EQUIVALENTS	**37.00**	**39.00**	**39.00**

COMMUNITY INITIATIVES
SUPPORT 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 10/01/05 through 09/30/07.)

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Vehicles[1]	10	10	10
Individuals Served Through Transportation Program	374	524	554
Output:			
One-Way Transportation Trips	16,047	14,489	17,406
One-Way Medical Transportation Trips	13,609	11,462	13,978
Efficiency:			
Average Cost Of One-Way Transportation Trips	$29.90	$29.07	$24.71
Average Cost Of One-Way Fare Of Private Companies	$45.31	$46.56	$47.81
Effectiveness:			
% Of Trips Related to Medical Treatment	85%	80%	80%
% Of Clients Satisfied With Transportation Program	99%	99%	99%

EXPLANATORY INFORMATION

[1] Total number of vehicles in the pool, only 6 vehicles directly support this program. Other pooled vehicles are used as backup vehicles during repairs and in support of other EDS program activities.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – General Fund	$187,770	$140,987	$140,987
STATE – AACOG	283,074	275,250	275,250
OTHER – Program Income	8,998	5,600	5,000
TOTAL FUNDING	**$479,842**	**$421,837**	**$421,237**
EXPENDITURES			
PERSONAL SERVICES	$275,243	$256,377	$256,377
CONTRACTUAL SERVICES	59,271	40,300	40,300
COMMODITIES	14,710	7,400	7,400
SELF INSURANCE / OTHER	130,618	117,760	117,160
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$479,842**	**$421,837**	**$421,237**
AUTHORIZED POSITIONS	**10**	**12**	**12**
FULL-TIME EQUIVALENTS	**9.00**	**9.50**	**9.50**

COMMUNITY INITIATIVES
ANNIE E. CASEY MAKING CONNECTIONS PROGRAM

PROGRAM INFORMATION

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of VITA Sites	17	20	20
Output:			
No. of Taxpayers Served through COSA VITA sites	19,963	25,200	30,000
No. of Taxpayers Served through all SACFEP sites	24,744	30,500	35,000
Participants Receiving Financial Literacy Training	200	300	400
Efficiency:			
% of annual Income Returned to Low-Income Taxpayers	10%	10%	N/A
Effectiveness:			
Dollars Returned to the Community Through COSA VITA sites	$30,100,000	$39,000,000	$44,000,000
Dollars Returned to the Community through all SACFEP sites	$38,400,000	$45,000,000	$49,000,000
Dollars Saved in Tax Preparation and RAL fees	$2,100,000	$5,000,000	$6,000,000

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$120,000	$100,000	$100,000
TOTAL FUNDING	**$120,000**	**$100,000**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	$60,562	$43,400	$43,400
CONTRACTUAL SERVICES	21,114	300	300
COMMODITIES	4,324	1,300	1,300
SELF INSURANCE / OTHER	34,000	55,000	55,000
TOTAL EXPENDITURES	**$120,000**	**$100,000**	**$100,000**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION

The Child Care Delivery System (CCDS) program provides child care subsidies to qualified families residing in the Alamo Workforce Development Area, which includes the City of San Antonio, Bexar County, and eleven rural surrounding counties. DCI provides overall coordination, client services, fiscal management, and vendor management. The program also provides qualified clients with eligibility and certification services, counseling on the selection of quality childcare, and referrals to all participating child care facilities from which parents can select their appropriate care needs.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Children under 5 years of age in poverty	33,893	33,893	34,262
Children observed in Kinder Readiness Project	668	602	680
No. of community locations	598	624	636
Output:			
No. of children under 5 years of age in care in poverty	8,470	7,766	7,674
No. of children in care (average daily)	10,018	10,167	10,077
No. of children mastering KRG	621	554	612
No. of TRS Providers	99	94	86
Efficiency:			
Average Cost of Care per Child	$3,837.97	$3,557.38	$3,145.34
Effectiveness:			
% of children under 5 years of age in care in poverty	25%	23%	22%
% of Performance Attained	103%	106%	105%
% of children mastering KRG	93%	92%	90%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – Transfers required as a cash match	$1,200,000	$1,200,000	$1,346,000
STATE – Funding provided by the State	41,891,544	41,113,615	36,543,102
TOTAL FUNDING	**$43,091,544**	**$42,313,615**	**$37,889,102**
EXPENDITURES			
PERSONAL SERVICES	$2,668,703	$2,936,438	$3,211,687
CONTRACTUAL SERVICES	38,448,839	37,067,956	33,053,175
COMMODITIES	28,249	22,395	17,295
SELF INSURANCE / OTHER	537,225	550,558	585,517
CAPITAL OUTLAY	4,266	176,614	0
SUBGRANTING	1,057,834	1,213,226	675,000
INDIRECT COSTS	346,428	346,428	346,428
TOTAL EXPENDITURES	**$43,091,544**	**$42,313,615**	**$37,889,102**
AUTHORIZED POSITIONS	**181**	**145**	**145**
FULL-TIME EQUIVALENTS	**177.00**	**143.00**	**143.00**

HEAD START EARLY CHILDHOOD DEVELOPMENT

PROGRAM INFORMATION:

The City of San Antonio is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages 3 to mandatory school age), and their families. A minimum of ten percent of the children served has some type of disability. The program provides comprehensive services to children and their families including childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January. The program is currently funded to provide services for 6,789 slots in the 2006 Head Start program year of February 2006 to January 2007.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Children 3-4 years of age in Poverty	18,612	14,555	14,463
No. of Children with Special Needs	720	720	720
Output:			
Avg. Monthly Head Start Children in care	6,314	5,287	5,287
No. of Health Services/Screenings	34,395	27,156	27,156
No. of 3rd Progress Reports/Transition (Public Schools)	3,300	3,400	3,400
Efficiency:			
Average Cost of Care per Child	$6,948	$8,680	$8,680
Effectiveness:			
% of Eligible Children 3 - 4 years of Age in Care to Poverty	34%	36%	37%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$43,869,082	$45,891,570	$45,889,570
OTHER – In-Kind	11,586,684	11,472,893	11,472,393
TOTAL FUNDING	**$55,455,766**	**$57,364,463**	**$57,361,963**
EXPENDITURES			
PERSONAL SERVICES	$418,465	$367,476	$367,476
CONTRACTUAL SERVICES	25,711	54,100	54,100
COMMODITIES	3,802	16,059	16,059
SELF INSURANCE / OTHER	8,321	13,265	13,265
CAPITAL OUTLAY	15,201	19,100	19,100
SUBGRANTING	43,397,582	45,421,570	45,419,570
IN KIND	11,586,684	11,472,893	11,472,393
TOTAL EXPENDITURES	**$55,455,766**	**$57,364,463**	**$57,361,963**
AUTHORIZED POSITIONS	**15**	**15**	**14**
FULL-TIME EQUIVALENTS	**14.00**	**14.00**	**13.00**

PROGRAM INFORMATION

The City of San Antonio, through the Department of Community Initiatives' Family Economic Success Program (FESP), is contracted by the U. S. Department of Health and Human Services (HHS) to operate the Individual Development Account (IDA) program. The IDA program is a directed, matched savings program for low income working individuals and families who live in Bexar County. Participants must be at or below HHS 200% poverty guidelines. Participants enter into a Savings Plan Agreement with the City of San Antonio that establishes a schedule and goal of savings from earned income, to be matched at a four to one rate. Matched savings may be expended for either (1) the purchase of a principal residence by a first-time homebuyer, (2) the capitalization of a business, or (3) expenses of post-secondary education. All participants must attend six hours of Financial Literacy, Asset Training Classes and if purchasing a home must attend a Homeowners Class. The grant period for this program is from September 30, 2004 to September 29, 2009.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Local Match	$0	$0	$135,000
Funds Generated by match	$0	$0	$135,000
Output:			
Participants Served	47	61	118
Participants Attending Financial Literacy	47	54	57
Efficiency:			
Average individual savings	$140	$470	$821
Average Draw Down	$0	$0	$3,870
Effectiveness:			
Participants Completing Program	0	0	70

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – Transfers required as a cash match	N/A	$20,000	$20,000
FEDERAL – Federal fund source	N/A	60,000	60,000
TOTAL FUNDING	**N/A**	**$80,000**	**$80,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	$100	$100
CONTRACTUAL SERVICES	N/A	5,890	5,890
COMMODITIES	N/A	2,500	2,500
SELF INSURANCE/OTHER EXPENDITURES	N/A	71,000	71,000
CAPITAL OUTLAY	N/A	510	510
TOTAL EXPENDITURES	**N/A**	**$80,000**	**$80,000**

PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long-term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG also funded two diverse delegate agencies that provided a host of social services in Bexar County during the grant program period of 10/01/06 through 9/31/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of caseworkers[1]	10	9	9
Unduplicated Clients Served	25,157	22,657	22,657
Output:			
Emergency Service - Persons Served[2]	22,132	20,132	20,132
Other Service - Persons Served[3]	1,857	1,174	1,500
Case Management - Persons Served	586	586	586
Efficiency:			
Cost per Client	$ 79.00	$82.00	$82.00
Effectiveness:			
% of Bexar County poverty population impacted	11.51%	12.78%	12.78%
% Case Management clients transitioning out of Poverty	5.63%	5.63%	5.63%

EXPLANATORY INFORMATION

1 Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II
2 Emergency Service - Persons Served from our CAP Offices and Dwyer/Homeless Program
3 Other Services are from CSBG Delegate Agencies and VITA

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	$1,964,523	$1,861,229	$1,861,229
TOTAL FUNDING	**$1,964,523**	**$1,861,229**	**$1,861,229**
EXPENDITURES			
PERSONAL SERVICES	$1,321,039	$1,372,751	$1,372,751
CONTRACTUAL SERVICES	195,222	155,178	155,178
COMMODITIES	25,000	36,075	36,075
SELF INSURANCE / OTHER	366,542	226,225	226,225
CAPITAL OUTLAY	11,800	10,000	10,000
SUBGRANTING	44,920	61,000	61,000
TOTAL EXPENDITURES	**$1,964,523**	**$1,861,229**	**$1,861,229**
AUTHORIZED POSITIONS	**74**	**40**	**40**
FULL-TIME EQUIVALENTS	**74.00**	**40.00**	**40.00**

PROGRAM INFORMATION

The City operates two grant programs in conjunction with CPS Energy. Project Winter Assistance Relief Mobilization (WARM) is a utility program that is available year-round to low-income CPS Energy ratepayers. The program was established in 1982 by City Council and is funded entirely by interest earned from the Project WARM Trust. The Wagner and Brown Partnership of Midland created this trust in 1985 and contributed to the trust for ten years by donating a portion of its royalty interests in natural gas reserves to CPS Energy. Residential Energy Assistance Partnership (REAP) is a non-profit organization incorporated in 2002 whose primary purpose is to provide utility assistance to low-income CPS Energy ratepayers in San Antonio. REAP is financed by donations from CPS ratepayers and interest income.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Households Served by WARM	1,309	1,693	1,466
No. of Households Served by REAP	3,561	4,944	4,784
Total	4,870	6,637	6,250
Output:			
No. of Household Members Assisted by WARM	3,801	5,079	3,768
No. of Household Members Assisted by REAP	10,847	14,832	12,300
Efficiency:			
Total WARM Assistance	$162,225	$276,710	$251,253
Total REAP Assistance	$489,534	$803,276	$820,000
Effectiveness:			
Dollar Value per Household for WARM	$124	$163	$171
Dollar Value per Household for REAP	$137	$163	$171

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – In-Kind: Interest from Project WARM Trust	$564,781	$303,710	$251,253
In-Kind: CPS Donation to REAP, Inc.	300,012	772,836	820,000
TOTAL FUNDING	**$864,793**	**$1,076,546**	**$1,071,253**
EXPENDITURES			
SELF INSURANCE / OTHER	$864,793	$1,076,546	$1,071,253
TOTAL EXPENDITURES	**$864,793**	**$1,076,546**	**$1,071,253**

COMMUNITY INITIATIVES

EMERGENCY FOOD AND SHELTER PROGRAM

PROGRAM INFORMATION:

The Federal Emergency Management Assistance (FEMA) provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) of United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works in conjunction with local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period of 10/01/05 through 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Access Sites (Community Action Offices)	14	14	14
Output:			
No. of Service Units [1]	240	140	143
No. of Unduplicated Clients [2]	720	420	429
Efficiency:			
Cost per Service Unit	$520	$759	$750
Avg Cost per Client [3]	$174	$253	$249
Effectiveness:			
% of Eviction & Foreclosures Prevented	100%	100%	100%

EXPLANATORY INFORMATION

[1] Service Unit is defined as households assisted with one month's rent, first month's rent, or one mortgage payment. Per FEMA regulations, there are no income eligibility guidelines to receive assistance however; recipients must demonstrate the ability to pay the following month's rent or mortgage payment.

[2] Unduplicated clients are total household members.

[3] Average cost per client is budgeted "Other Expenditures" divided by total household members.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$130,900	$132,818	$132,818
TOTAL FUNDING	**$130,900**	**$132,818**	**$132,818**
EXPENDITURES			
PERSONAL SERVICES	$5,579	$7,818	$7,818
SELF INSURANCE / OTHER	125,321	125,000	125,000
TOTAL EXPENDITURES	**$130,900**	**$132,818**	**$132,818**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**.25**	**.25**	**.25**

EMERGENCY SHELTER GRANT

PROGRAM INFORMATION:

The Emergency Shelter Grant (ESG) is a two-year formula allocated grant funded through the U.S. Department of Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, meet the cost of operating shelters, provide supportive services to the homeless as well as homeless prevention activities. The City of San Antonio has executed delegate agency contracts with four community-based human service providers. This grant program covers the period of 10/01/06 to 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Delegate Agencies	4	3	2
Unduplicated served [1]	4,813	5,266	6,014
Output:			
Prevention Service Units	214	259	270
No. of Bed Nights	89,489	85,998	87,745
Efficiency:			
Avg Cost Per Bed Night	$3.96	$5.46	$4.71
Avg Number of Days to Locate Housing	75	72	75
Effectiveness:			
% of target population served	18%	21%	25%

EXPLANATORY INFORMATION

[1] Target populations are the unduplicated clients served by the SAMM shelter and BWS and Dwyer Ave. Center.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$419,000	$638,280	$638,280
OTHER – In-Kind	418,000	638,280	638,280
TOTAL FUNDING	**$837,000**	**$1,276,560**	**$1,276,560**
EXPENDITURES			
PERSONAL SERVICES	$56,213	$171,334	$171,334
CONTRACTUAL SERVICES	72,957	87,881	87,881
COMMODITIES	13,834	22,051	22,051
SELF INSURANCE / OTHER	59,338	109,018	109,018
CAPITAL OUTLAY	0	3,266	3,266
SUBGRANTING	216,158	244,730	244,730
IN KIND	418,500	638,280	638,280
TOTAL EXPENDITURES	**$837,000**	**$1,276,560**	**$1,276,560**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**

FAIR HOUSING INITIATIVES PROGRAM

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development's (HUD) Fair Housing Initiatives Program provides funds to support comprehensive housing counseling services to the citizens of San Antonio, at no cost to the consumer. These funds will be utilized to enhance fair housing education and outreach services currently available through Family Economic Success Program of the Department of Community Initiatives. These services include educating tenants and landlords of their rights, providing community education presentations, and training and educating housing providers on accessibility requirements of the Fair Housing Act. This grant program covers the period of 10/01/06 through 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Households Served	N/A	2,562	10,146
Output:			
Program Presentations	N/A	30	58
New Construction Plan Reviews	N/A	12	24
Units Inspected for Accessibility Requirements	N/A	1,200	2,400
Training Workshops	N/A	2	4
Efficiency:			
Cost per Household	N/A	$11.76	$9.86
Households per Counselor	N/A	2,562	5,073
Effectiveness:			
% of Units Inspected for Accessibility Compliance	N/A	95%	95%

EXPLANATORY INFORMATION

1 Staff will be applying for $100,000 in funding for this program in 2006 – 2007. All Performance Measures will be adjusted accordingly and will be refined upon approval of the new grant amount.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	N/A	$30,135	$100,000
TOTAL FUNDING	**N/A**	**$30,135**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	$27,323	$83,756
CONTRACTUAL SERVICES	N/A	300	13,844
COMMODITIES	N/A	2,512	2,400
TOTAL EXPENDITURES	**N/A**	**$30,135**	**$100,000**
AUTHORIZED POSITIONS	**N/A**	**1**	**2**
FULL-TIME EQUIVALENTS	**N/A**	**1.00**	**2.00**

FAIR HOUSING PROGRAM

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 10/01/06 through 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of unduplicated clients	4,144	4,144	4,144
No. of compliance requests	780	780	780
No. of tenant / landlord resolutions	1,627	1,787	1,787
Output:			
No. of investigative and monitoring units	8,620	8,619	8,619
No. of education & outreach units	24,531	24,531	24,531
No. of Responses/Inquires Resolved	1,934	1,934	1,934
No. of compliance agreements	672	702	702
No. of compliance investigations	108	110	110
No. of current year citizen participants (target population)	35,084	34,937	34,937
Efficiency:			
Cost per client	$51.72	$51.72	$47.58
No. clients per Housing Counselor	1,381	1,381	1,381
Avg cost per education and outreach unit	$8.74	$4.78	$4.40
Effectiveness:			
% cases resolved	92%	92%	92%
% of apartments in compliance	86%	90%	90%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$214,313	$214,313	$197,168
TOTAL FUNDING	**$214,313**	**$214,313**	**$197,168**
EXPENDITURES			
PERSONAL SERVICES	$199,309	$203,313	$193,162
CONTRACTUAL SERVICES	14,004	10,800	4,006
COMMODITIES	1,000	200	0
TOTAL EXPENDITURES	**$214,313**	**$214,313**	**$197,168**
AUTHORIZED POSITIONS	**5**	**5**	**4**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**4.00**

HOUSING COUNSELING

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 10/01/06 through 09/30/07.

PERFORMANCE MEASURES [1]

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
FTE's	3	1	3
Households Served	6,448	3,500	6,221
Output:			
Mortgagors [2]	1,579	1,052	1,476
Mortgagors Avoiding Foreclosure	1,421	999	1,402
Mortgage Assistance [3]	180	180	190
Reverse Mortgage Counseling	N/A	240	260
Efficiency:			
Cost per Household	$21.02	$19.25	$20.70
Effectiveness:			
% of Households Avoiding Foreclosure [4]	2,540	3,500	2,704

EXPLANATORY INFORMATION

1. Staff will be applying for $128,773 in funding for this program in 2006 – 2007. All Performance Measures will be adjusted accordingly and will be refined upon approval of the new grant amount.
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. Housing Counseling includes renters, potential homeowners, mortgagors, and homeowners.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$135,572	$67,363	$128,773
TOTAL FUNDING	**$135,572**	**$67,363**	**$128,773**
EXPENDITURES			
PERSONAL SERVICES	$135,572	$67,363	$128,773
TOTAL EXPENDITURES	**$135,572**	**$67,363**	**$128,773**
AUTHORIZED POSITIONS	**3**	**2**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**1.50**	**3.00**

COMMUNITY INITIATIVES
HOUSING OPPORTUNITIES FOR PERSONS WIH AIDS

PROGRAM INFORMATION:

Housing Opportunities for Persons with AIDS (HOPWA) is a three-year entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds provide housing and supportive services to persons with HIV/AIDS and their family. The Community Action Division works closely with two delegate agencies to enhance the continuum of care and service delivery system for this target population. The entitlement area, also known as the Eligible Metropolitan Statistical Area (EMSA), for this grant includes Bexar, Comal, Guadalupe and Wilson counties. This grant program covers the period of 10/01/06 to 09/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. Delegate Agency Contracts	4	4	4
No. of Units Maintained [1]	251	303	365
No. HIV/AIDS prevalence cases in the EMSA [2]	5,626	6,213	6,800
Output:			
No. Family Member Receiving Housing Asst. [3]	59	55	65
No. HIV / AIDS clients Receiving Housing Asst. [4]	287	278	282
Efficiency:			
Avg. Length of stay	18 Mo.	24 Mo.	24 Mo.
Avg. Cost per unduplicated client	$370	$363	$365
Effectiveness:			
% clients who received housing assist. to prevent homelessness	15%	21%	25%

EXPLANATORY INFORMATION

[1] This measure includes facility-based projects and scattered site units.
[2] This data is from the HHS – Ryan White Office. Prevalence =No. of people with AIDS & HIV
[3] Family member who benefit from Tenant Based Rental Assistance (TBRA).
[4] Services include TBRA, emergency shelter and hospice care.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$960,000	$971,000	$971,000
TOTAL FUNDING	**$960,000**	**$971,000**	**$971,000**
EXPENDITURES			
PERSONAL SERVICES	$24,143	$29,130	$29,130
CONTRACTUAL SERVICES	5,706	0	0
COMMODITIES	45	0	0
OTHER	0	0	0
SUBGRANTING	930,106	941,870	941,870
TOTAL EXPENDITURES	**$960,000**	**$971,000**	**$971,000**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**.75**	**.75**	**.75**

COMMUNITY INITIATIVES
HOUSING COUNSELING/PREDATORY LENDING

PROGRAM INFORMATION

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support Predatory Lending counseling services to the citizens of San Antonio and Bexar County, at no cost to the consumer. These services include predatory lending counseling, predatory lending education and prevention, public awareness of predatory lending practices through community presentations, and monitoring compliance with the Fair Housing Act. Additionally, the program will continue an initiative of education and outreach to high schools in the service area on predatory lending practices and financial literacy education.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Households Served [1]	2,540	N/A	N/A
Output:			
Education and Outreach Units	2,286	N/A	N/A
School Presentations	34	N/A	N/A
Financial Literacy Presentations	36	N/A	N/A
Efficiency:			
Cost per Household	$15.42	N/A	N/A
Households per Counselor	2,540	N/A	N/A
Effectiveness:			
% of Households Reached [2]	90%	N/A	N/A

EXPLANATORY INFORMATION

[1] Predatory lending counseling includes renters, potential homeowners, and homeowners.
[2] Represents the % of households educated about predatory lending practices

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$39,176	N/A	N/A
TOTAL FUNDING	**$39,176**	**N/A**	**N/A**
EXPENDITURES			
PERSONAL SERVICES	$39,176	N/A	N/A
TOTAL EXPENDITURES	**$39,176**	**N/A**	**N/A**
AUTHORIZED POSITIONS	**1**	**N/A**	**N/A**
FULL-TIME EQUIVALENTS	**1.00**	**N/A**	**N/A**

PROGRAM INFORMATION

The City operates four programs in conjunction with The San Antonio Water System (SAWS) as follows: Affordability Discount Program (ADP) Inter-jurisdictional Agreement between the City and SAWS to provide a sliding scale discount on the monthly water meter charge to low-income SAWS ratepayers whose total household income is at or below 125% of the current Federal Poverty Level. Level of discount has progressed to discounts from $3.15 to $8.40 based on the level of poverty. Once certified, eligible ratepayers continue to receive the monthly discount for the remainder of the calendar year. Project AGUA is a utility assistance program developed in collaboration with SAWS to assist their ratepayers with utility assistance credits. The Project AGUA trust account is funded by SAWS through private and corporate donations. Plumbers to People is a program designed to conserve water by providing assistance to SAWS ratepayers with incomes at or below 125% of the Federal Poverty Level guidelines, and lack funds to repair or replace leaking or wasteful plumbing fixtures and/or water lines in their home. Laterals to People (LTP) provides assistance to low-income San Antonio Water System ratepayers whose incomes are at or below 125% of the Federal Poverty Level guidelines and lack funds to repair a health hazard or safety problem with their sewer lateral system.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total Households Served	15,936	16,395	16,068
Output:			
Total Household Members Assisted	50,989	44,267	43,384
Efficiency:			
Total Assistance	$904,274	$1,300,799	$1,285,660
Effectiveness:			
Dollar Value per Household by WMDAP	$33.72	$70	$70
Dollar Value per Household by Project AGUA	$52	$118	$115
Dollar Value per Household by PTP	$527	$238	$238

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER - San Antonio Water System ADP	$120,341	$120,341	$120,341
- In-Kind: AGUA Trust	65,319	65,319	65,319
- In-Kind: Laterals to People	37,188	30,990	30,990
- In-Kind: Plumbers to People	239,249	276,935	276,935
TOTAL FUNDING	**$462,097**	**$493,585**	**$493,585**
EXPENDITURES			
San Antonio Water System ADP	$120,341	$120,341	$120,341
Project AGUA	65,319	65,319	65,319
Plumbers to People	239,249	276,935	276,935
Laterals to People	37,188	30,990	30,990
TOTAL EXPENDITURES	**$462,097**	**$493,585**	**$493,585**
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

2005 SUPPORIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The U. S. Department of Housing and Urban Development awarded the 2005 Supportive Housing Program to the Department of Community Initiatives, Community Action Division, in the amount of $5,152,491 over a twelve month period. Twenty-four programs, operated by twelve 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.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of open contracts	13	14	1
Output:			
No. of unduplicated clients	947	1,607	22
No. of shelter ights	21,437	38,836	2,520
Efficiency:			
Cost Per Shelter Night	$28.06	$25.64	$395.18
Effectiveness:			
% Clients Increasing Residential Stability	65%	54%	25%
% Clients Increasing Skills or Income	69%	67%	95%
% Clients Achieving Greater Self Determination	73%	78%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	N/A	$2,617,624	$2,617,624
TOTAL FUNDING	**N/A**	**$2,617,624**	**$2,617,624**
EXPENDITURES			
PERSONAL SERVICES	N/A	$286,722	$286,722
CONTRACTUAL SERVICES	N/A	338,452	338,452
COMMODITIES	N/A	17,338	17,338
SELF INSURANCE / OTHER	N/A	2,375	2,375
CAPITAL	N/A	1,000	1,000
SUBGRANTING	N/A	1,971,737	1,971,737
TOTAL EXPENDITURES	**N/A**	**$2,617,624**	**$2,617,624**
AUTHORIZED POSITIONS	**N/A**	**8**	**8**
FULL-TIME EQUIVALENTS	**N/A**	**8.00**	**8.00**

2004 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The U. S. Department of Housing and Urban Development awarded the 2004 Supportive Housing Program to the Department of Community Initiatives, Community Action Division, in the amount of $2,987,585 over an eighteen month period. Fourteen programs, operated by ten local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self support.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of open contracts	13	4	1
Output:			
No. of unduplicated clients	947	1,607	22
No. of shelter nights	21,437	38,836	2,520
Efficiency:			
Cost Per Shelter Night	$28.06	$25.64	$395.18
Effectiveness:			
% Clients Increasing Residential Stability	65%	54%	25%
% Clients Increasing Skills or Income	69%	67%	95%
% Clients Achieving Greater Self Determination	73%	78%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$601,656	$995,860	$995,860
TOTAL FUNDING	**$601,656**	**$995,860**	**$995,860**
EXPENDITURES			
PERSONAL SERVICES	$61,594	$102,544	$102,544
CONTRACTUAL SERVICES	296,823	218,799	218,799
COMMODITIES	0	1,275	1,275
SELF INSURANCE / OTHER	8,829	19,939	19,939
CAPITAL	0	1,175	1,175
SUBGRANTING	234,410	652,128	652,128
TOTAL EXPENDITURES	**$601,656**	**$995,860**	**$995,860**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**

2003 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of open contracts	11	7	4
Output:			
No. of unduplicated Clients	1595	617	339
No. of Shelter Nights	77,166	69,099	33,450
Efficiency:			
Cost Per Shelter Night	$34.37	$12.33	$25.48
Effectiveness:			
% Clients Increasing Residential Stability	51%	57%	63%
% Clients Increasing Skills or Income	76%	67%	87%
% Clients Achieving Greater Self Determination	82%	77%	83%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$2,652,123	$852,251	$852,251
TOTAL FUNDING	**$2,652,123**	**$852,251**	**$852,251**
EXPENDITURES			
PERSONAL SERVICES	$93,508	$72,361	$72,361
CONTRACTUAL SERVICES	828,818	191,792	191,792
COMMODITIES	2,015	1,842	1,842
SELF INSURANCE / OTHER	1,074	9,354	9,354
CAPITAL OUTLAY	0	1,333	1,333
SUBGRANTING	1,726,708	575,569	575,569
TOTAL EXPENDITURES	**$2,652,123**	**$852,251**	**$852,251**
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**

COMMUNITY INITIATIVES

2002 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The Department of Housing and Urban Development awarded the 2002 Supportive Housing Program-Ending Chronic Homelessness and Offering Enduring Stability (ECHOES) to the Department of Community Initiatives, Community Action Division, in the amount of $4,533,729 over a three year period. Twelve programs, operated by eight local agencies, were funded by the program and administered by the CAD. The Supportive Housing Program is designed to promote, as a part of a local Continuum of Care strategy, the development of supportive housing and support services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Services are designed to assist homeless individuals to move toward independence and self support.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of open contracts[1]	8	4	N/A
Output:			
No. of unduplicated clients	1,377	321	N/A
No. of service units provided	11,824	3,292	N/A
No. of shelter nights	10,837	33,173	N/A
Efficiency:			
Cost Per Service Unit	$173.11	$459.06	N/A
Cost Per Shelter Night	$188.88	$45.55	N/A
Effectiveness:			
% Clients Increasing Residential Stability	54%	50%	N/A
% Clients Increasing Skills or Income	57%	66%	N/A
% Clients Achieving Greater Self Determination	74%	71%	N/A

EXPLANATORY INFORMATION

[1] Two new contracts will be added in FY 05-06, both of which are residential, resulting in a great increase in Shelter Nights. Some of the support services only programs will be open for only a portion of FY 04-05.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$2,046,874	$1,511,243	N/A
TOTAL FUNDING	**$2,046,874**	**$1,511,243**	**N/A**
EXPENDITURES			
PERSONAL SERVICES	$254,411	$180,075	N/A
CONTRACTUAL SERVICES	74,450	22,947	N/A
COMMODITIES	6,700	56,233	N/A
CAPITAL OUTLAY	77,950	0	N/A
SUBGRANTING	1,633,363	1,251,988	N/A
TOTAL EXPENDITURES	**$2,046,874**	**$1,511,243**	**N/A**
AUTHORIZED POSITIONS	**1**	**1**	**N/A**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**N/A**

COMMUNITY INITIATIVES

2001 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program to the Department of Community Initiative's Community Action Division for $4,184,337 over a three-year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. This grant provides funding for the operations of the family portion of the center and services include: case management, direct client assistance, and employment training.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Open Contracts	6	1	N/A
Output:			
No. of Unduplicated Clients	111	38	N/A
No. of Service Units Provided	15,797	2,248	N/A
No. of Shelter Nights	28,065	6,156	N/A
Efficiency:			
Cost Per Service Unit	$70.38	$130.72	N/A
Cost Per Shelter Night	$39.62	$47.74	N/A
Effectiveness:			
% of Clients Increasing Residential Stability	65%	44%	N/A
% of Clients Increasing Income/Education	64%	55%	N/A
% of Clients Achieving Greater Self Sufficiency	85%	89%	N/A

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$1,111,867	$293,858	N/A
TOTAL FUNDING	**$1,111,867**	**$293,858**	**N/A**
EXPENDITURES	$205,711	$0	N/A
PERSONAL SERVICES	7,855	0	N/A
CONTRACTUAL SERVICES	2,824	0	N/A
COMMODITIES	896	0	N/A
SUBGRANTING	894,581	293,858	N/A
TOTAL EXPENDITURES	**$1,111,867**	**$293,858**	**N/A**
AUTHORIZED POSITIONS	**9**	**9**	**N/A**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**N/A**

PROGRAM INFORMATION

Continuation grant from Alamo Area Community Information System (AACIS) to provide computer literacy instruction at Albert Benavides, Columbia Heights, Margarita Huantes, Willie Velasquez, and Victor Ferrari Community Family Resource and Learning Division (CFRLD) Community Technology Centers (CTC's).

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Number of Computer Technology Centers [1]	5	5	NA
Output:			
No. of classes	142	110	NA
No. of unduplicated students	1,140	720	NA
No. of duplicate students	2,248	680	NA
Efficiency:			
Average cost per student [2]	$233	$180	NA
Effectiveness:			
% Students self reported improvement in job/school	40%	90%	NA
No. of students increasing computer literacy[3]	350	610	NA

EXPLANATORY INFORMATION:

[1] Albert Benavides, Columbia Heights, Margarita Huantes, Willie Velasquez, Victor Ferrari CFRLCs.
[2] The average cost per students includes management cost, and doesn't include in-kind, in-direct cost.
[3] No. of students who improved 40% from Pre Test to Post Test.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – United Way	$149,346	$128,482	N/A
OTHER – In-Kind	80,748	107,569	N/A
TOTAL FUNDING	**$230,094**	**$236,051**	**N/A**
EXPENDITURES			
PERSONAL SERVICES	$137,984	$105,878	N/A
CONTRACTUAL SERVICES	11,362	22,604	N/A
IN-KIND	80,748	107,569	N/A
TOTAL EXPENDITURES	**$230,094**	**$236,051**	**N/A**
AUTHORIZED POSITIONS	**6**	**6**	**N/A**
FULL-TIME EQUIVALENTS	**4.00**	**4.00**	**N/A**

COMMUNITY INITIATIVES
ENGLISH LITERACY/CIVICS EDUCATION PROGRAM

PROGRAM INFORMATION:

Continuation Grant from the Texas Education Agency (TEA) for the provision of EL/Civics Ed Classes held at Willie Velasquez and Margarita Huantes Community Family Resource and Learning Center. The EL/Civics Program emphasizes contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, U.S. history and government to help students acquire the skills and knowledge to become active and informed parents, workers and community members. Program period is from July 1, 2005 to June 30, 2006.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of EL/Civics Students Enrolled	288	253	200
Output:			
Total Instructional Hours	10,656	9,650	5,500
No. of Field Trips	12	12	12
Guest Presentations	20	20	20
Efficiency:			
Avg. Daily Attendance	50	50	50
Effectiveness:			
% of students registering oral gains	61%	72%	70%
% of students registering literacy gains	65%	61%	64%

EXPLANATORY INFORMATION

[1] Only four of the eight positions are funded, three temporary/part-time positions, one full-time/permanent.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE	$104,000	$90,500	$71,858
TOTAL FUNDING	**$104,000**	**$90,500**	**$71,858**
EXPENDITURES			
PERSONAL SERVICES	$55,050	$52,101	$45,008
CONTRACTUAL SERVICES	34,389	31,748	23,879
COMMODITIES	14,561	6,651	2,971
TOTAL EXPENDITURES	**$104,000**	**$90,500**	**$71,858**
AUTHORIZED POSITIONS	**7**	**8**	**1**
FULL-TIME EQUIVALENTS	**4.00**	**2.50**	**1.00**

SELF SUFFICIENCY PROGRAM

PROGRAM INFORMATION:

The Self Sufficiency Fund is a Texas Workforce Commission grant funded program administered by the Alamo Community College District's (ACCD) Northwest Vista College (NWV). ACCD contracts with the Department for oversight and case management services of the program for the period January 15, 2006 through January 15, 2008. The program is designed to provide training to 150 young adults receiving Food Stamps, TANF or having a household income of less than $37,000 with dependant children.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total participants targeted by grant	N/A	150	150
Output:			
No. Participants recruited for training	N/A	50	100
No. Participants completing training	N/A	33	96
No. Participants entering Employment	N/A	29	86
Effectiveness:			
% Of Participants placed/retained in Employment	N/A	90%	90%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER - ACCD	N/A	$28,860	$86,580
TOTAL FUNDING	**N/A**	**$28,860**	**$86,580**
EXPENDITURES			
PERSONAL SERVICES	N/A	$25,970	$77,909
CONTRACTUAL SERVICES	N/A	2,222	6,666
COMMODITIES	N/A	668	2,005
TOTAL EXPENDITURES	**N/A**	**$28,860**	**$86,580**
AUTHORIZED POSITIONS	**N/A**	**2**	**2**
FULL-TIME EQUIVALENTS	**N/A**	**1.50**	**1.50**

YOUTH OPPORTUNITY PROGRAM

PROGRAM INFORMATION:

The Youth Opportunity Program is a Department of Labor grants funded program designed to provide youth between the ages of 14-21 years old residing in the Empowerment Zone (EZ) services to increase their education and employability. Administered through Alamo WorkSource the program is extended for a period July 1, 2006 through December 30, 2006 to provide enrolled youth assistance to advance in employment and higher education. This assistance includes support services, transitional jobs/training as well as financial supports for higher education tuition and book costs.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total Youth (14-21) Residing in the Empowerment Zone	11,617	11,617	11,617
Output:			
No. At Risk Youth Served in COSA YO Program	2,486	704	250
No. Youth Receiving Job Readiness Training/Transitional Jobs	1,782	150	50
No. Maintaining employment at or above $8.75 per hour	142	100	50
No. Youth Participating in Higher Ed. Or Long-term Job Training	1,212	404	200
No. Youth Completing GED, HS, Assoc. Degree and or BA Degree	214	104	75
No. Youth Active in Building Independence Program/YO Fin. Lit.	500	250	150
Efficiency:			
Avg. Cost per COSA YO youth served	1,308	3,955	3,903
Effectiveness:			
% Of Youth placed/retained in Employment, LT Ed or LT Occupational Skills Training	86.14%	92%	92%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$4,731,656	$2,784,536	N/A
TOTAL FUNDING	**$4,731,656**	**$2,784,536**	**N/A**
EXPENDITURES			
PERSONAL SERVICES	$2,742,227	$923,559	N/A
CONTRACTUAL SERVICES	733,748	43,300	N/A
COMMODITIES	72,584	11,100	N/A
SELF INSURANCE / OTHER	1,140,382	1,806,577	N/A
SUBGRANTING	42,715	0	N/A
TOTAL EXPENDITURES	**$4,731,656**	**$2,784,536**	**N/A**
AUTHORIZED POSITIONS	**56**	**18**	**N/A**
FULL-TIME EQUIVALENTS	**56.00**	**17.00**	**N/A**

JUVENILE ACCOUNTABILITY BLOCK GRANT

PROGRAM INFORMATION:

The Juvenile Accountability Block Grant is a formula block grant from the Office of Juvenile Justice and Delinquency Prevention through the Governor's Office. JABG previously funded two programs but will only fund the CASASTART program for 2005-2006. The Striving Together to Achieve Rewarding Tomorrows (START) Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and two schools in the Edgewood Independent School District. This grant program covers the period of August 1, 2005 through July 31, 2006.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
START - No. of unduplicated clients enrolled [1]	66	68	80
Output:			
START - No. of home contacts	750	450	720
START - No. of activities	60	47	60
Efficiency:			
START - Avg. No. of home contacts/caseworker [2]	18	150	180
Effectiveness:			
START - % who improve grade point average	56%	57%	60%
START - % who improve attendance	70%	79%	75%

EXPLANATORY INFORMATION

[1] A START Caseworker position was vacant from July until December 2004.

[2] START will be supported partially by the JABG grant but 4 caseworkers are funded by the general fund.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY – Transfers required as a cash match	$38,441	$6,216	$4,594
STATE – Texas Criminal Justice Division	345,848	55,944	41,343
TOTAL FUNDING	**$384,289**	**$62,160**	**$45,937**
EXPENDITURES			
PERSONAL SERVICES	$313,756	$51,388	$41,343
CONTRACTUAL SERVICES	15,105	536	0
COMMODITIES	16,987	1,356	0
In-Direct	0	2,664.00	0
In-Kind	38,441	6,216.00	4,594
TOTAL EXPENDITURES	**$384,289**	**$62,160**	**$45,937**
AUTHORIZED POSITIONS	**9**	**1**	**1**
FULL-TIME EQUIVALENTS	**9.00**	**1.00**	**1.00**

SAN ANTONIO EDUCATION PARTNERSHIP

PROGRAM INFORMATION:

The San Antonio Education Partnership encourages academic excellence of 95% attendance, a B grade average, high school graduation and college attendance. Students in grades 9-12 from 18 designated high schools receive Stay-In-School and Pre-College Preparation support. At-risk students are the focus of the program through incentives of four-year scholarships to local colleges and universities. The Partnership is a non-profit organization consisting of businesses, city government, community organizations, colleges and universities, and public high schools. The City's General Fund contribution leverages the grant contributions from the 7 School Districts to support operational costs.

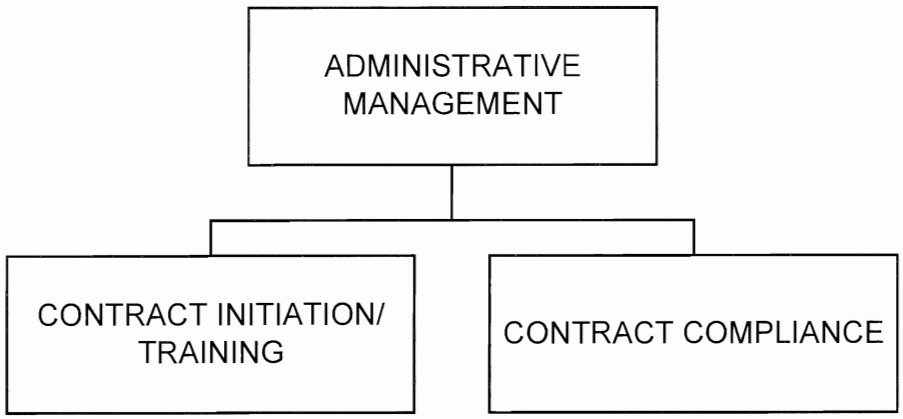
PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Staff supported by School Districts' Contributions	3	N/A	N/A
Output:			
Graduates entering college	301	N/A	N/A
Efficiency:			
Avg. grant cost total students participating in grades 9-12	$9.51	N/A	N/A
Avg. grant cost per graduate eligible for SAEP Scholarship	$80.00	N/A	N/A
Effectiveness:			
% of graduates eligible for SAEP scholarship	61%	N/A	N/A
% of graduates eligible for SAEP scholarship in college	71%	N/A	N/A

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	$186,180	N/A	N/A
TOTAL FUNDING	**$186,180**	N/A	N/A
EXPENDITURES			
PERSONAL SERVICES	$121,806	N/A	N/A
CONTRACTUAL SERVICES	40,874	N/A	N/A
COMMODITIES	16,000	N/A	N/A
CAPITAL OUTLAY	7,500	N/A	N/A
TOTAL EXPENDITURES	**$186,180**	N/A	N/A
AUTHORIZED POSITIONS	**3**	**N/A**	**N/A**
FULL-TIME EQUIVALENTS	**3.00**	**N/A**	**N/A**

CONTRACT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	16.00	$1,372,284
Total Funding	**16.00**	**$1,372,284**

MISSION STATEMENT

The Contract Services Department provides centralized contract service support and guidance to City departments through the development and implementation of standardized policies, procedures, training, and technological tools to promote consistent contract initiation, evaluation, execution, administration, and compliance to ensure City and contractor performance is in accordance with the contract terms, and City's resources are safeguarded through consistent contract monitoring practices.

PROGRAM INFORMATION

The Department of Contract Services provides a wide array of contract services including policy and process development, contract training, solicitation reviews, proposal evaluation, and negotiation support for discretionary contracts. Contract compliance services, are also provided for all City departments, to ensure that City contract monitoring practices are sufficient to safeguard City resources. These services are provided for both discretionary and non-discretionary contracts. The contract compliance services include reviews of contractor's books and records to ensure that contractor's performance is in accordance with the terms of the contract. Compliance reports are produced to summarize the results of the reviews and also provide recommendations to enhance the contract monitoring capabilities for both the City and the contractor. In addition, the Department of Contract Services provides centralized guidance and training to City departments through the development and management of processes related to contract planning, execution, performance, and monitoring; the review of contracts; and the development of technological and financial tools and processes to facilitate contract administration and compliance.

GOALS & OBJECTIVES

- To provide centralized contract services for the City, as well as promote the continuous improvement of contract management to ensure appropriate and consistent contracting is performed.
- To review and revise as necessary, citywide standards for contract management to enhance the effectiveness and efficiency of department contract initiatives, for contract administration and compliance, including the maintenance of the Contracting Policy & Process Manual.
- To provide citywide in-house consulting services for the planning, initiation, evaluation, negotiation, review and monitoring of high risk and non-high risk contracts and contract processes.
- To provide comprehensive departmental contract administration assessments.
- To provide contract compliance reviews of City contracts and review target contract elements such as insurance coverage, SBEDA utilization, bonding & security deposits, etc.
- To develop and provide technological solutions to increase the effectiveness and efficiency of monitoring City contracts.
- To develop and provide a "best practices" approach to contract initiation, evaluation, negotiation, administration, and monitoring through staff training programs.
- To promote a "Customer First" atmosphere within staff training programs by utilizing surveys that enhance and measure customer service and respond to requests for specific training topics.
- To provide direct departmental support related to development of contract administration processes and technological solutions to enhance the monitoring of City contracts.
- To provide SAP support activities related to contracting issues.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide City-wide in-house consulting services for the implementation, planning, review and monitoring of contracts and contract processes	No. of Compliance Reviews Conducted	21	26	46	48
		No. of Contract Component Reviews Conducted	30	90	91	90
		No. of SAP Support Activities Related to Contracts[1]	N/A	N/A	510	500
		No. of Contract Compliance Support Activities Provided[2]	N/A	N/A	N/A	250
		No. of Contract Initiation Support Activities Provided	216	85	263	250
	Promote a "Customer First" atmosphere through staff training opportunities and utilize surveys that enhance and measure customer service	Contract Training Customer Survey Approval Rating	85%	91%	88%	88%
Internal Processes	**Innovative & Proactive City Government**					
	Continue to implement the City-wide contract management initiatives including the standardization and streamlining of City contract processes	No. of Discretionary, High Risk Contract Initiatives Coordinated with Contract Services	31	24	29	30
		No. of Discretionary, Non-High Risk, Contracts Coordinated with Contract Services	43	55	56	60
	Provide technological solutions to increase the effectiveness and efficiency of monitoring City contracts	No. of Technological Solutions Implemented[3]	N/A	5	4	2
Employee Learning & Growth	**Improve Employee Services**					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Staff Attending Contract Related Training Facilitated by Contract Services	851	760	829	810

EXPLANATORY INFORMATION

[1] New performance measure to quantify the number of instances Contract Services staff assist departments with SAP contract transactions and reports.

[2] New performance measure to assess the volume of activity performed by Contract Services staff to assist City departments with contract compliance efforts.

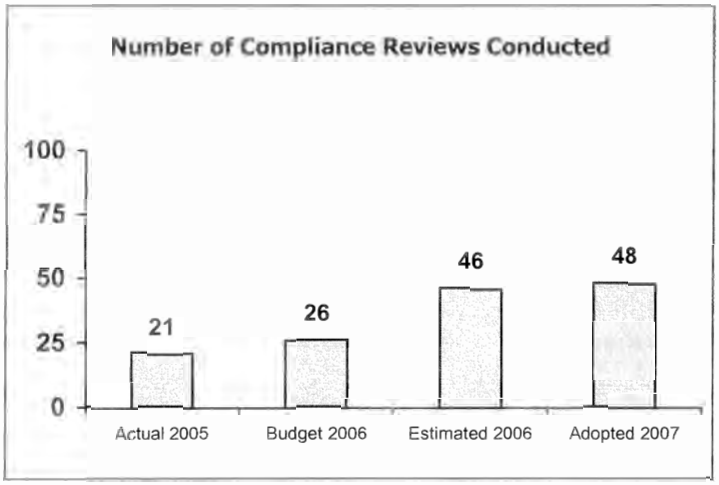
[3] Maintenance of technological solutions implemented in FY 2006 cause a reduction of technological solutions to be implemented in FY 2007.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Contract Services Department for FY 2007.

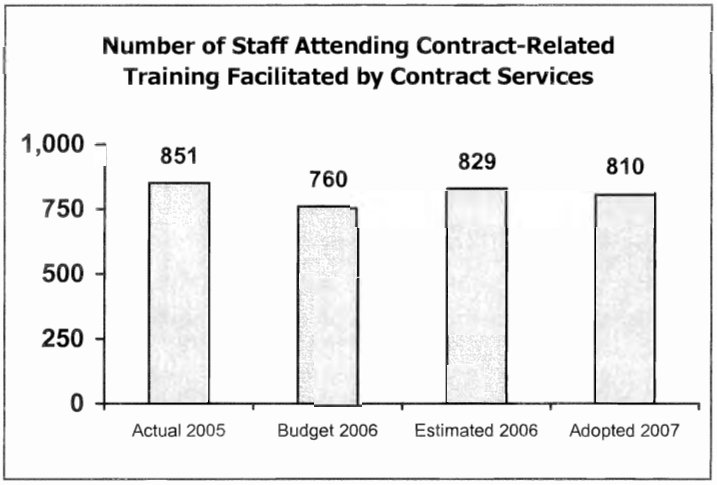
Contract Consulting Services

The Contract Services Department provides City-wide in-house consulting services for the implementation, planning, review, and monitoring of contracts and contract processes.



Contract Training Services

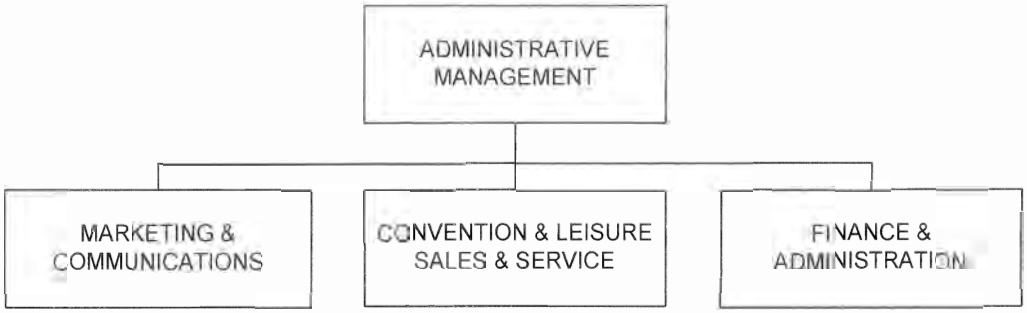
The Contract Services Department promotes a "Customer First" atmosphere through staff training opportunities and utilizes processes and surveys that enhance and measure customer service.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$935,092	$1,172,920	$1,047,480	$1,242,434
CONTRACTUAL SERVICES	45,248	51,671	51,102	54,571
COMMODITIES	25,236	8,828	8,078	31,428
SELF INSURANCE/OTHER	130,914	60,293	62,610	43,851
CAPITAL OUTLAY	19,765	1,976	1,186	0
TOTAL EXPENDITURES	**$1,156,255**	**$1,295,688**	**$1,170,456**	**$1,372,284**
AUTHORIZED POSITIONS	**16**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**16.00**	**16.00**	**16.00**	**16.00**

CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Convention and Visitors Bureau Fund	86.72	$16,703,689
Official City Store Fund	7.09	520,088
Total Funding	**93.81**	**$17,223,777**

CONVENTION & VISITORS BUREAU

CONVENTION AND VISITORS BUREAU FUND

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ***Selling*** - Maximize the number of visitors, visitor spending and related economic impact to San Antonio through effective sales and marketing programs in order to grow the Hotel Occupancy Tax.
  - To maintain and strengthen the City's position as a premier sports, motorcoach, and convention/corporate meeting destination by maximizing delegate attendance and utilization of hotel room nights via the successful booking of the Convention Facilities and the Alamodome.
  - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through advertising strategies and editorial placement of print and electronic media.
  - To continually develop and maximize Internet marketing strategies and opportunities.
  - To continue to enhance San Antonio's reputation as a premier location for film, television, commercial, and print media production.
- ***Strategic Partnerships*** - Improve communication and collaboration with strategic partners in order to expand the reach of destination marketing efforts and enhance public and private resources.
- ***Brand Champions*** – Lead the efforts to strategically brand San Antonio as well as to protect developed brand/sub brands with goal to grow economic impact by a minimum of $1.5 billion over the next five years.
- ***Human Resource Development*** – Invest in training/professional development, incentives, cross-training, and enhanced intradepartmental SACVB communication and collaboration to ensure maximum efficiency and effectiveness in our destination marketing efforts.
- ***Service*** - Maintain and encourage high service at all levels to maximize repeat business/visitation.
- ***Research*** - Utilize research to the fullest extent in order to make fact-based sales, marketing and operational decisions.
- ***Accountability Measures*** - Increase the means through which accountability measures can be associated with SACVB activities to ensure a maximum return on investment on all those activities.
- ***Technology*** - Maximize the integration of technology in all aspects of SACVB internal and external operations to ensure maximum operational effectiveness and efficiency.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Strengthen Convention/Tourist Industry**					
	Maximize the number of visitors, visitor spending and economic impact to San Antonio	No. of Room Nights Consumed (Citywide)	7,429,570	7,210,000	7,650,000	7,880,000
Financial	**Provide Economic Development Opportunities**					
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions)	$40.2	$41.0	$44.2	$47.1
	Maximize the number of visitors, visitor spending economic impact to San Antonio	Direct Exp. For CVB Initiated Convention Delegates Hosted (In Millions) [1]	$505.4	$498.8	$488.4	$478.0
Internal Processes	**Strengthen Convention/Tourist Industry**					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	No. of CVB Initiated Convention Hotel Room Nights Booked	598,342	715,000	722,000	728,000
		No. of CVB Initiated Convention Room Nights Hosted	705,528	750,000	725,000	708,000
		No. of CVB Initiated Convention Delegates Hosted	486,345	480,000	470,000	460,000
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	No. of Visitor Packets Requested	250,568	245,000	190,000	165,000
	To continually develop & maximize internet marketing strategies & opportunities	No. of Website Visits	1,790,042	2,020,000	2,112,000	2,323,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Develop and train staff through continuing education in service and sales techniques	% of CVB Staff Participating in Continuing Education/Training	100%	100%	100%	100%
		% of Supervisor / Management Staff Participating in Continuing Education/training	100%	100%	100%	100%

EXPLANATORY INFORMATION

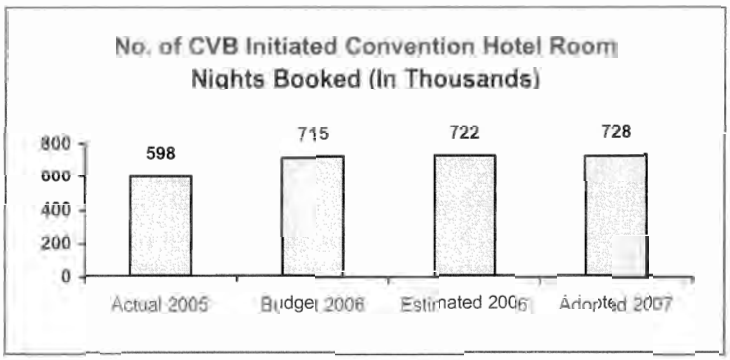
[1] Based on $1,039.20 per delegate expenditure (Veris Consulting - 2004 Expact Study) for Destination Marketing Association International (DMAI).

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Convention and Visitors Bureau (CVB) Department for FY 2007.

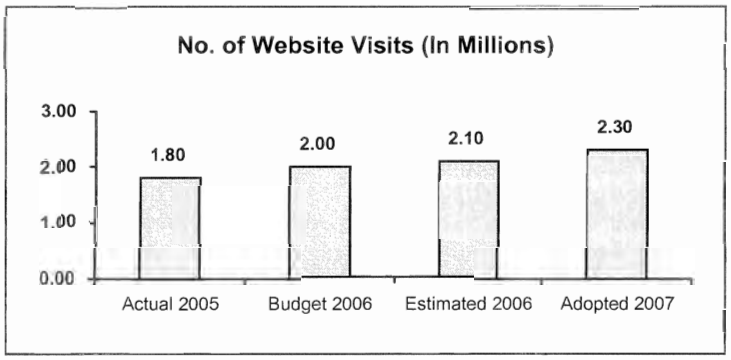
Number of CVB Initiated Convention Hotel Room Nights Booked

The number of CVB Initiated Convention Hotel Room Nights Booked reflects the current production of the CVB group sales staff's efforts for booking meetings in future years and has increased by 21.7% from Actual FY 2005 to Adopted FY 2007.



Number of Website Visits

The CVB's marketing efforts and advertising campaign strategically drive consumers to the CVB's website, increasing the number of visits by 27.8% from Actual FY 2005 to Adopted FY 2007.



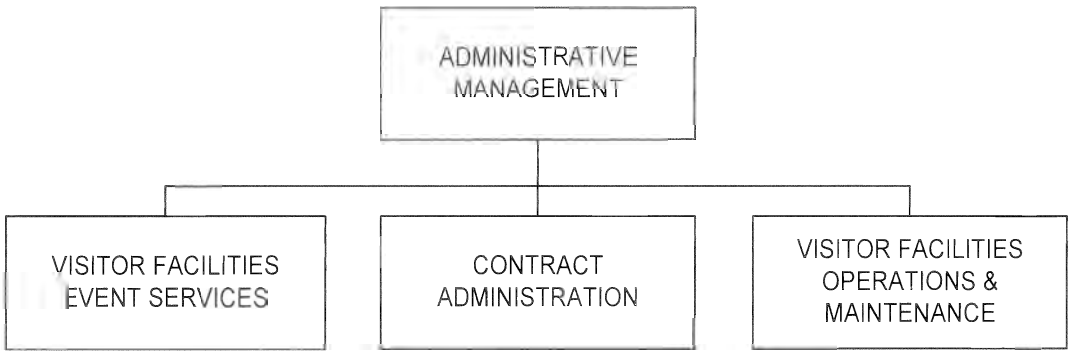
CONVENTION & VISITORS BUREAU FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$4,323,100	$4,893,920	$4,774,302	$5,214,957
CONTRACTUAL SERVICES	8,699,582	9,026,106	9,122,938	9,042,959
MARKETING RESERVE	0	0	0	1,000,000
COMMODITIES	225,879	167,965	166,390	143,965
SELF INSURANCE/OTHER	497,872	624,688	639,988	564,701
CAPITAL OUTLAY	45,783	0	3,475	56,000
TRANSFERS	616,028	641,028	641,028	681,107
TOTAL EXPENDITURES	**$14,408,244**	**$15,353,707**	**$15,348,121**	**$16,703,689**
AUTHORIZED POSITIONS	**125**	**125**	**125**	**125**
FULL-TIME EQUIVALENTS	**86.72**	**86.72**	**86.72**	**86.72**

VISITOR INFORMATION CENTER AND CITY STORE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$254,820	$243,478	$212,518	$235,569
CONTRACTUAL SERVICES	22,663	55,898	35,331	55,898
COMMODITIES	256,293	203,305	116,700	196,305
SELF INSURANCE/OTHER	52,472	62,620	64,976	31,016
CAPITAL OUTLAY	670	0	0	0
TRANSFERS	1,418	737	697	1,300
TOTAL EXPENDITURES	**$588,336**	**$566,038**	**$430,222**	**$520,088**
AUTHORIZED POSITIONS	9	9	9	9
FULL-TIME EQUIVALENTS	7.09	7.09	7.09	7.09

CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Community & Visitor Facilities Fund	280.63	$20,780,227
Capital Projects	0.00	13,140,000
Total Funding	**280.63**	**$33,920,227**

CONVENTION FACILITIES
COMMUNITY & VISITOR FACILITIES FUND

MISSION STATEMENT

The Mission of the San Antonio Convention Facilities Department is to deliver exceptional convention, meeting, and function experiences as a premier destination in the United States, to exceed the expectations of internal and external customers, to inspire its employees through recognition and open-communication, to deliver high-quality service and value in well-maintained facilities, and to support an environment dedicated to the personal and professional growth of employees.

PROGRAM INFORMATION

The department oversees operation and management of the Henry B. Gonzalez Convention Center, Lila Cockrell Theatre, 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 a total of eight functional areas, including the Office of the Director, Booking Services, Event Services, Building Maintenance, and Building Operations. Fiscal Operations and Administration, Security Administration, Technical Services Support, and Special Project Management services are provided for both the Convention Facilities Department and the Alamodome Department.

GOALS AND OBJECTIVES

- Increase the awareness of, selection, and re-booking of San Antonio as a destination by participating with the Convention and Visitors Bureau in tradeshows, familiarization tours, and sales presentations.
- Continue to improve facilities in a manner that serves to preserve and protect what is unique and special about San Antonio.
- Seek opportunities for revenue growth while adding value to the overall customer experience.
- Demonstrate good fiscal stewardship by thoroughly monitoring all department contracts.
- Explore and implement technological advancements that create revenue opportunities and enhance our reputation as a leading-edge convention destination.
- Identify and prioritize innovations and capital projects that enhance efficiency, customer service and revenue growth opportunities.
- Design new program that ensures overall quality management of the building assets.
- Ensure that capital projects are completed on time, within budget, and with adherence to the agreed upon specifications.
- Monitor Convention Center Headquarter Hotel construction to ensure compliance with provisions of the City's Project Agreement and Ground Lease.
- Work in conjunction with the Design Builder for the Grand Hyatt to minimize the negative impact on Convention Center customers.
- Continue to explore opportunities to realize efficiencies in collaboration with the Alamodome Department.
- Provide professional growth opportunities to employees by offering specialized training and continuing education.
- Direct implementation of new Employee and Leadership Development program.
- Promote a work environment that inspires employees through recognition and open communication.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Strengthen Convention/Tourist Industry**					
	Continue to develop and implement comprehensive customer service strategies to make it easy, cost effective, and pleasant for customers to conduct business with us	Customer's Willingness to Return to our Facilities[1]	96%	93%	96%	96%
		% of Overall Customer Satisfaction Rated Excellent or Good[2]	NA	NA	NA	95%
Financial	**Provide Accountability To The Public**					
	Practice good fiscal stewardship by seeking opportunities for revenue growth, and operational efficiencies	Revenue per Square Foot-Convention Facilities[3]	$10.03	$10.69	$10.16	$8.31
		Revenue per Attendee-Convention Center[4]	$12.23	NA	$12.23	$11.40
		Revenue per Attendee-Municipal Auditorium[4]	$2.62	NA	$2.77	$2.58
Internal Processes	**Innovative and Proactive City Government**					
	Continually focus on new services and technologies, managing and enhancing assets, and active participation in industry advocacy activities	% of Customers Rating Facility Excellent or Good[2]	NA	NA	NA	95%
		Occupancy Rate- Exhibit Halls[5]	65%	67%	76%	60%
Employee Learning & Growth	**Strengthen Convention/Tourist Industry**					
	Recruit and retain employees by promoting personal development and professional growth through specialized training and recognition	Misc. Hours of Training Provided to Staff[6]	832.5	NA	2,486.5	1,266.5
		Hours of Certification Training Provided to Staff[7]	121.5	NA	40.5	81.0
		Annual Turnover Rate	26%	NA	22%	20%

EXPLANATORY INFORMATION

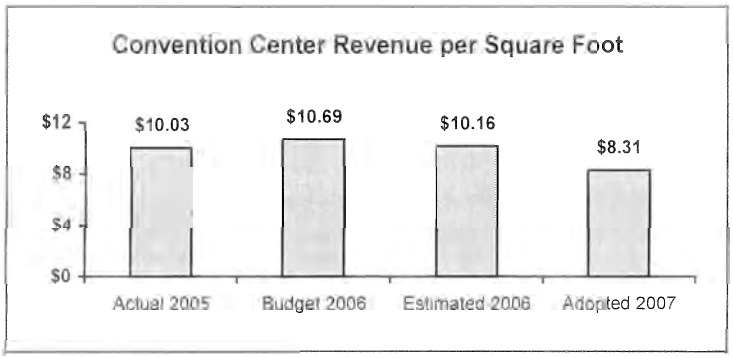
[1] Data collected from client surveys.
[2] Data obtained from client surveys beginning May 2006.
[3] Calculated using combined square footage and total revenue of Convention Center, Lila Cockrell Theatre, and Municipal Auditorium.
[4] Attendance based on actual attendance when provided post-event by client, otherwise based on ordered numbers.
[5] Decrease in FY07 due to 104 Exhibit Hall events in FY06 compared to 91 Exhibit Hall events in FY07.
[6] Increase in re-estimate due to mandatory Ethics and Customer Excellence training.
[7] Training hours for the Certified Meeting Professionals program.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Convention Facilities Department for FY 2007

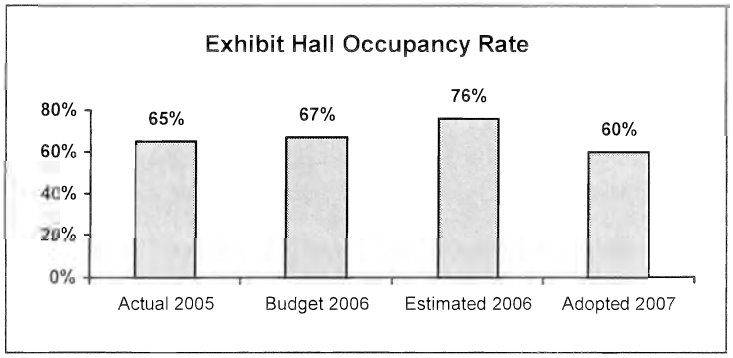
Convention Center Revenue Per Square Foot

Adopted FY 2007 reflects a decrease of 17.1% over Actual FY 2005. This decrease is due to less anticipated event days in the FY 2007 schedule.



Occupancy Rate

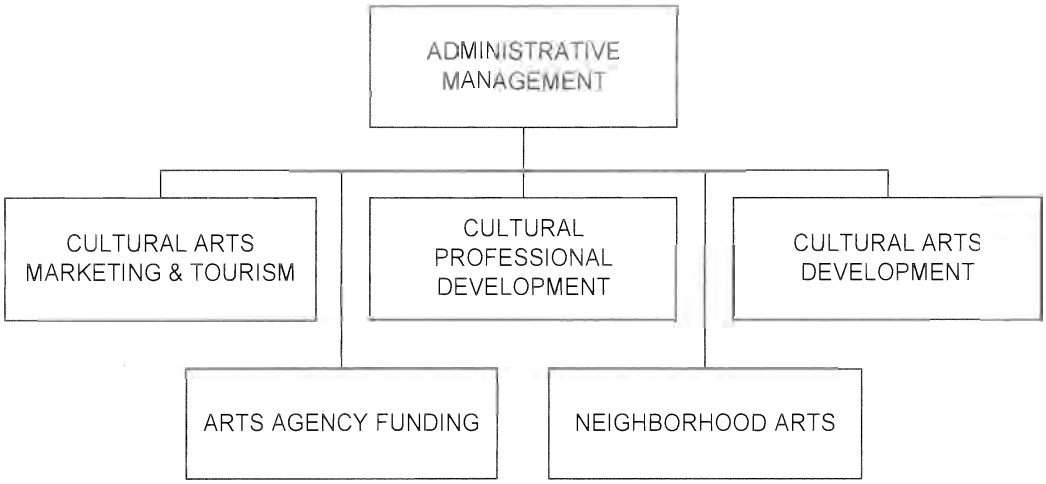
The department's occupancy rate for exhibit halls has decreased 7.6% from Adopted FY 2007 over Actual FY 2005. The FY 2007 schedule contains less anticipated event days than in previous years.



COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$10,125,013	$10,071,760	$10,676,683	$10,963,166
CONTRACTUAL SERVICES	1,306,425	1,240,161	1,179,643	1,520,614
COMMODITIES	545,986	543,335	548,767	566,935
SELF INSURANCE/OTHER	6,973,072	7,522,734	7,575,833	7,455,908
CAPITAL OUTLAY	126,847	0	0	273,604
TOTAL EXPENDITURES	**$19,077,343**	**$19,377,990**	**$19,980,926**	**$20,780,227**
AUTHORIZED POSITIONS	**288**	**283**	**283**	**282**
FULL-TIME EQUIVALENTS	**286.63**	**281.63**	**281.63**	**280.63**

CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Cultural Affairs Fund	11.00	$1,420,153
Categorical Grants	0.00	154,920
Arts Agencies	0.00	5,291,937
Total Funding	**11.00**	**$6,867,010**

MISSION

To provide leadership, resources and support for arts and cultural organizations and individual artists, thereby enhancing the quality of life for San Antonio citizens and visitors.

PROGRAM INFORMATION

The Office of Cultural Affairs (OCA) supports arts and culture in the community through programs tailored to help arts and cultural organizations, individual artists, community groups and the tourism industry. Technical assistance and a competitive funding process for operational and project grants assists organizations with obtaining essential funding, and helps community groups place arts and cultural projects directly in their neighborhoods and in commercial revitalization zones. Helping to make San Antonio an exciting place to live and visit, OCA promotes participation in arts and cultural activities by developing and marketing a wide range of activities and events. Through these and other research and planning programs, OCA advocates for the growth and recognition of San Antonio's creative industry. OCA's policies and procedures are advised by the Cultural Arts Board (CAB), whose members are appointed by City council and the Mayor.

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:

- Continue implementing the strategies of *The Cultural Collaborative: A Plan for San Antonio's Creative Economy*, to support the growth and recognition of San Antonio's creative economy in partnership with the Mayor's TCC Implementation Committee and other partners.
- Continue to support the implementation of The Cultural Collaborative's strategies by supplementing, through fundraising efforts, The Cultural Collaborative: A Fund for A Plan for San Antonio's Creative Economy at the San Antonio Area Foundation.
- To implement the arts funding program including neighborhood program and projects.
- To develop an Urban Performing Artist Program to encourage and allow artists to perform in designated public spaces.
- To support arts and cultural programs that serve citizens in all City Council Districts.
- To host arts and cultural projects affiliated with the Sister City Program, including bringing the Monterrey Ballet (Mayor's request), participating in the Monterrey Forum 2007 and various activities affiliated with the Canary Islands 275th anniversary.
- To continue to manage currently funded arts and cultural organizations and projects.
- Develop a comprehensive Cultural and Heritage Tourism Program that will include already established projects such as the Fall Arts Festival marketing campaign, the neighborhood Discovery Tours and cultural web.
- To increase the ratio of non-city dollars leveraged.
- To continue to collaborate with the Public Works Public Art and Design Enhancement Program, the Convention and Visitors Bureau, Neighborhood Action Department, Economic Development Department and other departments to help develop and implement arts and cultural services.
- To increase staff and restructure office organization to support workload and improve effectiveness and efficiencies of services.
- To provide specialized training to employees to improve job related skills in customer service and professional growth.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Expand Recreational & Cultural Services**					
	To increase programs that promote quality arts and cultural programs that foster participation	% of City Council Districts Served[1]	100%	100%	100%	100%
		No. of Participants in Arts and Cultural Events[1]	2,918,915	2,804,550	2,915,995	3,200,000
	Strengthen Convention/Tourist Industry					
	To continue to provide arts and cultural services such as tours and website promotion	No. of Arts and Cultural Events Promoted	546	664	675	700
Financial	**Provide Economic Development Opportunities**					
	To develop and implement programs that connect art and culture to economic development	No. of TCC Strategies (38 total) & Art and Cultural Programs in Implementation[2]	N/A	23	25	32
		No. of TCC Strategies & Programs Completed	N/A	N/A	7	19
	Leverage Other Funding Sources					
	To continue to monitor the ratio of non-city dollars leveraged	Amount of Non-City Dollars Leveraged for Arts (In Millions)[3]	$17.7	$18.7	$19.1	$21.9
		Ratio of City Dollars to Non-City Dollars Spent[4]	$1:$8.25	$1:$8.55	$1:$6.16	$1:$4.04
Internal Processes	**Increase Neighborhood Planning**					
	To support arts and cultural programs that serve citizens in all City Council districts	No. of Staff Hours Spent Supporting Technical Assistance and Site Visits	208	500	500	750
Employee Learning &Growth	**Improve Employee Services**					
	To provide specialized training to improve job-related skills in customer service and professional growth	Avg. Number of Staff Training and Professional Development Hours Per Person	45	50	50	50

EXPLANATORY INFORMATION

[1] Information provided by organizations that participate in the Arts in the Community, Cultural Tourism Partnership, and Arts Funding Programs.

[2] Actual FY 2005 includes the following programs: The Cultural Collaborative; Fall Art Festivals; Cultural Web; and OCA Grants Programs, including Agency Operational Awards, Arts in the Community, Neighborhood Heritage Initiative, and Graffiti Abatement Program.

[3] Actual FY 2005 figure does not include the Symphony. For FY 05-06 the $400k City Council award for the Symphony is not included since it was awarded from General Fund dollars.

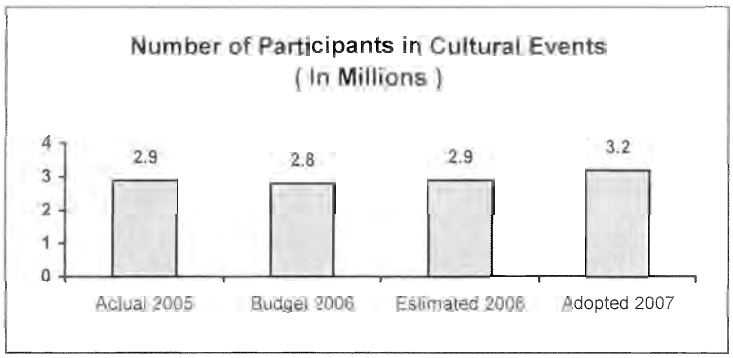
[4] FY 2006 additional funding of $819,429 to agencies did not require match, reducing the ratio of leveraged dollars.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Office of Cultural Affairs for FY 2007.

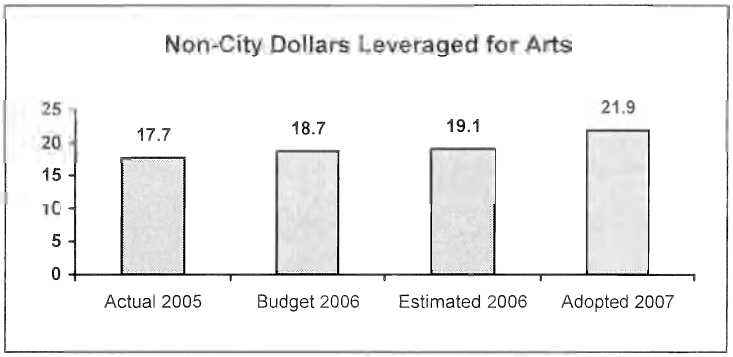
Participants in Arts and Cultural Events

The number of participants in Arts and Cultural Events has increased 10.3% from Actual FY 2005 to Adopted FY 2007. This increase is the result of effective marketing efforts by the Office of Cultural Affairs and funded arts and cultural organizations.



Non-City Dollars Leveraged for Arts

The amount of Non-City dollars leveraged for the Arts increased by 23.7% from Actual 2005 to Adopted 2007.



CULTURAL AFFAIRS FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$557,428	$665,654	$678,919	$702,634
CONTRACTUAL SERVICES	231,804	667,369	663,628	669,769
COMMODITIES	7,297	12,546	14,251	12,546
SELF INSURANCE/OTHER	35,950	42,029	32,248	33,058
CAPITAL OUTLAY	510	0	0	0
TRANSFERS	0	0	0	2,146
ART AGENCY CONTRIBUTIONS	2,533,960	3,148,586	3,148,586	5,291,937
TOTAL EXPENDITURES	**$3,366,949**	**$4,536,184**	**$4,537,632**	**$6,712,090**
AUTHORIZED POSITIONS	**11**	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**11.00**	**11.00**	**11.00**	**11.00**

Below is a comprehensive listing of the grants of the Cultural Affairs Department in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Texas Commission on the Arts - Decentralization	$ -	$37,480	$ -	$112,440	$149,920
Texas Commission on the Arts – Operational Support	-	2,500	-	2,500	5,000
TOTAL	**$ -**	**$39,980**	**$ -**	**$ 114,940**	**$154,920**

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION

The Texas Commission of the Arts funds will be used for the purpose of sub-granting to agencies. The TCA established a "Decentralization Program" in six major Texas cities that utilize a per capita base in its funding formula. Local arts organizations are required to apply directly to the City for arts funding. The funds will continue to provide partial support to organizations recommended for funding by the Cultural Arts Board through the approved City arts funding program. The grant program covers the period of 09/01/06 through 08/31/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Number of Events Funded	3,847	3,387	TBD
Output:			
Number of Audience Members	2,9185,915	2,915,995	3,200,000
Amount of Non-City Funds Leveraged	$17,700,000	$19,100,000	TBD
Efficiency:			
Avg. Attendance at Events	546	675	700
Effectiveness:	$1:$8.25	$1:$6.16	TBD

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY	$0	$0	$0
STATE	37,480	37,480	37,480
OTHER-IN-KIND	37,480	112,440	112,440
TOTAL FUNDING	**$74,960**	**$149,920**	**$149,920**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
OTHER EXPENDITURES	$37,480	37,480	37,480
SUBGRANTING	$37,480	112,440	112,440
TOTAL EXPENDITURES	**$74,960**	**$149,920**	**$149,920**

TEXAS COMMISSION ON THE ARTS OPERATIONAL SUPPORT

PROGRAM INFORMATION:

The Texas Commission of the Arts funds will be used for the purpose of Administrative, operational and/or programmatic/artistic expenses. The funs will continue to provide partial support to administrative cost for funding approved by the Cultural Arts Board through the approved City arts funding program. The grant program covers period of 9/01/06 through 8/31/07

PERFORMANCE MEASURES

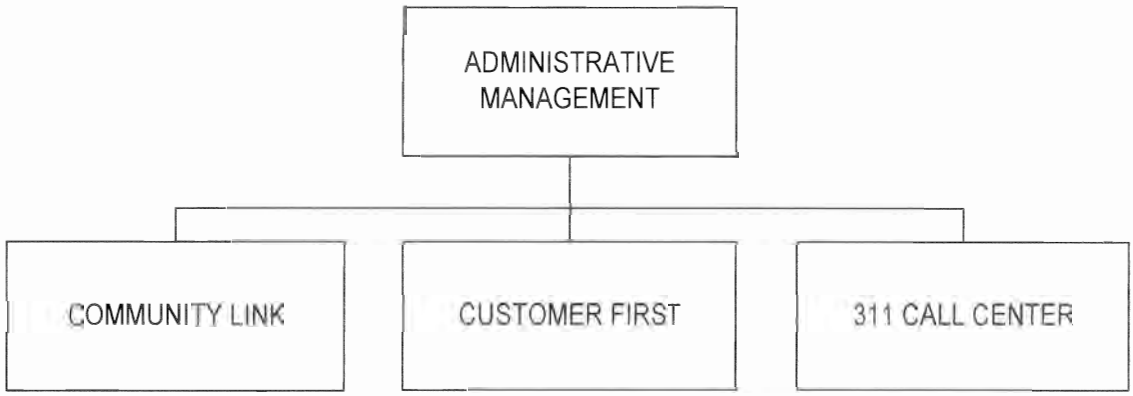
	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Number of Events Funded	3,847	3,387	TBD
Output:			
Number of Audience Members	2,9185,915	2,915,995	3,200,000
Amount of Non-City Funds Leveraged	$17,700,000	$19,100,000	TBD
Efficiency:			
Avg. Attendance at Events	546	675	700
Effectiveness:	$1:$8.25	$1:$6.16	TBD

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
CITY	$0	$0	$0
STATE	2,500	2,500	2,500
OTHER-IN-KIND	2,500	2,500	2,500
TOTAL FUNDING	**$5,000**	**$5,000**	**$5,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
OTHER EXPENDITURES	2,500	2,500	2,500
SUBGRANTING	2,500	2,500	2,500
TOTAL EXPENDITURES	**$5,000**	**$5,000**	**$5,000**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	65.50	$3,517,529
Total Funding	**65.50**	**$3,517,529**

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 hour, 7 days a week 311 Customer Service Call Center.

GOALS & OBJECTIVES

- To promote and deliver quality customer services and programs to both external and internal customers.
- To provide access to City services and information through a 24 hour, 7-day-a-week 311 Customer Call Center.
- To initiate close-loop customer service using the COSA Executive Dashboard Monitoring System to deliver convenient and accessible customer services through the use of Community Link Service Centers.
- To coordinate and provide Department Specific Customer First Targeted Customer Service Training sessions to enhance employee awareness and service delivery.

BALANCED SCORECARD

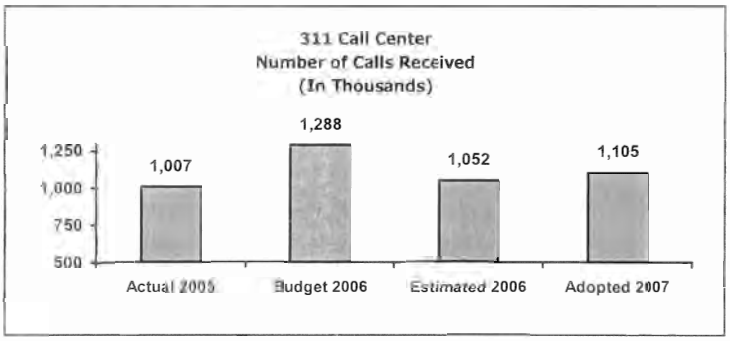
	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide access to City services and information through a 24/7 311 Call Center	Annual No. of Calls Received by 311 Call Center	1,006,942	1,288,341	1,052,390	1,105,001
		Annual No. of Calls Answered by 311 Call Center	915,001	1,178,832	973,461	1,016,601
		% of 311 Calls Abandoned	8.0%	8.5%	7.5%	8.0%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	189,135	172,350	179,668	183,262
	Provide Accountability to Public					
Financial	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual Amount of Revenue Collected by Community Link Centers (In Millions)	$8.3	$8.4	$8.2	$8.4
	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	214,351	205,179	213,891	218,169
	Improve Customer Service					
Employee Learning & Growth	Coordinate the City's Customer First Initiative to enhance employee awareness and service delivery	Number of Customer First Targeted Training Sessions	N/A	N/A	N/A	5

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Customer Service/311 System Department for FY 2007.

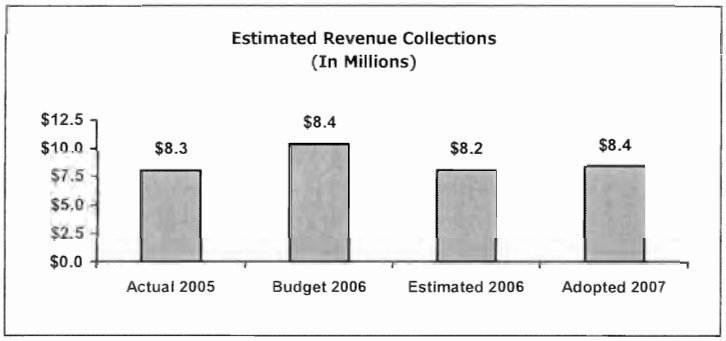
Customer Service/311 Link Centers

Through the 24/7 call center, the Customer Service/311 System offers the General Public access to information regarding City Services. This graph represents the number of calls received by the Customer Service/311 System. The number of calls received is projected to increase slightly in FY 2007 due to the familiarity of the 311 System since its implementation five years ago.



Revenue Collected in Link Centers

This graph represents the amount of estimated revenue collected by the Customer Service/311 System. An increase in collection of revenue is projected for FY 2007 due to more services and convenient locations available to customers.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$2,191,166	$2,499,058	$2,432,027	$2,693,878
CONTRACTUAL SERVICES	215,481	261,963	260,440	258,676
COMMODITIES	45,323	34,751	(49,301)	41,079
SELF INSURANCE / OTHER	559,327	673,841	509,962	523,896
CAPITAL OUTLAY	41,357	131,254	135,337	0
TOTAL EXPENDITURES	**$3,052,654**	**$3,600,867**	**$3,288,465**	**$3,517,529**
AUTHORIZED POSITIONS	**62**	**66**	**66**	**66**
FULL-TIME EQUIVALENTS	**61.50**	**65.50**	**65.50**	**65.50**

CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2006 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human development. Through the consolidated funding process for Human Development Services, the Adopted FY 2007 Budget for Delegate Agencies totals $9,160,561. The consolidated funding process aims to direct investments toward the purchase of services and outcomes, to shift focus away from the funding of agencies and the potential duplication of services, and to ensure integration with the City's direct services. The City of San Antonio's delegate agency funding priorities support strategies that facilitate children, families, and seniors achieving economic self-sufficiency, healthy lifestyles, and full community participation. Specifically, the Adopted FY 2007 Budget concentrates funding on those strategies that promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. In addition, the City will continue to support the community safety net through investment in elderly and disabled services, emergency assistance, family counseling, day care services and services for the homeless. The Department of Community Initiatives and the Housing & Community Development Department each administer portions of the delegate agency budget.

CITY SERVICE: Family Strengthening

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
Alamo Public Telecom. Council (KLRN)	Early On School Readiness	$ 40,000	$ 286,108				$ 326,108
Antioch CTN	VITA	$ 15,000					$ 15,000
Avance - San Antonio	Early On School Readiness		$ 174,600				$ 174,600
Avance - San Antonio	Parent-Child Educ. Program	$ 362,104	$ 22,666				$ 384,770
Avance - San Antonio	School Based Program	$ 88,887	$ 10,000				$ 98,887
Catholic Charities	EITC Program	$ 82,108					$ 82,108
Ella Austin Community Center	Early Childhood Development	$ 53,360					$ 53,360
Family Service Assoc.	FAST	$ 123,686					$ 123,686
Family Service Assoc.	Early On School Readiness		$ 201,328				$ 201,328
Family Service Assoc.	SMART START	$ 100,000					$ 100,000
JOVEN	CARE	$ 5,692		$ 34,107			$ 39,799
JOVEN	Por Los Ninos	$ 5,700		$ 34,163			$ 39,863
Madonna Neighborhood Center	Child Care Program	$ 32,485					$ 32,485
Madonna Neighborhood Center	Human Development Program	$ 10,000					$ 10,000
Mexican American Unity Council	Community School Model	$ 76,229	$ 20,000				$ 96,229
Neighborhood Housing Services	Low Income Lending	$ 185,233					$ 185,233
Northside Independent School District	Even Start Family Literacy		$ 116,400				$ 116,400
Positive Beginnings, Inc.	Early On School Readiness		$ 116,400				$ 116,400
Positive Beginnings, Inc.	Extended Day Afterschool	$ 16,777	$ 16,777				$ 33,554
Presa Community service Center	Comp.Financial Literacy Program	$ 30,000					$ 30,000
Respite Care of San Antonio, Inc.	Respite Care Daycare	$ 18,448		$ 110,552			$ 129,000
San Antonio Public Library Foundation	Little Read Wagon	$ 40,000					$ 40,000
San Antonio Urban Ministries, Inc.	After School Kare	$ 21,129		$ 126,621			$ 147,750
Seton Home	Infant Care for Teens	$ 26,742					$ 26,742
University of Texas at San Antonio	School Readiness Research	$ 100,609	$ 49,391				$ 150,000
YMCA of Greater San Antonio	Child Care Services	$ 103,202		$ 630,974			$ 734,176
YWCA	Kindergarten Readiness		$ 140,785				$ 140,785
YWCA	PACT	$ 50,235					$ 50,235
YWCA	VITA	$ 45,000					$ 45,000
		$ 1,632,626	$1,154,455	$ 936,417	$ -	$ -	$ 3,723,498

CITY SERVICE: Youth Development

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
Big Brothers Big Sisters of South Texas	Big Brothers Big Sisters	$ 50,000					$ 50,000
Boys & Girls Clubs of San Antonio	Positive Youth Development	$ 64,849		$ 385,648			$ 450,497
Brooks Aerospace Foundation, Inc.	Challenger Learning Center	$ 35,892					$ 35,892
COSA Parks and Recreation Dept.	Summer Outdoor Pool			$ 74,892			$ 74,892
COSA Parks and Recreation Dept.	Comm.Ctr.Summer Ext.Hours			$ 70,811			$ 70,811
COSA Parks and Recreation Dept.	Teen Connection			$ 34,850			$ 34,850
COSA Parks and Recreation Dept.	Roving Leader Program			$ 163,559			$ 163,559
Communities in Schools	CIS-SA Stay-in-School Program	$ 150,000					$ 150,000
Ella Austin Community Center	Youth and Family Services	$ 126,000					$ 126,000
Family Forward	Youth Solutions	$ 90,690					$ 90,690
Family Service Assoc.	Youth Against Gang Activity	$ 119,906					$ 119,906
Good Samaritan Center	Youth Development Program	$ 205,167					$ 205,167
Guadalupe Community Center	Youth Enrichment	$ 4,350					$ 4,350
Healy-Murphy Center, Inc.	Youth Training Project	$ 376,500					$ 376,500
Hispanas Unidas	Escuelitas	$ 72,090					$ 72,090
JOVEN	Creando la Vision	$ 12,870		$ 77,130			$ 90,000
Madonna Neighborhood Center	Youth Development Program	$ 21,000					$ 21,000
Methodist Healthcare Ministries	Wesley Youth Development	$ 38,100					$ 38,100
Presa Community service Center	SKILLS	$ 55,100					$ 55,100
University of Texas at San Antonio	PREP	$ 38,892					$ 38,892
YMCA of Greater San Antonio	Y Super Sports	$ 15,720		$ 59,280			$ 75,000
YWCA	Mi Carrera Program	$ 42,000					$ 42,000
YWCA	Positive Youth Development	$ 26,750					$ 26,750
YWCA	TVP	$ 46,116					$ 46,116
		$ 1,591,992	$ -	$ 866,170	$ -	$ -	$ 2,458,162

CITY SERVICE: Workforce Development

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
ACCD/SAC Women's Center	Seguir Adelante	$ 203,509					$ 203,509
Antioch Community Trans. Network	Each One Teach One	$ 43,509					$ 43,509
Goodwill Industries of San Antonio	Learn While You Earn	$ 114,493					$ 114,493
Project Learn to Read	Empowerment 2007	$ 29,509					$ 29,509
Project QUEST, Inc.	Project QUEST	$ 1,598,413					$ 1,598,413
San Antonio Urban Ministries, Inc.	Fairweather Lodge	$ 4,290		$ 25,710			$ 30,000
YWCA	SEED	$ 30,000					$ 30,000
		$ 2,023,723	$ -	$ 25,710	$ -	$ -	$ 2,049,433

CITY SERVICE: Community Safety Net - Senior Services

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
Catholic Charities	Foster Grandparent Program	$ 30,412					$ 30,412
Catholic Charities	RSVP	$ 66,744					$ 66,744
Christian Senior Services	Senior Companion Program	$ 50,000					$ 50,000
El Centro del Barrio	Activity Center for Frail & Elderly	$ 49,100					$ 49,100
OASIS	OASIS	$ 35,000					$ 35,000
Project MEND, Inc.	Workshop and Repair Program	$ 70,000					$ 70,000
YMCA of Greater San Antonio	Senior Services	$ 27,946		$ 167,476			$ 195,422
YWCA	Senior Connection	$ 59,989					$ 59,989
		$ 389,191	$ -	$ 167,476	$ -	$ -	$ 556,667

CITY SERVICE: Community Safety Net

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
Alamo Area Rape Crisis Center	Sexual Assault Safety Net	$ 77,217					$ 77,217
Alamo Area Resource Center	Greater SA Housing Works				$102,859		$ 102,859
Alamo Area Resource Center	Transportation Program				$133,640		$ 133,640
Any Baby Can of San Antonio, Inc.	Case Management	$ 73,428					$ 73,428
Any Baby Can of San Antonio, Inc.	Prescription Asst. Program	$ 60,582					$ 60,582
BEAT-AIDS, Coalition Trust, Inc.	Executive Director				$ 17,762		$ 17,762
Christian Assistance Ministery	CAM Day Center	$ 126,346					$ 126,346
COSA, Code Compliance	Neighborhood Cleanup			$ 164,312			$ 164,312
Corazon Ministries, Inc.	Cong. Feeding/Health/Well	$ 39,473					$ 39,473
Corazon Ministries, Inc.	Day Center	$ 248,428					$ 248,428
Family Violence Prevention Services	FVPS Overflow Shelter	$ 93,000					$ 93,000
Family Violence Prevention Services	Battered Women's Shelter	$ 137,095				$ 8,812	$ 145,907
Girls and Boys Town of San Antonio	Skills Training for At-Risk	$ 26,320					$ 26,320
Hispanic Relig.Partnership-Comm.Health	Hunger Relief & Support Svcs.	$ 62,754					$ 62,754
Hope Action Care	Hope Recovery Program	$ 19,000			$ 50,500		$ 69,500
Respite Care	Davidson House Respite Care	$ 11,154		$ 66,846			$ 78,000
Roy Maas' Youth Alternatives, Inc	The Bridge:Youth Emer.Shelter	$ 45,120					$ 45,120
San Antonio AIDS Foundation	HOPWA Operations				$284,784		$ 284,784
San Antonio AIDS Foundation	Long Term TBRA				$352,325		$ 352,325
San Antonio Food Bank	Food Security	$ 500,000					$ 500,000
San Antonio Metropolitan Ministry, Inc.	Homeless Emergency Shelter					$100,000	$ 100,000
St. Peter - St. Joseph Children's Home	Project Ayuda	$ 67,900					$ 67,900
		$ 1,587,817	$ -	$ 231,158	$941,870	$ 108,812	$ 2,869,657
SUBTOTAL - Delegate Agencies		**$ 7,225,349**	**$1,154,455**	**$2,226,931**	**$941,870**	**$108,812**	**$ 11,657,417**

CITY SERVICE: Other Contracts

Agency Name	Program Name	General Fund	CCDS Match	CDBG	HOPWA	ESG	Adopted FY 2007
Avenida Guadalupe	Avenida Guadalupe	$ 34,804					$ 34,804
Avenida Guad. Assoc. Com. Dev.	Avenida Guad. Assoc. Com. Dev.	$ 106,713					$ 106,713
Brooks City Base	Brooks City Base	$ 845,000					$ 845,000
Other	Economic Development	$ 4,296					$ 4,296
San Antonio Zoo	San Antonio Zoo	$ 38,288					$ 38,288
SUBTOTAL - Other Agencies		**$ 1,029,101**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,029,101**

CITY SERVICE: Community Court Support Services

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
Center for Health Care Services	Detox/Sub.Abuse Treatment	$ 100,000					$ 100,000
Corazon Ministries, inc.	Community Court Outreach	$ 85,450					$ 85,450
San Antonio Metropolitan Ministry	Comm.Court Social Srvcs	$ 69,355					$ 69,355
The Patrician Movement	Detox/Sub.Abuse Treatment	$ 280,901					$ 280,901
		$ 535,706	$ -	$ -	$ -	$ -	$ 535,706

CITY SERVICE: Permanent Housing

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
George Gervin Youth Center, Inc.	Housing First Program	$ 127,690					$ 127,690
San Antonio Metropolitan Ministry	Permanent Housing	$ 55,000					$ 55,000
		$ 182,690	$ -	$ -	$ -	$ -	$ 182,690

CITY SERVICE: Safe Sleeping

Agency Name	Program Name	General Fund	CCDS	CDBG	HOPWA	ESG	Adopted FY 2007
San Antonio Metropolitan Ministry	Safe Sleeping - Indoor	$ 65,000					$ 65,000
The Salvation Army	Safe Sleeping Area	$ 122,715					$ 122,715
		$ 187,715	$ -	$ -	$ -	$ -	$ 187,715

CITY SERVICE: Youth Opportunity

Agency Name	Program Name	General Fund	YO	CDBG	HOPWA	ESG	Adopted FY 2007
San Antonio Public Library Found.	Internship&Leadership Trng	$ -	$ 110,975				$ 110,975
		$ -	$ 110,975	$ -	$ -	$ -	$ 110,975
SUBTOTAL - Community Initiatives		**$ 906,111**	**$ 110,975**	$ -	$ -	$ -	**$ 1,017,086**

	General Fund	AWS funds	CDBG	HOPWA	ESG	Adopted FY 2007
TOTAL - Delegate Agency Contracts	**$ 9,160,561**	**$1,265,430**	**$ 2,226,931**	**$941,870**	**$ 108,812**	**$ 13,703,604**

AGENCY TITLE: ALAMO AREA RAPE CRISIS CENTER
CRISIS INTERVENTION & CASE MANAGEMENT FOR SEXUAL VICTIMS

PROGRAM DESCRIPTION

Funding for the program supports advocacy services for survivors of sexual assault. The program provides emergency counseling to victims and their family members at the hospital; supportive assistance with police and medical procedures and ongoing support to the victim throughout the readjustment process according to the specific needs of the victim and family members. Additionally, the program operates a 24-hour crisis line for victims of sexual assault and sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$68,657	$68,657	$77,217
Total City Funding	$68,657	$68,657	$77,217
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	2.15	2.15	2.15

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community base safety net/family strengthening	No. Of Unduplicated Participants Served	1,053	1,044	830	830
		No of Service Hours Provided to Each Sexual Assault Survivor During the SAFE (Sexual Assault Forensic Exam)	1,913	2,088	1,627	1,627
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Of Clients Receiving Case Management	376	382	830	830
		% Of Clients Linked to Assistance with Follow-Up Calls that Positively Self-Report	100%	95%	99%	98%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of Advocacy Services per Participant	$62.00	$66.00	$66.00	$66.00

AGENCY TITLE: ALAMO AREA RESOURCE CENTER
GREATER SAN ANTONIO HOUSING WORKS PROGRAM

PROGRAM DESCRIPTION

To provide a housing resource database, housing locater service and intensive housing case management to assist individuals and families with HIV/AIDS in locating and maintaining safe, affordable and appropriate housing.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOWPA – Consolidated Funding Contribution	$100,979	$101,841	$102,859
Total City Funding – All Agency Programs	$100,979	$101,841	$102,859
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	2.00	2.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	423	525	349	450
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of Providers (Landlords, Owners, and Managers of Leased Housing) Enrolled	154	231	385	400
		No. of HIV + Individuals and Families Outreached with Information	816	1,224	486	850
		No. of HIV + Individuals and Families Enrolled in the Project	300	525	N/A	N/A
		No. of HIV + Individuals and Families Provided Intensive Case Management	93	140	54	100
		No. of Individuals and Families Maintaining Permanent Housing	206	310	50	60

AGENCY TITLE: ALAMO AREA RESOURCE CENTER
APPOINTMENT VAN TRANSPORTATION PROGRAM

PROGRAM DESCRIPTION

The Van Transportation Program ensures accessibility to supportive services for HIV/AIDS infected/affected individuals and family members in the Eligible Metropolitan Statistical Area

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOWPA – Consolidated Funding Contribution	$179,810	$131,467	$133,640
Total City Funding – All Agency Programs	$179,810	$131,467	$133,640
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served[1]	179	375	172	225
	Provide for the Safety and Welfare of San Antonio					
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement	No. of Transportation Trips Provided – One Person, One-way = One Trip	2,941	4,800	44,963	66,000
		No. of Individuals Accessing Medical Care	393	500	164	195
		No. of Newly Diagnosed Accessing Transportation	24	50	N/A	N/A

AGENCY TITLE: ALAMO COMMUNITY COLLEGE DISTRICT WOMEN'S CENTER AND ADULT RE-ENTRY

PROGRAM DESCRIPTION

The San Antonio College Women's Center and Adult Re-Entry Program provides services to low-income San Antonio residents, predominantly Hispanic females, who are unemployed or underemployed. Services include recruitment, assessments and counseling, basic skills upgrading, training, job placements, and support services such as referrals, transportation, job readiness, and financial literacy training.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$217,709	$250,599	$203,509
Total City Funding – All Agency Programs	$217,709	$250,599	$203,509
AUTHORIZED POSITIONS	**8**	**6**	**6**
FULL-TIME EQUIVALENT	**5.30**	**5.30**	**5.30**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	191	287	236	243
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	No. Retained in Full-Time Employment for 6 Months	N/A	89	45	56
		No. of Participants Who Completed Training/Graduated	N/A	157	80	122
		No. Employed Full-Time Earning Less Than $8.75/Hr.	N/A	83	80	122
		No. Employed Full-Time at or Above $8.75/Hr.	N/A	36	25	29
	Ensure families are economically secure	No. Enrolled in the IDA Savings Program	16	28	3	10
		No. Receiving Financial Literacy Training	58	157	59	80

AGENCY TITLE: ALAMO PUBLIC TELECOM. COUNCIL (KLRN)
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Early ON School Readiness agencies will form collaborations in designated council districts with health and human service agencies to promote access to all family support services including basic health care. Agencies will also collaborate through the community family resource and learning centers (CFRLC) for childcare, adult education, utilities assistance, food stamps, campaign for VITA and enlist business community support. Agencies will provide workshops or classes for parents and family, friends and neighbors (FFN) caregivers and will distribute packets of school readiness-activities. KLRN's Media Campaign includes TV, radio, print and billboard coverage citywide to promote school readiness and literacy awareness.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$40,000
CCDS General Fund Match	$278,904	286,108	$286,108
Total City Funding – All Agency Programs	$278,904	286,108	$326,108
AUTHORIZED POSITIONS	**18**	**17**	**17**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,959	923	889	935
	Enhance Workforce Development					
	Coordinate and foster strategic partnerships with outside agencies	No. Neighborhood Events Held Throughout the City	11	15	12	10
	Promote access to school readiness initiative	No. of Parents Educated on Kindergarten Readiness Guidelines	509	550	N/A	N/A
		Avg. Number of Parents Served per Month	267	258	319	260
	Promote access to high quality early childhood education	% Parents Utilizing Kindergarten Readiness Guidelines	86%	85%	86%	85%

AGENCY TITLE: ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) EACH ONE TEACH ONE PROGRAM

PROGRAM DESCRIPTION

The ACTN Each One Teach One Program, an adult literacy program, collaborates with Project Learn to Read to provide literacy services to individuals 15 years and older who function at 0-5th grade level and/or have learning disabilities on the east side of San Antonio. Through trained volunteers, computer software, and focused curriculum the program also provides assistance for participants to obtain their GED, job readiness skills, and many other services that will aid them in becoming more stable and successful.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$67,628	$67,628	$43,509
Total City Funding – All Agency Programs	$82,628	$82,628	$58,509
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**4.00**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Transition families to a livable income by raising their education and skill level	No. of Students Progressing to pre-GED preparation	N/A	10	8	10
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	62	90	60	45
		No. of Students Showing an Increase of at Least One Half of a Grade Level After 40 Hours of Instruction	N/A	60	35	32
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Completed Training	46	50	28	26
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost per Contact Hour	$27.26	$25.00	$25.00	$16.00
		Dollar Value of Total Volunteer Hours per Month	N/A	$3,500	$2363	$1386

AGENCY TITLE: ANTIOCH COMMUNITY TRANSFORMATION NETWORK (ACTN) VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM

PROGRAM DESCRIPTION

The Antioch Community Transformation Network (ACTN) is funded for its third year as an east side site for the VITA program. The ACTN provides free income tax preparation services to low income families. The features of the program are: 1) insuring that eligible families take advantage of tax credits to maximize their refunds; 2) offering electronic filing for faster refunds; 3) saving qualified taxpayers an average of $200 in preparation and refund anticipation loan fees; and 4) referring individuals to other supportive services related to financial literacy.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$15,000	$15,000	$15,000
Total City Funding – All Agency Programs	$82,628	$82,628	$58,509
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**.50**	**.50**	**.50**

BALANCED SCORECARD

	Strategic Objective	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	To provide services that will enhance adult literacy	No. of Unduplicated Participants Served	2,175	3,000	2,578	3,000
	Provide comprehensive community based family strengthening services	No. of Completed Tax Returns	521	1,000	636	1,000
		No. of Flyers Distributed	4,650	5,000	5,000	5,000
		Value of Refunds	$846,628	$1.5 M	$1.05 M	$1.65 M
Financial						
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours [1]	$8,575	$8,575	$8,575	$8,575
Internal Processes						
	Ensure progress toward identified performance and budget targets	Cost per Income Tax Return Prepared [2]	$29.00	$15.00	$23.50	$15.00

EXPLANATORY INFORMATION

[1] No. of volunteers X 10 hrs/week X 14 weeks X $8.75

[2] VITA funding allocation/no. of returns completed

AGENCY TITLE: ANY BABY CAN OF SAN ANTONIO, INC.
CASE MANAGEMENT AND CRISIS ASSISTANCE/FOOD BANK

PROGRAM DESCRIPTION

Any Baby Can provides short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are 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 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$73,428	$73,428	$73,428
Total City Funding – All Agency Programs	$73,428	$73,428	$73,428
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Of Unduplicated Participants Served	187	276	269	269
		% of Clients Who Gain an Understanding/ Knowledge of Child's Needs & Health	96%	96%	96%	96%
		% Of Clients Referred to Mainstream Services (Food Stamp, WIC, CHIPS)	96%	96%	96%	96%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Client	$259.46	$277.76	$244.76	$244.76

AGENCY TITLE: ANY BABY CAN OF SAN ANTONIO, INC
PERSCRIPTION ASSISTANCE PROGRAM

PROGRAM DESCRIPTION

Any Baby Can Inc 's goal is to promote healthier families and to serve as a safety net for individuals, families, and children who do not have insurance coverage for brand name prescription drugs, by assessing pharmaceutical company's medication assistance programs to promote better health.

FUNDING SOURCES AND AMOUNTS:

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$60,582
Total City Funding – All Agency Programs	N/A	N/A	$60,582
AUTHORIZED POSITIONS	**N/A**	**N/A**	**2**
FULL-TIME EQUIVALENT	**N/A**	**N/A**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	500
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Service per Client	N/A	N/A	N/A	$104

DELEGATE AGENCIES

AGENCY TITLE: AVANCE – SAN ANTONIO, INC.
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Early ON School Readiness agencies will form collaborations in designated council districts with health and human service agencies to promote access to all family support services including basic health care. Agencies will also collaborate through the community family resource and learning centers (CFRLC) for childcare, adult education, utilities assistance, food stamps, campaign for VITA and enlist business community support. Agencies will provide workshops or classes for parents and family, friends and neighbors (FFN) caregivers and will distribute packets of school readiness activities.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	N/A
CCDS General Fund Match	$164,977	$174,600	$174,600
Total City Funding – All Agency Programs	$628,624	$658,258	$658,257
AUTHORIZED POSITIONS	**6**	**6**	**6**
FULL-TIME EQUIVALENT	**3.60**	**3.60**	**3.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06 (9 Mo.)	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	563	450	550	585
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Parents Served per Month	154	100	137	140
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	95%	90%	100%	N/A
		% Parents Utilizing Kindergarten Readiness Guidelines	85%	85%	88%	85%
		% Parents and FFN Caregivers Gaining New Knowledge	N/A	N/A	N/A	90%

DELEGATE AGENCIES

AGENCY TITLE: AVANCE – SAN ANTONIO, INC.
PARENT/CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

The Parent-Child Education Program educates both the parent and the child in order to strengthen families living in the Westside and Southside of San Antonio. Parents assume the role of a child's first teacher through participation in two-program phases, the nine-month Parent-Child Education curriculum and Personal Growth and Development. These two program phases provide educational opportunities and promote career readiness. Child care and transportation are also provided at Carmen Cortez (Avance Family Center) 1103 S. San Jacinto; Mirasol Family Center 4222 El Paso; and Raul Jimenez (Southside) 114 W. Vestal.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$318,107	$326,021	$362,104
CSBG	56,394	58,750	N/A
CCDS General Fund Match	N/A	N/A	22,666
Total City Funding – All Agency Programs	$628,624	$658,258	$658,257
AUTHORIZED POSITIONS	**21**	**21**	**21**
FULL-TIME EQUIVALENT	**11.00**	**11.00**	**11.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	Unduplicated Participants Served (Parents)	327	320	316	320
		Unduplicated Participants Served (Children)	365	335	378	335
	Enhance Workforce Development System					
	Promote access to high quality ECE/SR initiatives	Cost per Graduate	$821	$1,170	$1,123	$974
		Families Attending Monthly	199	153	382	229
		% Parents Complete with Increase in Knowledge	85%	85%	85%	85%
		% Change in Display of Progress in Mastery of KRS	87%	95%	90%	90%
	Transition families to a livable income by raising education & skill level	% Parents Completing Program w/a Higher Education	85%	85%	85%	85%
		Participants pass 1 Ready Test/incl ESL level	15	15	20	20

DELEGATE AGENCIES

AGENCY TITLE

AVANCE – SAN ANTONIO, INC.
SCHOOL BASED PROGRAM

PROGRAM DESCRIPTION

Harlandale Independent School District (HISD) based program educates both the parent and the child in order to strengthen families who live in the School District. Parents assume the role as the child's first teacher through participation in two program phases, the nine-month Parent-Child Education curriculum and Personal Growth and Development, providing educational opportunities and promoting career readiness. Childcare and transportation are also provided. Services are provided at Flanders Elementary School, located at 934 Flanders.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$89,145	$98,887	$88,887
CCDF Federal Match	N/A	N/A	10,000
Total City Funding – All Agency Programs	$628,624	$658,258	$658,257
AUTHORIZED POSITIONS	6	6	7
FULL-TIME EQUIVALENT	**4.66**	**4.66**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	Unduplicated Participants Served (Parents)	96	75	109	75
		Unduplicated Participants Served (Children)	112	113	119	112
	Enhance Workforce Development System					
	Promote access to high quality ECE/SR initiatives	Cost per Graduate	$851	$1,124	$1,123	$850
		Families Attending Monthly	50	40	106	85
		% of Parents Complete Program with Increased knowledge	85%	85%	85%	85%
		% of Children Display Progress in Mastery of KRS	100%	95%	90%	90%
	Transition families to a livable income by raising education & skill level	% of Parents Complete with Higher Education	85%	85%	85%	85%
		Participants Passing 1 Ready Test/including ESL Level	4	7	15	15

AGENCY TITLE: BEAT-AIDS Coalition Trust, Inc.
HUDSON STREET PROJECT

PROGRAM DESCRIPTION

The complete the Rehabilitation Project on Hudson Street that will provide female residents of San Antonio who have been recently incarcerated (within 1 year), substance abusers who are homeless and been diagnosed HIV-positive.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOPWA – Consolidated Funding Contribution	$100,000	N/A	$17,762
Total City Funding – All Agency Programs	$100,000	N/A	$17,762

BALANCED SCORE CARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improved Customer Service**					
	Provide affordable, safe, and decent housing opportunities for low and moderate income residents	Work Completed to Include Min. Demolition, Abatement, Slab, and Preliminary Drawings by 10/1/06 % Rehabilitation to Code Compliance and HUD Community Living Facility Standards by the End of the Contract Year	N/A	N/A	N/A	30%
		Work Completed to Include Min. Completion of Rough Framing, Roof, Truss, and Wall Decking, Shingles, and Foundation by 12/1/06 % Rehabilitation to Code Compliance and HUD Community Living Facility Standards by the End of the Contract Year	N/A	N/A	N/A	60%

AGENCY TITLE: BIG BROTHERS BIG SISTERS MENTORING

PROGRAM DESCRIPTION

The program fosters emotional stability and growth in children and youth, ages seven to seventeen, primarily from single parent homes. Participants are matched with carefully screened adult volunteers who provide companionship, friendship and a positive adult role model. Professional staff assess children, screen volunteers, establish relationships, and provide ongoing support.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$39,210	$40,000	$50,000
Total City Funding – All Agency Programs	$39,210	$40,000	$50,000

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,160	1,566	1089	2000
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Matched Youth	1,244	1,362	1172	1500
		No. of Volunteer Hours	28,584	40,456	34,100	45000
		No. of Youth Eligible for Evaluation During the Fiscal Year who Improve or Continue to Avoid Delinquency	N/A	280	280	325
		No. of Youth that Improve or Maintain Ability to Make Decisions	N/A	274	274	300
		No. of Youth Able to Improve or Maintain Academic Performance	N/A	240	240	300

AGENCY TITLE: BOYS AND GIRLS CLUBS POSITIVE YOUTH

PROGRAM DESCRIPTION

The Boys and Girls Club provides opportunities for low income, high risk, inner-city youth, ages 6-18. The total allocation provides for the Westside Club located at 600 S.W. 19th Street and the Eastside club located at 3503 Martin Luther King Drive. Funds provide for the administrative costs and salaries associated with the Program. The agency develops values, assets, and skills that enable youth to improve the quality of their lives and become productive, responsible citizens. Five core programs are used that include: Education and Career Development, Character and Leadership Development, Arts, Health and Life Skills, Sports, and Fitness and Recreation. This project provides after school and Saturday program services, plus 55 hours of weekly summer programs to 1,510 Club members and 5,500 non-club members ages 6-18 years.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$427,500	$385,648
General Fund Consolidated Funding Contribution	N/A	N/A	68,849
Total City Funding – All Agency Programs	N/A	$427,500	$450,497

AGENCY TITLE: BROOKS AEROSPACE FOUNDATION CHALLENGER LEARNING CENTER

PROGRAM DESCRIPTION

The primary goal of the Challenger Learning Center of San Antonio is to inspire enthusiasm for math, science, and technology among students of all ages, particularly in those who are in sixth through eighth grade by providing them with an interactive space flight simulation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$25,000	$25,000	$35,892
Total City Funding – All Agency Programs	$865,000	$25,000	$35,892
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	8,141	9,000	8,537	9,500
		Avg. Missions per Month	37	29	35	45
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Program Participants Completing Life Skills Training	8,141	9,000	8,537	9,500
		No. of Missions per Year	287	300	323	425
		% Improving in Teamwork Skills	N/A	55%	55%	55%
		% Improving in Technical Skills	N/A	55%	55%	55%

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
EARNED INCOME TAX CREDIT OUTREACH PROGRAM

PROGRAM DESCRIPTION

As part of the San Antonio Coalition for Family Economic Progress (SACFEP), Catholic Charities manages and coordinates volunteer recruitment and outreach for the SACFEP's VITA sites during the designated Earned Income Tax Credit (EITC) and VITA campaign season. Catholic Charities intends to conduct these two components of this initiative in order to contribute to the overarching goal of providing free tax preparation services to approximately 30,000 people in San Antonio.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$30,000	$30,000	$82,108
Total City Funding – All Agency Programs	$122,467	$110,707	$179,264
AUTHORIZED POSITIONS	**0**	**0**	**0**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	378	450	374	450
		No. of Volunteers Recruited to Assist with the VITA/EITC Campaign	467	600	520	600
		Distribution of Flyers in Support of the EITC Campaign	27,870	35,000	35,000	35,000
Financial	**Leverage Other Funding Sources**					
	Leverage other funded programs to create additional community value	Dollar Value of Volunteer Hours for EITC Campaign[1]	$102,025	$131,250	$91,000	$105,000
Internal Processes	**Improve Development Services**					
	Ensure progress toward identified performance and budget targets	Avg. Hours per Volunteer	44	20	20	20

EXPLANATORY INFORMATION

[1] No. Volunteers X 20 hrs X $8.75 was used to compute goal, however of 467 volunteers recruited, only 265 worked sites.

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
FOSTER GRANDPARENTS PROGRAM

PROGRAM DESCRIPTION

The Foster Grandparent Program serves the dual purpose of engaging persons 60 years of age and older with limited incomes in volunteer service. In partnership with the Children's Shelter, seniors are provided a meaningful experience that meets a critical community need by providing direct caretaker services to abused, neglected or homeless children. The volunteers primarily work in the infant and toddler room that cares for children ages 2-5 years of age.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution[1]	$27,812	$27,812	$30,412
Total City Funding – All Agency Programs	$142,418	$145,439	$149,802
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	211	205	156	205
		% of Participants who Respond Positively to Life Satisfaction Survey [2]	90%	90%	100%	100%
		% of Work Site Evaluations Reporting a Positive Impact in the Community [2]	90%	90%	100%	100%
		No. of Volunteer Service Hours	8,350	8,352	6,291	8,352
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours [3]	$73,063	$73,080	$54,907	$73,080

EXPLANATORY INFORMATION

[1] Includes $4,000 in HDSF
[2] Survey results reported in June & July 2005.
[3] Value of Volunteer Hours is calculated at $8.75 per hour.

DELEGATE AGENCIES

AGENCY TITLE: CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
RETIRED SENIOR VOLUNTEER PROGRAM (R.S.V.P.)

PROGRAM DESCRIPTION

This program recruits and places retired persons, in the San Antonio area who are 55 years and older, in volunteer assignments that address social and economic issues faced by the city. R.S.V.P. provides approximately 3,000 volunteers per year to non-profit charitable or governmental agencies and groups. The direct service is beneficial and useful to both senior citizens and the organizations served.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$52,895	$52,895	$66,744
Total City Funding – All Agency Programs	$142,418	$145,439	$149,802

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	2,930	3,200	2,483	2,800
		No. of Volunteer Service Hours	335,332	500,500	311,762	468,000
		No. of Active Volunteers	1,626	1,650	1,408	1,500
		% of Participants who Respond Positively to Life Satisfaction Survey	84%	90%	80%	90%
		% of Work Sites that Respond Positively to the impact Of The Program On The Community	90%	90%	90%	90%

DELEGATE AGENCIES

AGENCY TITLE: CHRISTIAN ASSISTANCE MINISTRIES DAY CENTER

PROGRAM DESCRIPTION

Christian Assistance Ministries (CAM), a cooperative ministry, operates a day center for the homeless at 212 N. Alamo. The target population is chronically homeless individuals who are in need of a safe place to stay during the day as well as a location to access referrals and supportive services. The Day Center provides shelter from the weather, ID recovery, laundry, showers, phone and voicemail messaging (for employers, emergency and referrals), mail services, TB testing, reading rooms, TV rooms, quiet rooms, storage rooms for belongings, social services on site; legal services, mental illness evaluations, community based counseling, employment placement, education assistance, medical referrals and access to a CAM case worker.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005[1]	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$30,910	$91,590	$126,346
Total City Funding – All Agency Programs	$30,910	$91,590	$126,346
AUTHORIZED POSITIONS	**2**	**3**	**4**
FULL-TIME EQUIVALENT	**1.05**	**1.20**	**2.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Provide for Safety and Welfare of San Antonio**					
	Provide comprehensive community based safety net/family strengthening	No. of Unduplicated Participants Served	164	660	525	660
		No. of Shelter Days	2,890	11,520	12,392	11,520
		No. Participants Assisted in Completing Application Process for Government Programs (i.e. Food Stamps)	29	120	76	120
		No. of Financial Assistance given to Obtain Texas I.D. Card	547	600	785	600
		No. of Medical Referrals to El Centro del Barrio (includes Free TB screening)	108	456	N/A	456
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Day	N/A	$7.95	$7.29	$11.08

EXPLANATORY INFORMATION

[1] The Contract for FY2005 was approved by Council February 17, 2005. Contract was executed in March 2005. This contract terminates September 30, 2005.

AGENCY TITLE: CHRISTIAN SENIOR SERVICES
SENIOR COMPANION PROGRAM

PROGRAM DESCRIPTION

Help isolated seniors maintain their health, well-being, and independence by receiving companionship and minor assistance from a fellow senior or to provide respite to family member caregivers and 2) to help low income, active seniors maintain their independence by providing stipends and meaningful service activities that enhance their dignity and self-worth.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$50,000
Total City Funding – All Agency Programs	N/A	N/A	$50,000

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive support to elderly	No. of Homebound Individuals to Receive a Companion and # of Low Income Seniors to Serve as Volunteer Companion	N/A	N/A	N/A	70
		No. of Volunteer Companion Hours Provided to Homebound, Low Income Seniors	N/A	N/A	N/A	14,560
		% of Clients Who had Improved Mental Outlook, Eating, and Sleeping Habits	N/A	N/A	N/A	90%
		Annual Dollar Value of Volunteer Hours	N/A	N/A	N/A	$145,600

DELEGATE AGENCIES

AGENCY TITLE: COMMUNITIES IN SCHOOLS OF SAN ANTONIO
STAY IN SCHOOL

PROGRAM DESCRIPTION

The program connects schools with community resources in order to help young people successfully learn, stay in school and prepare for life. CIS-SA is a community facilitator bringing a wide range of resources into the school to provide urgently needed support and connections to free or low-cost services and goods.[1]

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$74,567	$75,000	$150,000
Total City Funding – All Agency Programs	$74,567	$75,000	$150,000
AUTHORIZED POSITIONS	**6**	**10**	**12**
FULL-TIME EQUIVALENT	**5.00**	**5.00**	**5.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Unduplicated Participants Served	1,697	1,500	1,701	3,000
		% Receiving CIS Case Management Services Staying in School	85%	95%	95%	95%
		% Improving Attendance and Academic Behavior	85%	85%	85%	85%
		% of Eligible CIS Students Who Graduate or Earn GED	N/A	85%	85%	85%
		No. of Unduplicated Mentors Serving Participants	101	90	90	180
Internal Processes	**Improve Development Process**					
	Ensure progress toward Identified performance and budget targets	Dollar Value of Volunteers	$17,211	$16,932	$14,113	$32,000

EXPLANATORY INFORMATION

[1] The San Antonio Food Bank has agreed to provide additional pounds of food as in-kind to registered seniors above the 1,900,000 pounds based on the contract amount of $285,000.

DELEGATE AGENCIES

AGENCY TITLE: CORAZON MINISTRY
CONGREGATE FEEDING

PROGRAM DESCRIPTION

Corazon Ministry is a non-profit entity of Travis Park United Methodist Church. In a congregate setting, breakfast is served on Sunday mornings and dinners are served on Wednesday nights to homeless individuals and to persons who are not in the mainstream. Breakfast and dinner is served in a dining room located in the church basement. Additionally, meals are provided three times a day, seven days a week to residents of the transitional housing program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$38,965	$38,965	$39,473
Total City Funding – All Agency Programs	$176,553	$305,794	$287,901
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**.57**	**.60**	**.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Provide for the Safety & Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of unduplicated participants served in one year	1,142	1,713	1,04	1,25
		No. of Food Stamp applications submitted to the SA Food Bank for eligibility in one year	54	120	68	120
		No. of referrals for other social/medical services	764	1,200	N/A	N/A
		No. of meals served in one year	14,669	22,000	10,655	22,000
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Avg. cost per meal[1,2]	$.98	$.82	$.90	$.90

EXPLANATORY INFORMATION

[1] in FY 2005, Total food cost / #of meals served in eight months ($14,347 / 14,669)
[2] in FY 2006, Total food cost / # of meals served in one year ($18,000 / 22,000)

AGENCY TITLE: CORAZON MINISTRY DAY CENTER

PROGRAM DESCRIPTION

Corazon Ministry, a non-profit entity of Travis Park United Methodist Church, operates a day center for the homeless at 230 E. Travis. The center offers the homeless a place to retreat from the elements, showers, laundry facility, clothing, lunch, identification recovery, AA counseling, employment counseling and an opportunity to network with other agencies.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$176,553	$207,247	$248,428
Total City Funding – All Agency Programs	$176,553	$305,794	$287,901
AUTHORIZED POSITIONS	**12**	**11**	**11**
FULL-TIME EQUIVALENT	**6.04**	**5.40**	**5.40**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Provide for the Safety & Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Unduplicated Participants Served in One Year.	2,206	3,200	2,291	3500
		No. of Food Stamp Applications Completed in One Year	76	150	127	150
		% of Clients that Enter ID Recovery Program and Recover their IDs[1]	53%	50%	29%	50%
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	% of Participants in Job Training Program that Secure Employment	49%	45%	917	950
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost for each Participant to Attend Day Center [2, 3]	$6.94	$9.06	$7.92	$9.06

EXPLANATORY INFORMATION

[1] Forms of identification include Texas identification card and Social Security Card.
[2] In Actual FY 2005, 8-month budget not including 1-time costs of $23,500 / # of duplicated participants after 8-months ($102,035 / 14,703)
[3] FY 2006 budget minus audit cost of $7,500 / # of projected duplicated clients for FY 06 ($199,747 / 22,054)

AGENCY TITLE: EL CENTRO DEL BARRIO
ACTIVITY CENTER FOR THE FRAIL AND ELDERLY

PROGRAM DESCRIPTION

This program provides a bilingual/bicultural elderly day care in which low-income non-Medicaid eligible elderly persons 60 years or older, who are physically and mentally frail or incapacitated, engage in supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well being. Clients are provided a noontime meal through the City's Comprehensive Nutrition Program

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$44,628	$44,628	$49,100
Total City Funding – All Agency Programs	$44,628	$44,628	$49,100
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	2.20	2.20	2.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	35	40	36	40
		No. of Attendance Days/Utilization Rate	3,002 82%	5,476 70%	2,923 71%	5,476 70%
	Provide for the Safety and Welfare of San Antonio					
	Enable elderly and disabled to retain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement	% of Clients Responding to Survey that as a Result of the Program, Clients are Happier, Healthier, and Less Isolated	100%	100%	100%	100%

AGENCY TITLE: ELLA AUSTIN COMMUNITY CENTER CHILD CARE PROGRAM

PROGRAM DESCRIPTION

Services will include scholarships for child care to low income families, educational age appropriate toys for children and staff training and education for teachers to assist them in obtaining their Child Development Accreditation (CDA). Services are aimed at enhancing the Center for the National Association for the Education of Young Children (NAEYC) accreditation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$52,007	$53,360	$53,360
Total City Funding – All Agency Programs	$164,334	$173,360	$179,360

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents)	24	20	30	36
		No. Unduplicated Participants Served (Parents)	60	100	100	100
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Parent and Child per Month	$206	$215	$203	$215
		% Parents Attending Four or More Training Sessions Who Improve in Parenting Skills	82%	80%	77%	80%
		% of Assessed Children Who Display Progress in Mastery of Kinder Readiness Skills	100%	100%	100%	100%
	Transition families to a livable income by raising their education and skill level	% of Teachers that Will Enroll in Higher Education	13%	25%	25%	22%

AGENCY TITLE: ELLA AUSTIN COMMUNITY CENTER
YOUTH AND FAMILY SERVICES

PROGRAM DESCRIPTION

The Youth and Family Services Program provides youth with the necessary tools to make informed healthy decisions, take responsibility for their actions, practice good citizenship, develop positive relationships, and build self esteem. The San Antonio Independent School District (SAISD) provides educational and life skills training and the Ella Austin Community Center provides the After School Program which includes academic tutoring, counseling, special events, field trips and computer literacy. The Summer Enhancement Program focuses on providing daily activities during summer vacation, which includes computer, arts & crafts, sewing, cooking, health and wellness, and weekly field trips. The Ella Austin Community Center Spring Break Program offers a week of activities and serves youth 5-21 years of age.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$112,327	$120,000	$126,000
Total City Funding -- All Agency Programs	$164,334	$173,360	$179,360
AUTHORIZED POSITIONS	**10**	**10**	**10**
FULL-TIME EQUIVALENT	**6.50**	**6.50**	**6.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	211	330	318	330
		No. of Youth Served per Month	641	800	778	900
	Enhance Workforce Development System					
	Promote youth development through early intervention, character traits/life skills development education , and job training opportunities	No. of Life Skills/ Education Units	3,694	5,600	5,167	5,600
		Academic Improvement Maintained	87%	80%	91%	80%
		Reduction Production Behavior	89%	80%	83%	80%
		Youth Who Advance to Next Grade	94%	90%	95%	90%

DELEGATE AGENCIES

AGENCY TITLE: FAMILY FORWARD YOUTH SOLUTION

PROGRAM DESCRIPTION

The program provides youth with character training, life skills, and decision making while providing a parallel program for parents to address parenting skills. Sessions are provided twice a week in the evening for ten weeks with parents and youth meeting separately during the first session and together for the second session each week. Program includes a service-learning project. There is a formal graduation ceremony followed by a monthly support group for six months.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	$105,342	$90,690
Total City Funding – All Agency Programs	N/A	$105,342	$90,690
AUTHORIZED POSITIONS	N/A	**3.00**	**3.00**
FULL-TIME EQUIVALENT	N/A	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	110	72	110
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Teens and Families Completing the 10 Weekly Meetings	N/A	110	46	110
		No. of Structure Hours	N/A	5,500	1,464	4,000
		No. of Youth Who Stay in School	N/A	99	22	99
		No. Completing Service learning	N/A	99	31	99

AGENCY TITLE: FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER (FAST)

PROGRAM DESCRIPTION

In collaboration with school districts, PCI Head Start officials and others, will work with preschool aged children and their parents to help young children succeed at home and in school. The program, Families and Schools Together (FAST), provides families with on-going prevention strategies to battle the initiation of substance abuse, delinquency, and school failure by youth. FAST has three major components, including a 10-week multi-family program, monthly follow-up (FASTWORKS) and intervention counseling.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$121,733	$123,686	$123,686
Total City Funding – All Agency Programs	$473,600	$464,249	$544,920
AUTHORIZED POSITIONS	**11**	**11**	**11**
FULL-TIME EQUIVALENT	**2.60**	**2.60**	**2.60**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	568	605	703	620
		No. Dup. Participants that Complete 10WK Sessions	102	150	153	160
	Enhance Workforce Development System					
	Promote access to high quality ECE / SR initiatives	Avg. Cost per Participant	$41	$182	$174	$182
		% Participants Reporting Inc in Parent Involvement in Child's Ctr. & Edu.	85%	80%	86%	80%
	Promote access to high quality ECE / SR initiatives	% Families that Transition to FAST WORKS FU sessions and Report Improvement Due to Counseling	94%	90%	89%	90%
		% of Children who Increase in Positive Behavior	71%	80%	86%	80%

AGENCY TITLE: FAMILY SERVICE ASSOCIATION
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Family Service Association will provide intensive training within childcare centers throughout the Council Districts as part of the Early ON School Readiness Project.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$60,000	N/A	N/A
CCDS General Fund Match	$133,020	$201,328	$201,328
Total City Funding – All Agency Programs	$473,600	$464,249	$544,920
AUTHORIZED POSITIONS	**10**	**11**	**11**
FULL-TIME EQUIVALENT	**4.75**	**3.5**	**3.5**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	556	700	432	600
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Classroom Visits per Month	72	33	33	82
		% Classrooms Implementing Curriculum	80%	90%	89%	90%
		% Children Displaying Progress in Mastery of KR Skills	94%	90%	95%	90%

AGENCY TITLE: FAMILY SERVICE ASSOCIATION
SMART START

PROGRAM DESCRIPTION

SMART START will increase the quality of early care and education and link families to important resources and quality childcare options through the program's three components. The first will fund the Child Development Associates Assessment fee for those teachers who have the CDA credentials. The second will maintain the existing 65-SMART telephone number for a parent resource line to link families to quality child resources and provide businesses with dependent care resources for their employees. The third will create ten "model classrooms" at ten childcare sites by providing strategic training, mentoring and equipment.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$98,594	$100,000	$100,000
Total City Funding – All Agency Programs	$473,600	$464,249	$544,920

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,261	1,330	1320	820
	Improve Customer Service					
	Promote access to high quality ECE / KR initiatives	% of Participants who will Achieve the Scholarship Goals	43%	90%	23%	N/A
		No. of Participants Receiving Resources Through 65-SMART Line	1,007	1,000	994	800
		Mentoring Hours per Participants	145	144	160	N/A
		No. of Participants Receiving Mentoring	56	30	89	N/A
		% Improved in Quality Through Model Classroom	90%	90%	90%	N/A
		No. of Participants Receiving Training	254	300	237	N/A
		% Improved in Quality and Understanding of Training	85%	85%	88%	N/A
		No. of ANGELS participating	N/A	N/A	N/A	25
		No. and % of ANGELS quality trained and employment ready	N/A	N/A	N/A	21/85%
		No. of training hrs/ANGELS participants	N/A	N/A	N/A	39

AGENCY TITLE: FAMILY SERVICE ASSOCIATION OF SAN ANTONIO, INC.
YOUTH AGAINST GANG ACTIVITY (YAGA)

PROGRAM DESCRIPTION

The program is designed to build youth character, life skills, resist substance abuse and gang involvement, and develop positive and healthy attitudes through alternative activities, community service projects and prevention education.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$119,906
Total City Funding – All Agency Programs	N/A	N/A	$119,906

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Promote youth development through intervention	No. of Unduplicated Participants Served	N/A	N/A	N/A	200
	Improved Development Skills					
	Promote youth development	Percentage of High School Participants Improving Social and Decision Making Skills	N/A	N/A	N/A	90%
		Average Cost per Participant	N/A	N/A	N/A	$50.13

AGENCY TITLE: FAMILY VIOLENCE PREVENTION SERVICE, INC. OVERFLOW SHELTER

PROGRAM DESCRIPTION

To provide self-sufficiency, transitional or permanent housing, and employment or academic/skills upgrading.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$93,000
Total City Funding – All Agency Programs	N/A	N/A	$238,907

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	N/A	N/A	N/A	256
	Provide a safety net of services to meet temporary emergency needs of all members of the San Antonio Community	No. of Adult and Children Served per Month (8 Families x 4 per Family)	N/A	N/A	N/A	32
		No. of Shelter Nights During the Contract Period	N/A	N/A	N/A	11,520
	Provide comprehensive community based family strengthening services	No. and % of Adult Clients Who Attend Weekly House Meetings	N/A	N/A	N/A	90% / 230

AGENCY TITLE: FAMILY VIOLENCE PREVENTION SERVICES, INC. BATTERED WOMEN'S SHELTER

PROGRAM DESCRIPTION

The Battered Women's Shelter of Bexar County provides temporary shelter, counseling, and case management services to women and children who have been victims of physical, emotional, or sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$71,809	$71,809	$137,095
Emergency Shelter Grant	$64,112	$64,112	$8,812
Total City Funding – All Agency Programs	$135,921	$135,921	$238,907
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.15**	**2.15**	**2.15**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. of Counseling and/or Case Management Hours	2,751	3,500	2,899	3,900
		No. of Adult Clients Participating in Educational/Life Skills Workshop	229	378	N/A	N/A
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	782	1,400	980	1450
		% of Clients Demonstrating a Better Understanding of the Dynamics of Family Violence	94%	95%	0%	95%
		No. of Families Moved into Transitional or Permanent Housing	107	180	47	175
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	General Fund Cost per Family Served	$61.51	$51.30	$62.00	$51.66

AGENCY TITLE: GIRLS AND BOYS TOWN OF SAN ANTONIO
SKILLS TRAINING FOR AT-RISK

PROGRAM DESCRIPTION

The program provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youth ages ten to seventeen. The City's Youth Service Division and the San Antonio Police Department refer clients to this program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$42,480	$45,120	$26,320
Total City Funding – All Agency Programs	$80,035	$45,000	$26,320

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Promote Youth Development through early intervention, character traits/life skills development, education and job training	No. of Clients Receiving Life Skills Training	33	50	31	28
		% of Clients Able to Better Relate to Peers and Family	93%	45%	25%	25%
		No. of Participants Completing Program and Improving in Their Ability to Make Better Decisions	93%	45%	25%	25%
		Cost per Bed Night	$80	$94	$94	$94
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	33	50	31	28

AGENCY TITLE: GOOD SAMARITAN CENTER MODELO

PROGRAM DESCRIPTION

The MODELO program is a college preparation, career exploration program for low-income, high-achieving youth that do not meet the eligibility requirements of Alamo Workforce Development. Because the targeted youth are excellent role models, some of their time in the program will be spent tutoring and mentoring at-risk youth, ages six to twelve who exhibit anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$164,462	$167,471	$205,167
Total City Funding – All Agency Programs	$167,471	$167,471	$205,167
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**5.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	100	150	110	206
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of SAEP Seniors Graduating	N/A	10	13	12
		No. of Unduplicated Clients (14-18) with Career/College Plans	42	40	40	45
		No. of Participants Engaged in Academic Enrichment as Part of the Summer Program	N/A	400	311	439
		No. of Participants (14-18) Maintaining GPA 80 or Better	28	30	30	45
		% of Participants (6-13) Showing Improved Social Function within Six Months of Receiving a Mentor	84%	50%	59%	59%

AGENCY TITLE: GOODWILL INDUSTRIES OF SAN ANTONIO
LEARN WHILE YOU EARN

PROGRAM DESCRIPTION

The Learn While You Earn Project serves participants who are persons with disabilities or who have other barriers to employment. There are two components of the Project: 1) transitional job training and support services whose activities are designed to support movement from welfare to jobs earning less than $8.75 per hour. Services in this component include job readiness, life skills and workplace competency training, transportation, uniforms, and childcare; 2) skilled job training and support services using an Enhancement Module to support employment in positions earning more than $8.75 per hour. Services in this component include case management to identify skills/education and necessary support services.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$180,000	$180,000	$114,493
Total City Funding – All Agency Programs	$180,000	$180,000	$114,493
AUTHORIZED POSITIONS	**21**	**21**	**24**
FULL-TIME EQUIVALENT	**5.50**	**5.50**	**5.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
CUSTOMER	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	70	70	75	45
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	No. Employed Full-Time Earning Less Than $8.75/Hr.	N/A	65	10	38
		No. Participants Who Completed Training/Graduated	N/A	65	67	38
		No. Employed Full-Time at or Above $8.75/Hr	N/A	5	7	14
	Transition families to a livable income by raising their education & skill level	No. Retained in Full-Time Employment 6 Months	N/A	40	17	23
	Ensure families are economically secure	No. Enrolled in Goodwill's or COSA's IDA Savings Program	N/A	15	0	10
		No. Receiving Financial Literacy Training	N/A	65	67	30

AGENCY TITLE: GUADALUPE COMMUNITY CENTER YOUTH ENRICHMENT PROGRAM

PROGRAM DESCRIPTION

The Youth Enrichment program provides safe haven through structured activities. The program is designed to serve clients residing in the 78207 and 78327 zip codes. The targeted area has the highest illiteracy rate, crime, school dropout, teen pregnancy, domestic/family violence, unemployment rate and lowest income in the city. The program will provide after school, weekend and summer activities for youth ages two and a half through seventeen.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$4,350
Total City Funding – All Agency Programs	N/A	N/A	$4,350

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	190
		No. of Service Units	N/A	N/A	N/A	31
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. Participant Hours of Life Skills and Leadership Training	N/A	N/A	N/A	600
		No. and Percent of Participants Improving Relationship With Peers and Family	N/A	N/A	N/A	100 / 80%

AGENCY TITLE: HEALY MURPHY YOUTH TRAINING PROJECT

PROGRAM DESCRIPTION

This program is designed to assist high school students, who have dropped out, or are no longer accepted in the public school system, complete their graduation requirements. The program provides students with academic and/or vocational training to enable them to return to the public school system or to enter the labor market. The program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, inner-city residents.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$349,996	$349,996	$376,500
Total City funding – All Agency Programs	$347,375	$349,996	$376,500
AUTHORIZED POSITIONS	**19**	**18**	**19**
FULL-TIME EQUIVALENT	**12.00**	**11.00**	**13.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	374	400	307	430
	Enhance Workforce Development System					
	Transition families to a livable income by raising their education and skill level	Avg. Monthly Enrollment	204	158	161	161
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Participating in Life Skills Training	1,625	1,950	1,618	1,980
		No. of Teen Parents Maintaining 80% or Better Grade in Parenting/Child Development Class	60	85	51	90
		No. Successfully Participating in on-the-Job Training	34	30	45	50
		No. of Graduates who Continue Education, Enter Military or Full Time Employment	N/A	25	25	30

AGENCY TITLE: HISPANAS UNIDAS ESCUELITA PROJECT

PROGRAM DESCRIPTION

The Escuelita Project is an early intervention, educational program for young Latinas. The project is aimed at preventing teen pregnancy. The key elements of the after school sessions include; 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and math skills to develop self-esteem, and to promote personal development; 2) a pool of over 60 Hispanic women (from various professions) as mentors/role models; and 3) direct ties to the public school system, creating a model that may be replicated locally, statewide and nationally.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$68,657	$68,657	$72,090
Total City Funding – All Agency Programs	$68,657	$68,657	$72,090
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	1.00	1.00	1.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	56	80	91	90
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Home Visits During School Year	75	100	117	120
		No. of Structured Activities Provided During Contract Period	125	237	226	237
		$ Value of Volunteer Hours	$719	$3,200	$3,774	$3,800
		% of Girls in Program Whose Skills and Support Systems have Improved as a Result of Their Participation in the Program	N/A	75%	75%	75%
		No. of Students Advancing One or More Grade Levels at the End of the School Year	N/A	75%	79%	75%

AGENCY TITLE: HISPANIC RELIGIOUS PARTNERSHIP FOR COMMUNITY HEALTH INC. FOOD PANTRY

PROGRAM DESCRIPTION

This agency partners with five churches to provide food, food stamp outreach, and referrals for other needed services to food insecure residents of the City.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$28,212	$28,212	$62,754
Total City Funding – All Agency Programs	$28,212	$28,212	$62,754
AUTHORIZED POSITIONS	1	3	3
FULL-TIME EQUIVALENT	.20	.50	.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	6,548	5,650	7,100	7,100
		Total No. of Food Assistance Units Provided	24,071	21,150	21,625	21,625
		No. of Food Stamp Applications Completed	118	200	200	200
		No. of Referrals Provided Participants	2,906	2,700	3,902	3,902
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Value of Volunteer Hours Assisting at Food Pantries	$24,391	$35,000	$28,350	$28,350
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Food Assistance Unit	N/A	$1.33	$1.54	$1.45

AGENCY TITLE: HOPE ACTION CARE
CASA MARTIN

PROGRAM DESCRIPTION

This program provides shelter for individuals who are HIV positive, and single persons or family members with an infected member. Residents would receive various support services to include case management, counseling and referral services. Persons who successfully complete the 90-day program are enrolled in the HOPE Recovery Program and assisted with deposit and rent in affordable housing.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOPWA-Consolidated Funding Contribution	$50,000	$50,000	$50,500
General Fund Consolidated Funding Contribution	N/A	N/A	$19,000
Total City Funding – All Agency Programs	$50,000	$50,000	$69,500
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**.75**	**.75**	**.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	39	78	46	85
		No. of Shelter Nights Provided	3,090	4,635	2,205	4,380
		No. of Meals Served	9,276	13,916	6,612	13,140
		% of Participants with Substance or Alcohol Abuse Problems who Enter into Treatment Program	39%	60%	N/A	60%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Shelter Night	$25.06	$25.06	$19.00	$11.41

AGENCY TITLE: JOVEN
CARE Program

PROGRAM DESCRIPTION

JOVEN's CARE – Children's Abuse Recovery Endeavor Project provides a comprehensive continuum of services designed to reduce the trauma and psychological burden of child abuse and neglect to at least 300 children. The Project utilizes a holistic approach through a free comprehensive social service continuum. The continuum includes group therapy – child support groups being provided directly within approximately 16 elementary, middle, and high schools in the following Independent School Districts (ISD): San Antonio (ISD), South San (ISD), Harlandale (ISD), Edgewood (ISD), and Northside (ISD).

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG – Consolidated Funding Contribution	N/A	$37,809	$34,107
General Fund Consolidated Funding Contribution	N/A	N/A	5,692
Total City Funding – All Agency Programs	N/A	$161,179	$169,662
AUTHORIZED POSITIONS	**N/A**	**1**	**0**
FULL-TIME EQUIVALENT	**N/A**	**1.00**	**0.00**

AGENCY TITLE: JOVEN
CREANDO LA VISION

PROGRAM DESCRIPTION

JOVEN's Creando La Vision Project promotes academic achievement and character development to 1,600 at-risk youth between the ages of 4 through 17 attending elementary school at Johnson, DeZavala, Bellaire, Brackenridge, John Glenn, Carroll, Washington, and at Anson Jones, Tafolla, and Poe Middle Schools. JOVEN's goal is to promote educational success of at-risk children by diminishing risk factors that lead to delinquency and substance abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$85,500	$77,130
General Fund Consolidated Funding Contribution	N/A	N/A	12,870
Total City Funding – All Agency Programs	N/A	$161,179	$169,662

AGENCY TITLE: JOVEN
POR LOS NINOS

PROGRAM DESCRIPTION

JOVEN's Por Los Ninos project provides direct services to children attending targeted daycare and preschool Centers that progress to various Kindergarten Readiness target schools. The project provides Early Childhood Resiliency Training to 300 children between ages three to four attending Cotton, Gates, Ball, Hutchins, Vestal, John Glenn, DeZavala, Ruiz, Cable, and Loma Park Elementary Schools. This project is designed to help pre-school children develop personal, social, and emotional skills.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG – Consolidated Funding Contribution	N/A	$37,870	$34,163
General Fund Consolidated Funding Contribution	N/A	N/A	5,700
Total city Funding – All Agency Programs	N/A	$161,179	$169,662

AGENCY TITLE: MADONNA NEIGHBORHOOD CENTER
CHILD CARE CENTER PROGRAM

PROGRAM DESCRIPTION

The Child Care Program provides an environment where a child achieves developmental milestones, is prepared to learn upon entering school or participates in creative after school activities. The program provides quality child care to children two months to thirteen years, so parents have the opportunity to improve their life skills through education and employment, thus maintaining family self-sufficiency. The program will provide scholarships to working parents that do not qualify for state subsidy. Children residing in the Edgewood Independent School District benefit from the Child Care Center Program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$32,485	$32,485	$32,485
Total City Funding – All Agency Programs	$62,172	$62,485	$63,485
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants in Child Care	109	75	88	75
		No. of Participants in After School Activities	28	20	27	25
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/kinder readiness initiatives	Avg. Monthly Children in Care	30	25	79	75
		% of Children who Display Progress in Master of Kinder Readiness Skills	95%	97%	100%	95%
		% of Youth with Improved Grades	95%	85%	85%	85%

AGENCY TITLE: MADONNA NEIGHBORHOOD CENTER
HUMAN DEVELOPMENT

PROGRAM DESCRIPTION

Madonna Neighborhood Center through a Memorandum of Understanding with the Edgewood Independent School District will provide free counseling services to at-risk children in 1st and 2nd grades. Counseling will be provided by a Licensed Professional Counselor (LPC) in "Magic Circles" (6 to 8 children per group). The Human Development Curriculum is used to impact positive behavior in the classroom and to have each student improve in at least one of three areas: behavior, participation and grades.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$9,995	$10,000	$10,000
Total City Funding – All Agency Programs	$62,172	$62,485	$63,485
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	80	75	83	75
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	Avg. Daily Group Attendance	13	8	8	8
		Avg. Cost per Hour to Provide Counseling	$46	$50	$44	$35
		% of Children that Show Improvement (Behaviors, Class Participation, etc)	85%	85%	85%	85%

AGENCY TITLE: MADONNA NEIGHBORHOOD CENTER
YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills in young students. The program assists participants in appropriate skills' development and serves as intervention for those participants identified as at-risk.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$20,000	$20,000	$21,000
Total City Funding – All Agency Programs	$62,485	$62,485	$63,485
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**4.00**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	105	100	129	120
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	% of Youth with Improved Character Traits/Grades	80%	80%	80%	80%

AGENCY TITLE: METHODIST HEALTHCARE MINISTRIES OF SOUTH TEXAS, INC
WESLEY COMMUNITY CENTER

PROGRAM DESCRIPTION

The Program serves children and youth between the ages of 6-18 residing in the South Side of San Antonio. The services provided include a daily snack, sessions that address the problems with gangs and substance abuse, and other services addressing educational needs. The program is comprised of three components Mid-High, Drop In, and Summer Recreation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$36,250	$36,250	$38,100
Total City Funding – All Agency Programs	$36,250	$36,250	$38,100
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	2.00	2.00	2.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	348	270	571	600
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance – Year Round	28	10	63	50
		% Youth Improve in Grades or Life Skills (year round)	58%	20%	81%	65%

AGENCY TITLE: MEXICAN AMERICAN UNITY COUNCIL
MODEL SCHOOL FOR FAMILY TRANSFORMATION

PROGRAM DESCRIPTION

This program assists families by providing them the necessary tools to develop and build leadership skills. The program consists of activities and instruction strengthen communication skills, interpersonal skills, decision-making skills, provide life-long learning skills, financial literacy training, and effective parenting skills which will strengthen the family unit. Supportive services such as IDA enrollments, VITA assistance, neighborhood clean-ups, and community activities.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$79,029	$96,229	$76,229
CCDS General Fund Match	N/A	N/A	20,000
Total City Funding – All Agency Programs	$79,029	$96,229	$96,229
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.50**	**2.50**	**2.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents)	90	60	94	145
		No. Unduplicated Participants Served (Children)	136	120	157	170
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ school readiness initiatives	Avg. Cost per Service Unit	$110	$150	$69	$150
		% of Parents that Increase in Parenting Skills	99%	80%	81%	90%
		% of Children that Demonstrate Improvement Between Grading Periods	86%	90%	83%	80%
	Ensure families are economically secure	No. of Families Utilizing Supportive Services	73	50	63	85

AGENCY TITLE: NEIGHBORHOOD HOUSING SERVICES

PROGRAM DESCRIPTION

The Neighborhood Housing Services (NHS) of San Antonio is a non-profit affordable housing provider of full cycle mortgage lending services to very low, low and moderate income families primarily in Council Districts one through seven. These administrative funds support: 1) the implementation and management of HOME (CHDO) funded First-Time Homebuyers Program and Second Mortgage Program; 2) the completion of a loan sale to further leverage City funding and provide significant non-City and federal funding for additional lending; and 3) the provision of a loan servicing for NHS clients and other local non-profit affordable lending organizations (i.e. San Antonio Housing Trust, Avenida Guadalupe, U.U. Housing Corporation, and Our Casas).

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	185,233	185,233	185,233
Total City Funding – All Agency Programs	185,233	185,233	185,233

AGENCY TITLE: NORTHSIDE INDEPENDENT SCHOOL DISTRICT
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Early ON School Readiness agencies will form collaborations in designated council districts with health and human service agencies to promote access to all family support services including basic health care. Agencies will also collaborate through the community family resource and learning centers (CFRLC) for childcare, adult education, utilities assistance, food stamps, campaign for VITA and enlist business community support. Agencies will provide workshops or classes for parents and family, friends and neighbors (FFN) caregivers and will distribute packets of school readiness activities.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CCDS General Fund Match	$106,003	$116,400	$116,400
Total City Funding – All Agency Programs	$106,003	$116,400	$116,400
AUTHORIZED POSITIONS	**4**	**3**	**3**
FULL-TIME EQUIVALENT	**3.25**	**3.00**	**3.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	703	687	549	550
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Parents Served per Month	63	31	36	45
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	91%	85%	89%	N/A
		% Parents and FFN Caregivers Utilizing School Readiness Guidelines	89%	90%	87%	85%
		% Parents and FFN Caregivers Gaining New Knowledge	N/A	N/A	N/A	90%

AGENCY TITLE: OLDER ADULT SERVICES & INFORMATION SYSTEM
WARM SPRINGS REHABILITATION CENTER

PROGRAM DESCRIPTION

OASIS provides services to older adults by offering programs in the arts, humanities, wellness and volunteer services enabling them to continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides reading skills assistance to children in grades one through three. OASIS membership is free to anyone 50 years of age or older.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$29,841	$29,841	$35,000
Total City Funding – All Agency Programs	$29,841	$29,841	$35,000
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	0.75	0.75	0.86

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	15,502	16,300	16,429	17,000
		No. of Volunteer Hours	17,433	25,000	19,562	25,000
		No. Enrolled in Classes/Events	26,719	41,250	33,875	41,500
		No. of Person-to-Person Program Counseling Contacts	606	1,050	699	N/A
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Value of Volunteer Hours	$152,539	$218,750	$171,168	$218,750

AGENCY TITLE: POSITIVE BEGINNINGS, INC.
EARLY ON SCHOOL READINESS PROGRAM

PROGRAM DESCRIPTION

Early On School Readiness agencies will form collaborations in designated council districts with health and human service agencies to promote access to all family support services including basic health care. Agencies will also collaborate through the community family resource and learning centers (CFRLC) for childcare, adult education, utilities assistance, food stamps, campaign for VITA and enlist business community support. Agencies will provide workshops or classes for parents and family, friends and neighbors (FFN) caregivers and will distribute packets of school readiness-activities.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$60,000	N/A	N/A
CCDS General Fund Match	56,259	116,400	116,400
Total City Funding – All Agency Programs	$132,027	$149,954	$232,800
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENT	**3.75**	**3.50**	**3.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	303	300	477	300
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. No. of Parents Served per Month	179	56	88	100
		% Children Displaying Progress in Mastery of Kindergarten Readiness Skills	92%	90%	76%	N/A
		% Parents Utilizing Kindergarten Readiness Guidelines	91%	90%	N/A	N/A
		% Parents and FFN Caregivers Utilizing School Readiness Guidelines	91%	85%	81%	80%

AGENCY TITLE: POSITIVE BEGINNINGS
EXTENDED DAY AFTER SCHOOL PROGRAM

PROGRAM DESCRIPTION

The Extended Day Collaborative Program is based on components (centers) identified as necessary support services for young children and their families in the community and the educational system. The components are designed to foster the development of appropriate academic, social, physical, and emotional skills of young students. The program will be conducted at LB Johnson Elementary school in the Edgewood School District (CD 6).

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$15,768	$16,777	$16,777
CCDS General Fund Match	N/A	16,777	16,777
Total City Funding – All Agency Programs	$132,027	$149,954	$232,800
AUTHORIZED POSITIONS	**3**	**7**	**7**
FULL-TIME EQUIVALENT	**3.00**	**2.75**	**2.75**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	75	140	163	160
	Enhance Workforce Development System					
	Promote access to high quality early childhood education and school readiness initiatives	Avg. Daily Attendance	62	118	111	112
		% Children with Improved Grades	100%	80%	85%	85%

AGENCY TITLE: PRESA COMMUNITY SERVICE CENTER
COMPREHENSIVE FINANCIAL LITERACY PROGRAM

PROGRAM DESCRIPTION

The Family Strengthening Financial Literacy Program will have components to include: Volunteer Income Tax Assistance, Money Smart courses throughout the year, Home Buyer Education Learning Program, Consumer Credit Counseling, and Community Fairs throughout the year.

FUNDING SOURCES AND AMOUNTS:

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$15,854	$30,000	$30,000
Total City Funding – All Agency Programs	$66,562	$82,410	$85,100
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**.50**	**.50**	**.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	1,675	3,000	1,415	2,000
		Tax Year 2004 Completed Tax Returns	932	2,000	1,230	2,000
		No. of Program Participants Attending Financial Literacy Classes	850	1,500	360	500
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours[1]	$3,850	$4,000	$4,000	$4,000
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost per Completed Federal Income Tax Return	$32	$15	$24	$15

EXPLANATORY INFORMATION

[1] No. Volunteers X 20 hrs X $8.75/hr – actual was 11 volunteers working approximately 40 hours each

AGENCY TITLE: PRESA COMMUNITY CENTER SKILLS

PROGRAM DESCRIPTION

This program provides supervised, recreational and counseling activities for community youth, ages six to sixteen, for the purpose of preventing delinquency and substance abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$52,410	$52,410	$55,100
Total City Funding – All Agency Programs	$52,410	$52,410	$55,100
AUTHORIZED POSITIONS	**9**	**9**	**9**
FULL-TIME EQUIVALENT	**8.00**	**8.00**	**8.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	213	460	316	484
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Youth Receiving Life Skills Training	3,426	8,000	5,037	8,000
		% or No. of Enrolled Youth that will Maintain Academic Standard of "C" or Above During the School Year	87%	85%	83%	85%
		No. of Youth Participating in the Tae Kwon Do Program	69	N/A	N/A	N/A
		No. of Youth Displaying Increased Self-esteem and Accepting Personal Responsibility	190	390	290	414
		Cost per Client per Month	$144.36	$113.93	$117.00	$114.00

AGENCY TITLE: PROJECT LEARN TO READ EMPOWERMENT 2005 PROGRAM

PROGRAM DESCRIPTION

The Empowerment 2005 program of Project Learn to Read targets persons 15 years and older who function at 0-5th grade level and/or have learning disabilities. Through one on one and small group instruction, it empowers San Antonio's least educated adults and older youth by developing their reading, writing, speaking, listening, and math skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$67,628	$34,738	$29,509
Total City Funding – All Agency Programs	$67,628	$34,738	$29,509
AUTHORIZED POSITIONS	**5**	**3**	**3**
FULL-TIME EQUIVALENT	**2.50**	**1.25**	**1.25**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Transition families to livable income by raising their education and skill level	No. of Participants Progressing to Pre-GED Preparation	N/A	10	8	10
		No. of Participants Advancing One Half or More Grade Levels After 40-50 Hours of Instruction	12	25	14	17
	Improve Customer Service					
	Provide comprehensive family strengthening services	No. of Unduplicated Participants Served	144	190	130	127
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	No. of Volunteers Completed Training	38	50	21	42
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost Per Contact Hour	N/A	15	14	14
		Dollar Value of Total Volunteer Hours per Month	N/A	$4,500	$2,718	$2,309

AGENCY TITLE: PROJECT MEND
MEDICAL EQUIPMENT NETWORK FOR THE DISABLED

PROGRAM DESCRIPTION

Project Mend helps low-income, disabled individuals achieve greater mobility and self-sufficiency by lending them medical equipment as well as providing repair services. Having access to medical equipment allows participants to engage in the daily activities of life such as walking, cooking, and bathing. Ninety percent of participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$37,345	$37,345	$70,000
Total City Funding – All Agency Programs	$37,345	$37,345	$70,000
AUTHORIZED POSITIONS	**2**	**2**	**4**
FULL-TIME EQUIVALENT	**1.35**	**1.35**	**2.20**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	312	400	288	460
		No. of Medical Equipment Items Distributed to Clients	560	800	700	900
	Provide for the Safety and Welfare of San Antonio					
	Enable elderly and disabled to retain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.	% of Participants Reporting an Increase in Mobility and Self-Sufficiency	90%	90%	91%	90%
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional value	Total Value of Equipment Loaned to Clients/Savings	$137,814	$125,000	$151,387	$175,000

AGENCY TITLE: PROJECT QUEST, INC.

PROGRAM DESCRIPTION

Project QUEST is a community-based workforce development program, which demonstrates the social and economic benefits of long-term training for eligible applicants by providing them with skills required for long-term employment and higher incomes. Support services are provided to participants while they are in training. The project develops job placement agreements with local businesses and agencies prior to training participants for those jobs.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$1,500,000	$3,000,000	$1,598,413
Total City Funding – All Programs	$1,500,000	$3,000,000	$1,598,413
AUTHORIZED POSITIONS	23	37	31
FULL-TIME EQUIVALENT	21.00	30.00	30.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	345	350	415	418
	Enhance Workforce Development System					
	Ensure families are economically secure	Avg. Wage of Graduates Placed in Jobs	$14.06	$12.50	$16.87	$14.00
		No. Retained in Full-Time Employment Six Months	N/A	90	88	89
Customer	Transition families to a livable income by raising their education and skill level	No. of Participants Who Completed Training / Graduated by Obtaining a certifcate of Completion or Degree and Completed Financial Literacy Training	96	110	88	105
		No. Employed Full-Time at or Above $8.75/Hr	N/A	88	97	97

AGENCY TITLE: RESPITE CARE
DAVIDSON HOUSE

PROGRAM DESCRIPTION

The Community Block Grant (CDBG) funding will support personnel staffing, specifically for the positions of the Shelter Director and Direct Care Provides for the Davidson Respite House (DRH) located at 605 Belknap Place, which is operated by Respite Care of San Antonio (RCSA). Respite Care of San Antonio provides support for families of children with developmental disabilities. The DRH is the first and only licensed emergency shelter in the state of Texas dedicated to the care of children with developmental disabilities.

The DRH offers emergency respite and shelter care to individuals with disabilities, 24 hours per day, 365 days per year. The DRH cares for children between the ages of birth and 17 years of age. The average length of stay for children placed privately by their parents is 3-5 days, while the average stay for children placed by Texas of Department of Protective and Regulatory Services due to abuse and neglect is 90 days.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$74,100	$66,846
General Fund Consolidated Funding Contribution	N/A	N/A	11,154
Total City Funding – All Agency Programs	N/A	$196,650	$78,000

AGENCY TITLE: RESPITE CARE DAYCARE

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) supports staffing for the Daycare Program at Christ Episcopal Church located at 301 W. Russell Place. A Pediatric Nurse Practitioner or a Registered Nurse is on site at the Daycare to provide skilled nursing care for all program participants, enabling Respite Care of San Antonio to accept children with complex medical conditions. Respite Care provides short-term care and emergency shelter for children six weeks to six years old with severe developmental disabilities and also to their siblings in the same age group. Service is offered to school age participants on scheduled holidays. Full-time daycare is offered Monday through Friday, 7:30 a.m. to 6:00 p.m.

FUNDING SOURCES AND AMOUNTS:
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$122,550	$110,552
General Fund Consolidated Funding Contribution	N/A	N/A	18,448
Total City Funding – All Agency Programs	N/A	$196,650	$129,000

AGENCY TITLE: ROY MAAS' YOUTH ALTERNATIVES
ALTERNATE SENTENCING

PROGRAM DESCRIPTION

The Alternate Sentencing Program provides temporary shelter and counseling for juveniles, ages 10 to 17, who have been taken into custody by the police for misdemeanor offences and for youth who are experiencing major crisis.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$57,620	$45,120	$45,120
Total City Funding – All Agency Programs	$57,620	$45,000	$45,120

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	46	80	44	80
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Bed Nights	171	480	171	480
		No. of Youth Receiving Life Skills Training Enabling Them to Make Better Decisions	53	80	44	72
		No. of Youth Improving in Relationship with Peers and Family	53	80	44	72
		Avg. Cost per Bed Night	$85	$94	$94	$94
		No. of Youth Receiving Individual Counseling	53	72	44	72

AGENCY TITLE: SAN ANTONIO AIDS FOUNDATION (SAAF) SKILLED NURSING/HOSPICE FACILITY

PROGRAM DESCRIPTION

San Antonio AIDS Foundation operates a skilled nursing/hospice facility at 818 E. Grayson. The facility offers 24-hour care to individuals with HIV/AIDS who are not able to care for themselves or who do not have other resources for such care.

FUNDING SOURCES AND AMOUNTS

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOWPA – Consolidated Funding Contribution	$229,734	$230,172	$284,784
Total City Funding – All Agency Programs	$720,697	$647,892	$637,109
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	**4.60**	**4.60**	**4.60**

BALANCED SCORECARD

Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Improve Customer Service					
Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	56	75	75	75
Provide for the Safety and Welfare of San Antonio					
Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	No. of Skilled Nursing Hours Provided	6,280	9,500	6,580	9,500
	Avg. Cost per Patient per Day	$24.22	$22.77	$22.77	$35.39
	Avg. Length of Stay	9 months	12 months	N/A	N/A

AGENCY TITLE: SAN ANTONIO AIDS FOUNDATION (SAAF)
TENANT BASED RENTAL ASSISTANCE

PROGRAM DESCRIPTION

SAAF provides long-term housing subsidy to individuals and families with HIV/AIDS.

FUNDING SOURCES AND AMOUNTS

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
HOWPA – Consolidated Funding Contribution	$490,463	$417,720	$352,325
Total City Funding – All Agency Programs	$720,697	$647,892	$637,109
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENT	**2.26**	**2.26**	**2.26**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
CUSTOMER	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	137	190	133	140
	Provide for the Safety and Welfare of San Antonio					
	Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community. Provide a safety net of services to meet the temporary emergency needs of all the members of the San Antonio community.	Avg. Subsidy Cost per Month	$320	$320	$346	$363

AGENCY TITLE: SAN ANTONIO FOOD BANK
FOOD SECURITY

PROGRAM DESCRIPTION

San Antonio Food Bank (SAFB) operates a community kitchen for the homeless at the Dwyer Avenue Shelter. The kitchen offers the homeless, meals three times a day, as well as, providing a culinary arts training program for job preparedness. The Food Stamp Outreach program educates low income residents on nutrition, food stamp service, and referrals for other needed services. It is estimated that 200,000 individuals are potentially eligible for food stamps, but are not accessing this service. Kid's Café sites offer nutritional meals to school-age children of families that are of low-income. Through its Project HOPE program, The San Antonio Food Bank acquires and distributes nutritious food and related products to low-income seniors, which promote the health, safety and welfare of all seniors residing in the City. The City's Comprehensive Nutrition Project locations serve as sole distribution sites. Food from Project HOPE is also distributed to homebound seniors.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
Total City Funding – All Agency Programs	$514,671	$520,740	$500,000
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENT	**1.00**	**1.00**	**1.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	Provide for the Safety and Welfare of San Antonio					
	Provide comprehensive community based family strengthening services	No. of unduplicated families assisted with Food Stamp application	2,397	3,595	3,612	5,000
		% of Food Stamp cases with outcome determined	N/A	N/A	N/A	40%
		% of Food Stamp cases with outcome determined that are certified	N/A	N/A	N/A	55%
	Provide hunger services	No. of unduplicated children served a Kid's Café meal	602	700	700	700
		No. of Kid's Café meals served	$12,138	$20,000	$27,000	25,000
		No. of unduplicated senior families receiving nutritious food box	N/A	N/A	N/A	7,500
		Total market value of food delivered ($1.50 per pound)	$2,988,645	$2,659,992	$2,659,992	$3,501,500

AGENCY TITLE: SAN ANTONIO METROPOLITAN MINISTRIES, INC. EMERGENCY SHELTER

PROGRAM DESCRIPTION

SAMMinistries provides emergency shelter and case management to homeless individuals and families. The location of the shelter is 910 W. Commerce.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
Emergency Shelter Grant	$45,618	$45,618	$100,000
Total City Funding – All Agency Programs	$45,618	$45,618	$100,000

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	No. Unduplicated Participants Served	3,310	3,600	3,636	3,800
		No. of Bed Nights	61,403	92,105	64,909	68,000
		% of Beds Occupied	80%	82%	78%	80%
Financial	**Provide Accountability to the Public**					
	Ensure progress toward identified performance and budget targets	Cost per Unduplicated Client	$9.97	$12.67	$11.16	$11.16

AGENCY TITLE: SAN ANTONIO PUBLIC LIBRARY FOUNDATION
LITTLE READ WAGON

PROGRAM DESCRIPTION

The Little Read Wagon is an Early Childhood Literacy Initiative aimed at providing resources and enhancing learning opportunities for children. Emphasis is placed on early literacy skills, brain and language development, enhanced storytelling skills, and preparing San Antonians gain tools for success in the 21st century.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$40,000
Total City Funding – All Agency Programs	N/A	N/A	$40,000

AGENCY TITLE: SAN ANTONIO URBAN MINISTRIES
AFTER SCHOOL KARE (ASK)

PROGRAM DESCRIPTION

Scholarships/Stipends are provided for participation in daily after school care programs for 1,400 children from lower income households. Activities are provided at Adams Hill, Brauchle, Burke, Carson, Christian Evers, Ed Cody, Galm, Colby Glass, Lackland City, Lewis, Mary Michael, McDermott, Monroe May, Nichols, Powell, Rhodes, Steubing, Thornton, Myers, Sunshine Cottage School, San Antonio Christian, SAMMinistries, and Alamo Heights United Methodist Church. Activities include indoor/outdoor recreation, arts and crafts, homework assistance and a snack.

FUNDING SOURCES AND AMOUNTS:

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$140,363	$126,621
General Fund Consolidated Funding Contribution	N/A	N/A	21,129
Total City Funding – All Agency Programs	N/A	$168,863	$147,750

AGENCY TITLE: SAN ANTONIO URBAN MINISTRIES
FAIRWEATHER LODGE

PROGRAM DESCRIPTION

The Fairweather Lodge, a national psycho-social rehabilitation program provides employment/vocational training, rehabilitation services and independent living skill training to persons who suffer from clinical, mental illness and homelessness. This program operates five transitional living facilities for adults with mental illness. The members are responsible for the maintenance and operation of the Lodge. The Community Development Block Grant (CDBG) funds provide $25,710 to this program.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$28,500	$25,710
General Fund Consolidated Funding Contribution	N/A	N/A	4,290
Total City Funding – All Agency Programs	N/A	$168,863	$30,000

AGENCY TITLE: ST. PETER ST. JOSEPH PROJECT AYUDA

PROGRAM DESCRIPTION

Project Ayuda provides low-income families in crisis with emergency assistance allowing them to empower themselves and regain control over their lives while strengthening their families. By assessing family skills and identifying new skills, which promote the growth necessary to achieve change, the program helps participants create the most functional and independent lifestyle possible.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$67,900	$67,900	$67,900
Total City Funding – All Agency Programs	$67,900	$67,900	$67,900
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	1.30	1.30	1.30

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Provide comprehensive community based family strengthening services	No. Of Families Completing 3 Months of Life Skills classes	46	70	52	52
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Of Unduplicated Participants Served	67	100	74	74
	Provide for Safety and Welfare of San Antonio					
	Provide comprehensive community based safety net/family strengthening services	% Of Families with Improved Community Resources, Housing and Employment	100%	98%	100%	100%
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Cost of All Services per Family	$679	$679	$679	$679

AGENCY TITLE: SETON HOME
CHILD DAY CARE FOR BABIES OF HOMELESS TEENS

PROGRAM DESCRIPTION

The program provides on-site quality daycare for the babies of homeless parenting teens to enable them to attend school and complete educational objectives. Funds will be used as match for the Transitional Housing Project funded by the Supportive Housing Program (SHP). For each dollar of match funds, SHP will provide four dollars towards projects for the homeless.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$26,715	$26,742	$26,742
Total City Funding – All Agency Programs	$26,715	$26,742	$26,742
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	1.00	1.00	1.00

BALANCED SCORE CARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Enhance Workforce Development System**					
	Promote youth development through early intervention, character traits/life skills development, education and job training	% of Parenting Teens Who Will Achieve Satisfactory School Attendance	100%	95%	100%	N/A
		% of Mothers Who are Able To Return to School Without Delays as a Result of Childcare Availability.	100%	100%	100%	100%
	Improve Customer Service					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served (Parents and Infants)	52	80	67	80
	Promote access to high quality early childhood education/school readiness initiatives	No. of Babies Who will be Provided with a Nurturing, Stable environment Whose Progress is Monitored by Childcare Staff	26	40	34	40

AGENCY TITLE: UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) PREP

PROGRAM DESCRIPTION

The UTSA Pre-freshmen Engineering Program (PREP) is an intense, mathematics-based, summer program conducted at college and university campuses throughout the City of San Antonio. During the eight-week summer academic enrichment program, efforts are directed toward the reinforcement of mathematics and college level topics not offered in high school or middle school. A major objective is to strengthen the participants' abstract reasoning and problem-solving skills. The program identifies high achieving middle and high school students with the potential to become scientists or engineers, and reinforces them in the pursuit of these fields.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$38,892	$38,892	$38,892
Total City Funding – All Agency Programs	$38,892	$38,892	$38,892

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,326	1,250	1,250	1,250
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of PREP Students Completing Program	N/A	1,160	1,160	1,160
		No. Improving in Math, Science, Engineering Based Careers	N/A	875	875	875
		Avg. Cost per Client	N/A	950	950	950
		No. of Year 1 Students Improving their Logic/Math Skills	N/A	450	450	450
		No. of Participants who Agree they Better Understanding what is Required for College	N/A	850	850	850

AGENCY TITLE: UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) THE SCHOOL READINESS RESEARCH PROJECT

PROGRAM DESCRIPTION

The project examines the impact of the School Readiness Program components using quantitative and qualitative research methods. Reports are submitted with an overall evaluation and recommendations based upon scientific analysis of data collected and services rendered.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$70,609	$70,609	$100,609
CCDS General Fund Match	$0	79,391	49,391
Total City Funding – All Agency Programs	$118,501	$188,892	$150,000
AUTHORIZED POSITIONS	**8**	**8**	**8**
FULL-TIME EQUIVALENT	**4.00**	**5.00**	**5.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	377	300	432	350
	Enhance Workforce Development					
	Promote access to school readiness initiative	No. Children Assessed[1]	227	100	132	100
		No. of Childcare Centers Assessed	34	34	34	30

EXPLANATORY INFORMATION

[1] Children will be assessed using two standardized instruments.

AGENCY TITLE: YMCA OF GREATER SAN ANTONIO
ACTIVE OLDER ADULTS

PROGRAM DESCRIPTION

The Community Block Grant (CDBG) funds provide senior services, including, but not limited to strength training to help prevent osteoporosis, chair aerobics for participants restricted to a wheelchair and swimming programs to approximately 310 Active Older Adults. Services are provided at the Davis Scott YMCA and the Westside YMCA.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$185,651	$167,476
General Fund Consolidated Funding Contribution	N/A	N/A	27,948
Total City Funding – All Agency Programs	N/A	$954,368	$1,004,598

AGENCY TITLE: YMCA OF GREATER SAN ANTONIO
CHILD CARE

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) Funds provide program fees for child care services including Y-School Age, Extended Day, Pre-School, and Summer Day camps. These camps offer educational and recreational activities for approximately 500 children from infancy to 13 years of age. Child care is provided by the Davis Scott YMCA, Downtown/Southwestern Bell YMCAs, Northeast YMCA, Northwest/Braundera YWCAs, and Westside YMCA.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG - Consolidated Funding Contribution	N/A	$697,467	$630,974
General Fund Consolidated Funding Contribution	N/A	N/A	103,202
Total City Funding – All Agency Programs	N/A	$954,368	$1,004,598

AGENCY TITLE: YMCA OF GREATER SAN ANTONIO
YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Community Block Grant (CDBG) funds provide youth services including, but not limited to, baseball, basketball, soccer and swimming to 1000 disadvantaged youth from 4-15 years of age. Services are provided at the Davis Scott YMCA, Southwestern Bell YMCA and Westside YMCA.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CDBG Consolidated Funding Contribution	N/A	$71,250	$59,280
General Fund Consolidated Funding Contribution	N/A	N/A	15,720
Total City Funding – All Agency Programs	N/A	$954,368	$1,004,598

AGENCY TITLE: YWCA OF SAN ANTONIO
KINDERGARTEN READINESS PROGRAM

PROGRAM DESCRIPTION

Early On School Readiness agencies will form collaborations in designated council districts with health and human service agencies to promote access to all family support services including basic health care. Agencies will also collaborate through the community family resource and learning centers (CFRLC) for childcare, adult education, utilities assistance, food stamps, campaign for VITA and enlist business community support. Agencies will provide workshops or classes for parents and family, friends and neighbors (FFN) caregivers and will distribute packets of school readiness activities.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$80,322	N/A	N/A
CCDS General Fund Match	60,000	140,785	140,785
Total City Funding – All Agency Programs	$326,553	$359,940	$440,875
AUTHORIZED POSITIONS	**10**	**6**	**6**
FULL-TIME EQUIVALENT	**4.10**	**4.00**	**4.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	776	407	533	410
	Enhance Workforce Development System					
	Promote access to school readiness initiative	Avg. No. Parents Served per Month	85	45	54	45
		% Children Displaying Progress in Mastery of KR Skills	91%	85%	98%	N/A
		% Parents Utilizing Kindergarten Readiness Guidelines	95%	85%	84%	80%
		% Parents and FFN Caregivers Gaining New Knowledge	N/A	N/A	N/A	85%

DELEGATE AGENCIES

AGENCY TITLE: YWCA MI CARRERA

PROGRAM DESCRIPTION

The program works with female students ages 13 to 19 who are at risk of dropping out of school. The Program aims at increasing self-esteem, educational and occupational motivation, and parenting skills.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$40,000	$40,000	$42,000
Total City Funding – All Agency Programs	$359,940	$359,940	$440,875
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENT	**2.00**	**2.00**	**2.00**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	229	160	201	160
	Promote youth development through early intervention, character traits/life skills development, education and job training	Avg. No. of Classes per Month	19	17	28	17
		No. of Students Demonstrating Increased Self-esteem	127	130	131	130
		No. of Teens Showing Score of Four or Better on Parenting Skills Test	54	50	57	50
		% of Mothers Completing the Course	87%	75%	80%	75%
		No. of Students Demonstrating Increased Educational and Occupational Motivation	130	130	131	130

AGENCY TITLE: YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The program teaches parents and caregivers to interact with their children, using early brain development techniques, in order to increase school readiness and the likelihood of school success. PACT strengthens families by empowering parents to become a child's first teacher by developing the skills necessary to foster healthy, intellectual, emotional, and physical development. Geographic targeted areas in Council Districts 1, 5 and 7.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$50,231	$50,235	$50,235
Total City Funding – All Agency Programs	$326,553	$359,940	$440,875
AUTHORIZED POSITIONS	6	3	3
FULL-TIME EQUIVALENT	2.45	1.50	1.50

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Services**					
	Provide comprehensive community based family strengthening services	No. Unduplicated Participants Served	512	265	210	265
	Enhance Workforce Development System					
	Promote access to high quality early childhood education/ kinder readiness initiatives	No. PACT Parent Workshops and Teacher Trainings Held	40	52	36	52
		% Parents with Increased Knowledge of Early Brain Development	87%	85%	80%	85%
		% Children with Development Appropriate Cognitive Social/Emotional and Physical Skills	91%	85%	80%	85%

AGENCY TITLE: YWCA
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The Positive Youth Development Program serves youth ages four to twelve by promoting youth development through character traits and life skills training. Volunteer coaches instill character through sportsmanship training.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	$25,000	$26,750
Total City Funding – All Agency Programs	N/A	$359,940	$440,875

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Customer Service**					
	Provide Comprehensive Community Based Family Strengthening Services	No. Unduplicated Participants Served	269	400	373	400
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Coaches/ Volunteers	25	20	22	20
		Dollar Value of Volunteer Hours	$4,583	$4,095	$4,258	$4,450
		No. of Participants Improving in Behavioral and Teamwork Skills	N/A	340	340	340
		No. of Participants Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	N/A	340	340	340
		No. of Volunteer Hours	705	630	655	675

AGENCY TITLE: YWCA – SEED PROGRAM
SELF-EMPLOYMENT FOR ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION

SEED Program strengthens families by assisting low-income adults living at or below the federal poverty guidelines in developing micro-enterprises that can become viable sources of income for themselves and their families. SEED provides training in business development, computer skills, financial literacy, budgeting and credit management.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
CSBG	$30,000	$30,000	$30,000
Total City Funding – All Agency Programs	$326,553	$359,940	$440,875
AUTHORIZED POSITIONS	3	N/A	3
FULL-TIME EQUIVALENT	3.00	N/A	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. Of Unduplicated Participants Served	16	30	N/A	100
		No. Educational Hours[1]	359	725	N/A	1,850
		No. Increase Knowledge of Financial Literacy & Business Development (% for FY 2004)	13	25	N/A	85
		% of Participants that Complete a Business Plan (No. for FY2004)	77%	65%	N/A	65%

EXPLANATORY INFORMATION

[1] No. of educational hours includes business development, computer literacy, and financial literacy

AGENCY TITLE: YWCA SENIOR CONNECTION

PROGRAM DESCRIPTION

The program gaol is to enhance physical and mental health for seniors. Program objectoives are for seniors to show an improvement in their understanding of healthy behaviors, increased physical fitness, and demonstrate a basic knowledge of computer skills and ability to research fitness and health issues on the internet

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	N/A	N/A	$59,989
Total City Funding – All Agency Programs	N/A	N/A	$59,989

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	N/A	N/A	N/A	150
	Provide for the Safety and Welfare of San Antonio					
	Enable elderly and disabled to Retain an independent and healthy quality of life through the provision of nutrition, personal care, transportation and community engagement.	No. of Service Hours	N/A	N/A	N/A	5,000
		% of Participants with Increased Knowledge in Health	N/A	N/A	N/A	85%
		% of Participants With Improved Quality of Life	N/A	N/A	N/A	85%
		Avg. Cost per Hour of Health Education or Activity	N/A	N/A	N/A	$12

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 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$43,920	$43,920	$46,116
Total City Funding – All Agency Programs	$359,940	$359,940	440,845
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	340	350	340	350
	Promote youth development through early intervention, character traits/life skills development, education and job training	No. of Teens Demonstrating Normal Expected Work Performance Standards	75	106	99	106
		No. of Volunteer Hours	4,942	10,000	7,696	10,000
		Value of Volunteer Hours	$43,240	$87,500	$67,340	$88,000
		No. of Teens Improving in Problem Solving, Communication and Goal Setting	206	238	296	300
		No. of Teens Demonstrating an Increased Awareness of Traits that Develop and Strengthen Personal Character	104	113	130	140

AGENCY TITLE: YWCA OF SAN ANTONIO
VOLUNTEER INCOME TAX ASSISTANCE (VITA)

PROGRAM DESCRIPTION

The goal of the YWCA's VITA program is to reduce poverty by providing a free tax preparation service in connection with a comprehensive array of services designed to increase incomes and build assets of participating families and individuals.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
General Fund Consolidated Funding Contribution	$29,791	$30,000	$45,000
Total City Funding – All Agency Programs	$326,553	$359,940	$440,875
AUTHORIZED POSITIONS	**4**	**4**	**4**
FULL-TIME EQUIVALENT	**.50**	**.50**	**.50**

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Contracted FY 06	Actual FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide comprehensive community based family strengthening services	No. of Unduplicated Participants Served	1,804	2,000	2,626	3,000
		No. of Completed Tax Returns	1,804	2,000	2,626	3,000
		Value of Refunds	$2.8 million	$3.0 million	$4.2 million	$4.8 million
		No. of Community Resource Fairs	N/A	4	4	4
		No. of Program Participants Attending Financial Literacy and IDA Presentations	N/A	150	162	200
Financial	**Leverage Other Funding Sources**					
	Leverage funded programs to create additional community value	Dollar Value of Volunteer Hours ($8.75/hr x 588 Volunteer Hours)	$5,250	$5,145	$5,381	$7,682
Internal Processes	**Improve Development Process**					
	Ensure progress toward identified performance and budget targets	Avg. Cost of Income Tax Return Prepared (Funding Amount Divided by No. of Returns Prepared)	$17.00	$15.00	$11.42	$15.00

DEVELOPMENT SERVICES

APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Development Services & Planning Fund	272.00	$26,474,162
Total Funding	**272.00**	**$26,474,162**

MISSION STATEMENT

The mission of the Development Services Department is to provide quality customer service 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 protecting the health, safety, and quality of life of the citizens of San Antonio through regulation of land development and construction. In addition, the Department seeks to provide an efficient and effective development process that supports City growth and economic development. These processes include consulting, educating, reviewing, permitting, inspecting, and granting authority to develop land and occupy buildings within the City. More specifically, the department is responsible for master development plans, vested rights, subdivision mapping/parcel addressing, zoning administration, subdivision administration, building codes administration, landscaping, tree preservation, sign regulation, and development review of drainage and traffic. Since the development process involves review by other City departments and outside agencies, Development Services Department seeks to facilitate the coordination of these reviews to provide quality customer service throughout the development process.

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.

GOALS & OBJECTIVES

- Protect the health, safety, and quality of life of the citizens of San Antonio.
  - Adopt and update the latest building and land development codes.
  - Establish checklist of levels of review of all building and land development codes.
  - Support other City development-related initiatives.
- Improve cycle time for permits.
  - Develop a Business Assistance Center to provide consultation and plan review.
  - Expand case manager program to guide customers throughout the development process.
  - Expand community outreach to educate customers regarding the development process.
  - Work with development community to identify opportunities to improve cycle time.
  - Develop accountability system for front-line staff.
  - Establish completeness review process to eliminate minor re-submittals and ensure proper assignment of reviews.
  - Eliminate need for more than two re-submittals for building plan review.
- Ensure consistency and quality of reviews and inspections.
  - Increase the number of plan reviewers and inspectors that are certified.
  - Increase the number of hours of staff training.
  - Increase cross-training to improve staff's knowledge of the overall development process.
  - Establish a program that provides a comprehensive recommendation to boards and commissions by coordinating reviews to include all areas of Development Services Department.
  - Implement an optional development application process to provide comprehensive review of customer needs and City requirements.
  - Expand utilization of land development software to integrate all divisions of Development Services Department and other agencies involved in the development process to eliminate silo software systems.
  - Develop training plan for front-line staff.

GOALS & OBJECTIVES CONTINUED

- Promote customer service philosophy to facilitate the development process.
  - Establish Business Assistance Center.
  - Expand Q-matic system for all areas of the department to track customer wait and transaction times.
  - Expand hours of operation.
  - Develop Building Codes Academy for customers and staff.
  - Create on-line training of the development process using the latest technology.
  - Develop communication plan (both internal and external) to provide valuable information to expedite plans through the development process.
  - Expand customer feedback opportunities including customer "Hot Line" and expanded Secret Shopper Program.
  - Improve customer satisfaction with service delivery, including telephone service.
  - Study best practice for sign permits and inspections.
  - Implement mobile inspection technology.
  - Implement electronic data storage.
  - Work with CPS to establish work order system for utility releases.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide for Safety and Welfare of San Antonio**					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	8,174	7,848	8,253	8,418
		Total No. of Plans Reviewed – Commercial	3,651	3,504	4,341	4,558
		No. of Inspections:				
		Building	43,772	53,643	47,070	49,894
		Electrical	56,153	60,854	60,739	63,169
		Mechanical	36,904	41,475	38,644	40,576
		Plumbing	97,047	103,543	101,869	112,056
		Sign	5,138	5,283	5,103	5,256
		Environ. (Tree/Landscape)	8,392	10,324	8,445	9,290
		Construction (Subdivision)	24,576	25,898	20,728	22,593
		Flatwork	N/A	N/A	5,523	6,020
		TOTAL	271,982	301,020	288,121	308,854
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	299	300	339	340
		Total No. of Acres Platted	6,007	8,000	7,000	7,500
		Total No. of Minor Plats	328	300	344	361
		Total No. of Major Plats	363	189	381	400
	Improve Customer Service					
	To establish outreach and disseminate information regarding the development process	Professional Engineers in Private Practice	6	6	10	10
		Distribution of Newsletter	8	12	7	5
		No. of Construction and Development Resource Education (CADRE) Forums Held	4	4	4	6
		No. of TV Shows Produced	4	9	4	5
		No. of Real Estate Council Meetings Held	11	10	11	11

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Provide Economic Development Opportunities**					
	Continue to improve the quality and efficiency of the development process	Avg. Days for Initial Plan Review[1]				
		Complex Commercial	28	N/A	24	18
		Residential	7	10	9	3
		Avg. Days for Plat Approval				
		Minor Plat [2]				
		Completeness Review	0	3	0	1
		Technical Review	34	7	17	8
		Major Plat [3]				
		Completeness Review	1.5	5	1.5	1
		Technical Review	60	35	40	35
		Inspections Performed As Scheduled	88%	88%	87%	95%
Internal Processes	**Increase Neighborhood Planning**					
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	12	16	18	20
		No. of Investigations	7,944	8,057	7,909	8,300
	Rezoning property to implement the Revised Unified Development Code	Initiated Proactive Zoning Cases (Parcels)	2,180	10,000	7,100	8,000
Employee Learning & Growth	**Improve Employee Services**					
	Provide a trained and competent workforce	% of Plan Reviewers, Inspectors, Planners and Engineers who are Certified or Professionally Licensed	44%	35%	35%	40%
		% of Staff Utilizing Continuing Education	90%	90%	90%	95%

EXPLANATORY INFORMATION

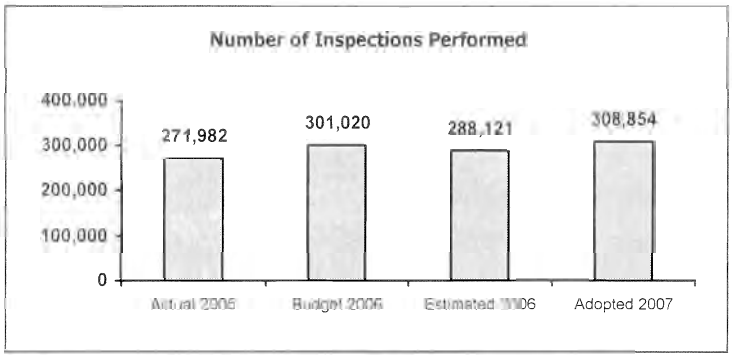
1 Plan Review Performance Goals: Interior Finish Out – 20 days; New Commercial Structures – 35 days; New Residential Construction – 10 days
2 Minor Plat Review Performance Goals: Completeness Review – 3 days; Technical Review – 9 days
3 Major Plat Review Performance Goals: Completeness Review – 5 days; Technical Review – 35 days

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Development Services Department for FY 2007.

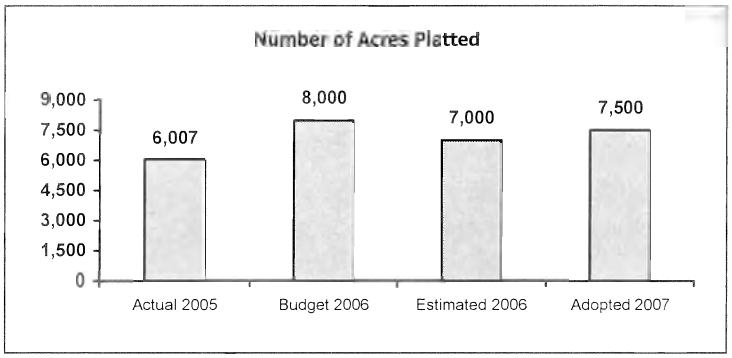
Inspections Performed

Total number of inspections performed to protect the health, safety and welfare of citizens of San Antonio. This number includes inspections performed by inspectors representing the building, electrical, mechanical, plumbing, sign, tree, landscape, and construction trades.



Acres Platted

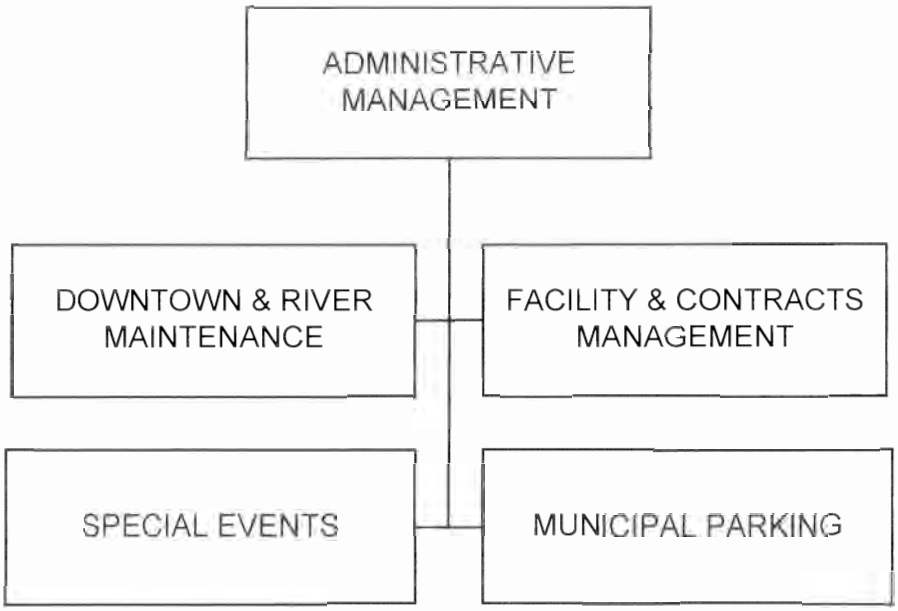
Total number of acres platted to promote orderly development by ensuring compliance with the City's Unified Development Code Standards.



DEVELOPMENT & PLANNING SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$10,678,957	$11,577,703	$11,844,076	$14,367,104
CONTRACTUAL SERVICES	620,436	328,281	331,090	1,948,132
COMMODITIES	188,481	214,430	195,231	324,153
SELF INSURANCE/OTHER	1,989,048	2,200,880	2,261,592	2,982,725
CAPITAL OUTLAY	204,626	166,670	223,456	664,000
TRANSFERS	0	0	0	6,278,048
TOTAL EXPENDITURES	**$13,681,548**	**$14,487,964**	**$14,855,445**	**$26,474,162**
AUTHORIZED POSITIONS	**214**	**222**	**222**	**272**
FULL-TIME EQUIVALENTS	**210.00**	**222.00**	**222.00**	**272.00**

DOWNTOWN OPERATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	71.50	$7,102,442
Parking Fund	117.50	9,924,480
Total Funding	**189.00**	**$17,026,922**

MISSION STATEMENT

The mission of the Downtown Operations Department is to provide centralized services for activities related to maintaining the core of San Antonio in an exemplary condition and to support downtown facilities, programs and events that highlight the city's unique qualities as a business center and a tourist destination.

PROGRAM INFORMATION

The Downtown Operations Department includes programs which create and sustain partnerships with various City departments, downtown alliances, neighborhoods and businesses engaged in the downtown area. There are five divisions which include Administrative and Fiscal Management, Downtown Operations responsible for downtown and Riverwalk maintenenace; Contracts and Facility Management responsible for all downtown leases, contracts and facilities including La Villita, Market Square, Spanish Governor's Palace, and Hemisfair; Parking Operations which includes management of municipal parking garages and surface lots; Special Events which includes coordination and implementation of city-sponsored events including Houston Street Fair and Market, Fiesta, etc. All of these programs and functions are dedicated to the improvement of downtown.

GOALS & OBJECTIVES

- Enhance the City's prominence as a major visitor destination.
  - Continue to manage and maintain the River Walk as a world-class attraction, taking into account any improvements, linkages and expansions. Coordinate with the Convention and Visitors Bureau, Paseo del Rio Association, Centro San Antonio, contractors, businesses and property owners.
  - Promote and improve departmental tourist/cultural facilities, i.e., La Villita, HemisFair Park, Spanish Governor's Palace and Market Square, through program, interpretive and concession enhancements.
- Enhance Riverwalk maintenance.
  - Coordinate operations of the San Antonio River Improvement Project to enusre implementation of improvements to include maintenance, river operations, security, utilities, contracts, etc.
  - Work with Public Works Department, San Antonio River Authority, San Antonio Water System and other agencies to improve the water quality on the Riverwalk.
- Maximize financial efficiencies and ensure contractual compliance.
  - Prepare Requests for Proposals (RFP's), contracts, and intergovernmental agreements to maximize service delivery and financial return to the City.
  - Through organizational enhancements, improve monitoring of financial and performance milestones as stipulated in these contractual and permit obligations.
  - Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and the Contract Services Department.
- Provide efficient management of municipal parking facilities that support the economic development of downtown.
  - Implement parking programs and services in an efficient manner.
  - Work with the parking consultant to complete study and implementation plan for recommendations.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Strengthen Convention/Tourist Industry**					
	To enhance the City's prominence as a major tourist destination	Revenue from Visitor Industry Associated Facilities/Contracts[1]	$7,468,164	$6,616,325	$6,754,840	$7,396,388
		Departmental Visitor Facilities' Ticketed Attendance[2]	1,785,461	1,837,768	1,724,611	2,074,785
Internal Process	**Maintain Existing Infrastructure**					
	To ensure the rehabilitation and maintenance of the River Walk	River Walk (Riverbend) Capital Improvement Fund Expenditures	$169,617	$800,000	$350,000	$400,000
Employee Learning & Growth	**Improve Employee Services**					
	Assist staff to improve self through professional development training	No. of Staff Receiving Financial Literacy or Professional Development Training	N/A	N/A	N/A	120
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	Percent of Staff Demonstrating Computer Literacy	N/A	N/A	N/A	85%

EXPLANATORY INFORMATION

1 Revenue from facilities and contracts includes Spanish Governor's Palace, Tower of the Americas, Market Square, La Villita, and river barge.

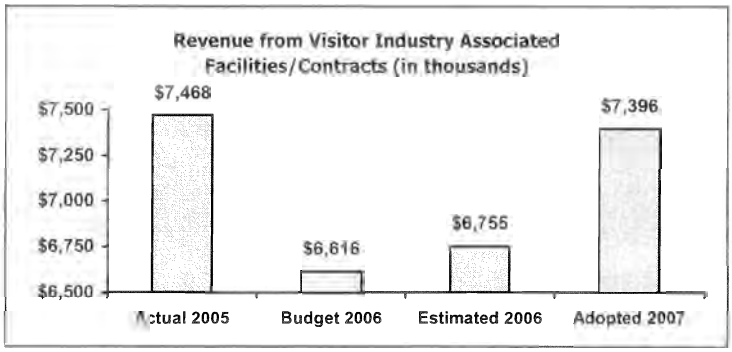
2 Departmental Tourist Facilities with tickets sold includes Tower of the Americas, Spanish Governor's Palace and Botanical Gardens and river barge; it excludes La Villita, River Walk, Market Square and leases/concessions. Decrease in attendance is due to the Tower's closure for renovations during a portion of FY 2005 and FY 2006.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights for the Downtown Operations Department for FY 2007.

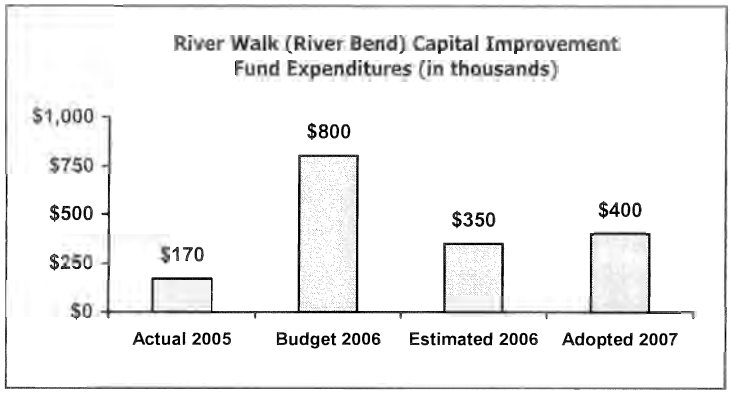
Enhancing the City's Prominence as a Major Tourist Destination

Features within the downtown area remain prominent tourist attractions. Revenues collected by the City from major downtown venues including the Spanish Governor's Palace, Tower of the Americas, Market Square, La Villita and River barges are illustrated.



Ensuring the Rehabilitation and Maintenance of the River Walk

This measure represents the amount of capital improvement funds spent on the River Walk. To maintain these improvements, an additional $448,401 is proposed for FY 2007 which would be used towards landscaping beautification and providing an increased level of maintenance along the River Walk.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	N/A	N/A	N/A	$2,840,509
CONTRACTUAL SERVICES	N/A	N/A	N/A	1,325,448
COMMODITIES	N/A	N/A	N/A	586,358
SELF INSURANCE/OTHER	N/A	N/A	N/A	2,350,127
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$7,102,442**
AUTHORIZED POSITIONS	**N/A**	**N/A**	**N/A**	**75**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**71.50**

PROGRAM INFORMATION

The Parking Division manages over 8,500 parking spaces through the operation and maintenance of five parking garages, 20 surface lots and over 2,000 parking meters within the downtown area. The division is also responsible for the enforcement of parking regulations and the issuance of commercial and residential parking decals. The division operates within an enterprise fund that is responsible for covering all operating costs and debt service with revenue collected from the lease and operation of the parking facilities

GOALS & OBJECTIVES

To provide parking services in a manner that supports the economic development and vitality of the downtown area.

- Implement parking consultant recommendations related to the purchase of updated parking control equipment, adoption of best management practices and establishment of new parking rates.
- Perform random cash handling audits at parking facilities to ensure adherence to established policies and procedures.
- Consider expanding the pay and display parking meter pilot program throughout the downtown area.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide the public with convenient, safe and affordable parking in the downtown area and promote a "Customer First" atmosphere through staff training opportunities	No. of Garage Spaces[1]	4,051	3,307	3,307	3,307
		No. of Surface lot Spaces[2]	4,732	3,544	3,439	3,439
		No. of Metered On-Street Spaces[3]	N/A	N/A	1,725	1,725
		Customer Service Survey Approval Rating	N/A	N/A	90%	90%
Financial	**Public Trust and Awareness of Citizens**					
	Generate revenues sufficient to recover the cost of operations and maintenance	Revenue Per Garage and Surface Lot Space[4]	N/A	N/A	$1,199	$1,199
		Revenue Per Metered On-Street Space[4]	N/A	N/A	$736	$736
Internal Processes	**Innovative and Proactive Government**					
	Perform random cash handling audits at parking facilities to ensure adherence to established policies and procedures	No. of Cash Handling Audits Performed	374	325	416	416
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized employee training to enhance job enrichment and customer service skills	No. of Employees Completing Job Enhancement Training	N/A	N/A	110	110

EXPLANATORY INFORMATION

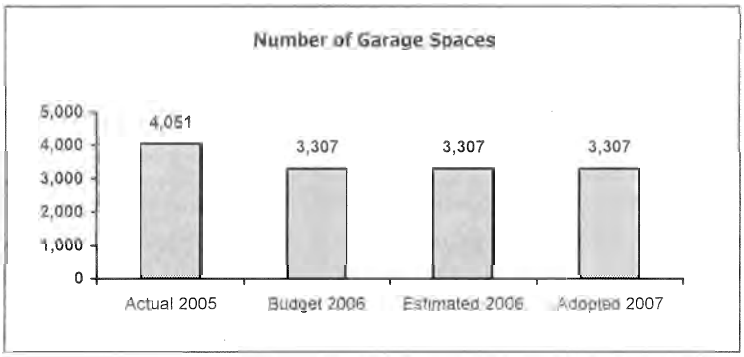
1 Decrease in spaces reflects demolition of HemisFair Garage to accommodate new Convention Headquarters Hotel.
2 Decrease in spaces reflects the loss of 937 spaces under I-35, Cattleman's, Sutton and Houston/Nolan lots.
3 Removal of 14 meters on Market St. due to Convention Center Hotel construction.
4 Represents gross revenue less sales tax.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Parking Operating and Maintenance Fund for FY 2007.

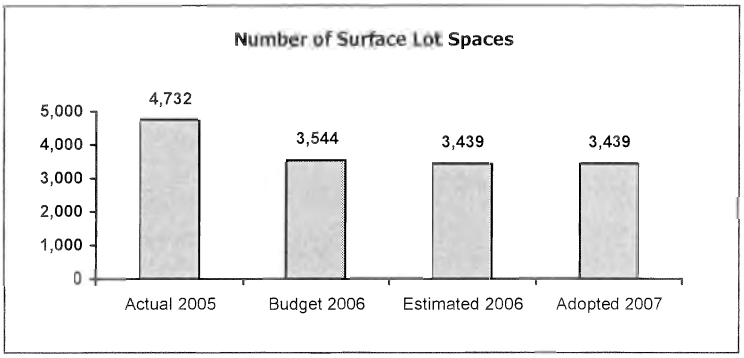
Number of Garage Spaces

This measures the amount of parking spaces managed by the Parking Operations and Maintenance Fund in five parking garages within the downtown area.



Number of Surface Lot Spaces

This measures the amount of surface lot spaces managed by the Parking Operations and Maintenance Fund within the downtown area. Decrease in FY 2006 reflects the loss of spaces under I-35, Cattleman's, Sutton and Houston/ Nolan lots.

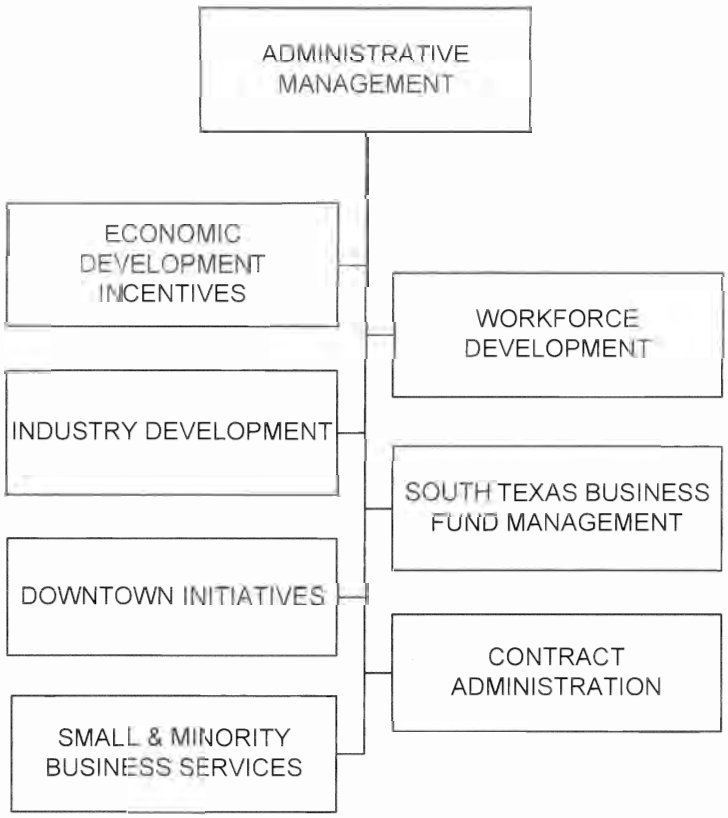


PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$3,885,094	$4,249,107	$4,158,256	$4,324,785
CONTRACTUAL SERVICES	410,059	696,244	777,647	515,282
COMMODITIES	156,652	252,261	258,604	446,638
SELF INSURANCE/OTHER	758,895	779,143	820,471	817,242
CAPITAL OUTLAY	7,502	213,869	214,919	0
TRANSFERS	6,418,216	3,624,589	4,059,599	3,820,533
TOTAL EXPENDITURES	**$11,636,418**	**$9,815,213**	**$10,289,496**	**$9,924,480**
AUTHORIZED POSITIONS	**140**	**131**	**131**	**130**
FULL-TIME EQUIVALENTS	**110.50**	**118.50**	**118.50**	**117.50**

CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	25.00	$2,079,644
Categorical Grants	4.00	455,852
Community Development Block Grant	1.00	76,176
South Texas Business Fund	8.00	601,211
Westside Development Corporation Fund	2.00	285,000
Capital Projects	0.00	3,323,000
Total Funding	**40.00**	**$6,820,883**

MISSION STATEMENT

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

PROGRAM INFORMATION

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

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

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

The Economic Analysis and Coordination Division conducts economic research and public policy analysis. The research provided by the division supports the efforts of other EDD divisions and other City Departments, as well as provides timely, insightful information to policymakers, business and community leaders. Through San Antonio, Inc., this division coordinates the activities of the Department with its partners to facilitate the development of the targeted industry clusters.

The Industry Development division actively works with numerous economic development organizations to stimulate job growth and targeted investment by businesses in the following industries: aerospace, manufacturing distribution, trade, military missions, biotechnology, telecommunications, information technology and high-end business services.

The Development and Workforce Initiatives division coordinates activities to encourage development and redevelopment within targeted areas. This includes oversight of the Incentive Scorecard System designed to expedite the award of certain incentives to investors and developers. This division also administers the federal Empowerment Zone activities and informational services to businesses. Staff of this division also coordinates education and workforce development activities, on behalf of the City.

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

In addition, the South Texas Business Fund, a division of the Department, provides small business financing and assistance to support the capital needs of new and expanding businesses.

GOALS & OBJECTIVES

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

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Citizens' Well Being & Human Potential**					
	Foster a favorable climate for economic growth	Total No. of Jobs Created/Retained through EDD Programs[1]	5,545	7,200	7,388	6,486
	Support existing industries and nurture high-wage substantial skill "targeted" industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs[2]	$18.21	$18.00	$19.20	$18.00
Financial	**Provide Economic Development Opportunities**					
	Facilitate new business development and small business growth	No. of Loans Made by South Texas Business Fund	37	65	55	70
		Total Contracting Dollars Awarded to MBE/WBE Contractors (In Millions)[3]	$52.2	$44.8	$94.4	$33.5
		Total Contracting Dollars Awarded to SBE Contractors (In Millions)	$79.7	$76.8	$119.8	$57.9
Internal Processes	**Improve Customer Service**					
	Promote EDD incentive outreach efforts	Total No. of Clients Receiving Business Start Up Information[4]	3,850	3,910	4,028	4,028
		% of MBE/WBE City-Wide Benchmarks Achieved[4]	139%	107%	105%	100%
Employee Learning & Growth	**Improve Customer Service**					
	Provide opportunities for specialized training	% of Employees Completing Minimum Training & Professional Development Courses[5]	87%	80%	95%	95%

EXPLANATORY INFORMATION

1 This includes all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies. Such EDD efforts include meetings with company representatives to present information on City incentive programs, facilitating meetings with other economic development partners, or assisting in resolution of development issues. Job growth came from companies like Lowe's and Sino Swearingen.

2 Revised, Estimated, and Adopted figures are calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications, and other information provided by companies. The average wage rate is trending higher than expected due to specific job gains in the successful recruitment and retention of Information Technology and Aerospace Industry companies in the current fiscal year.

3 Dollars fluctuate year to year depending on the City's overall contracting activity (i.e., FY 05 = $182mm and FY 06 = $276mm). Includes contracting dollars for Professional Services and Construction Contracts. Does not include Procurement activity processed through the City's Purchasing Department.

4 Information may be in the form of counseling, telephone contact etc.

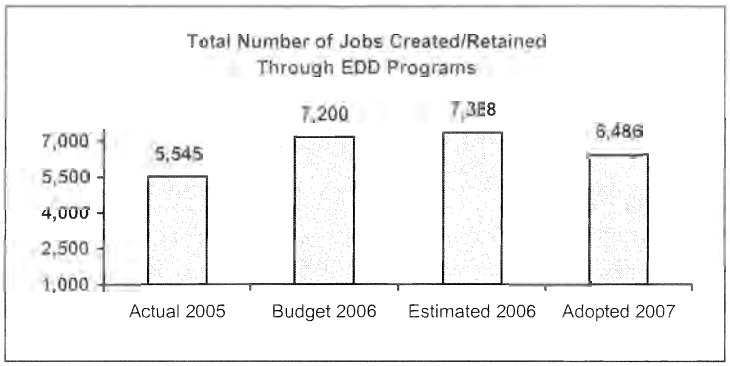
5 Minimum of two courses per fiscal year.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Economic Development Department for FY 2007.

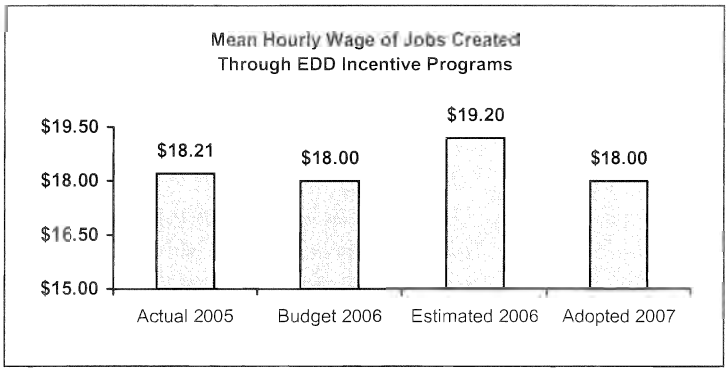
Jobs Created by EDD

This performance measure reflects all jobs in which EDD has been directly involved in recruitment, retention, or expansion of local companies. Such efforts include meeting with company representatives to present information on City incentive programs, facilitating meetings with other economic development partners, or assisting in resolution of development issues.



Hourly Wages of Jobs Created by EDD

Revised, Estimated and Adopted Figures are calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications, and other information provided by companies. The average wage rate is trending higher than expected in the current fiscal year due to specific job gains in the successful recruitment and retention of Information Technology and Aerospace Industry companies.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,698,037	$1,688,075	$1,644,006	$1,702,052
CONTRACTUAL SERVICES	96,949	114,737	118,725	171,984
COMMODITIES	28,111	25,744	36,205	25,744
SELF INSURANCE/ OTHER	174,765	174,611	175,751	179,864
CAPITAL OUTLAY	2,007	5,371	5,040	0
TOTAL EXPENDITURES	**$1,999,869**	**$2,008,538**	**$1,979,727**	**$2,079,644**
AUTHORIZED POSITIONS	**25**	**25**	**25**	**25**
FULL-TIME EQUIVALENTS	**25.00**	**25.00**	**25.00**	**25.00**

Below is a comprehensive listing of the grants that the Economic Development Department expects to receive in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Procurement Technical Assistance	$216,308	$ -	$ 239,544	$ -	$455,852
TOTAL	**$ 216,308**	**$ -**	**$ 239,544**	**$ -**	**$455,852**

PROGRAM INFORMATION:

The Procurement Technical Assistance Center (PTAC) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTAC administers the City's cooperative agreement with the U.S. Department of Defense (DoD) to provide services in the San Antonio area and twelve surrounding counties. The program assists businesses to develop contracts with all federal, state, and local government agencies. This activity helps to stimulate job creation, increase the tax base, and also supports the City's small, minority, and women-owned procurement goals. This grant program covers the period of January 1, 2007 through December 31, 2007 for four staff members.

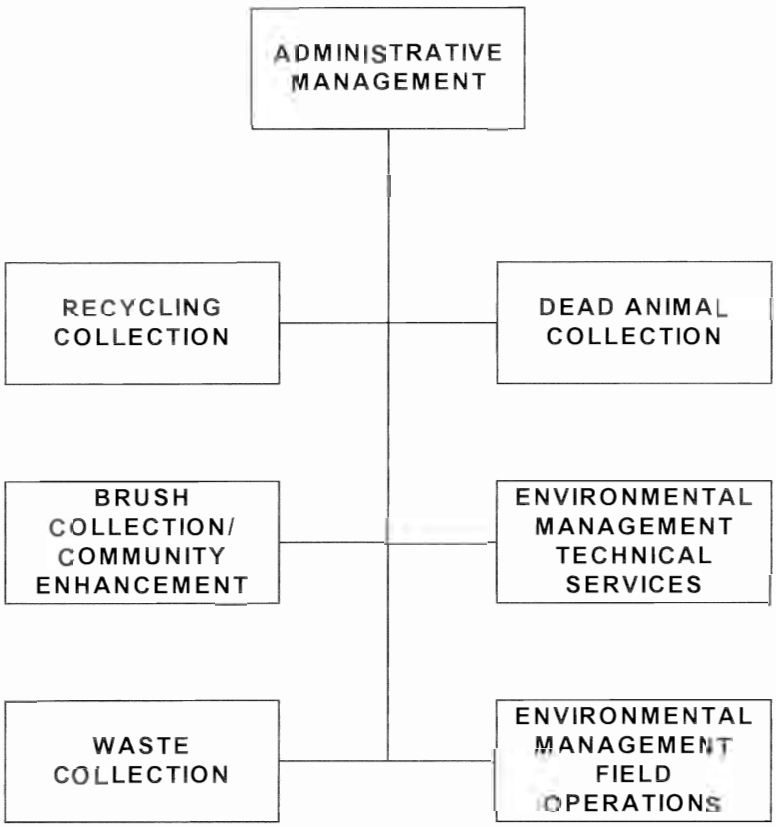
PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Number of PTAC personnel	3	3	4
Number of clients in database	400	400	466
Output:			
Conferences Sponsored	22	25	30
Efficiency:			
Number of Initial Counseling Sessions	260	265	300
Effectiveness:			
Number of follow up Counseling Sessions	500	400	466

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2004-2005	Authorized 2005-2006	Proposed 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	149,950	149,950	216,308
OTHER – (City In-Kind)	206,141	219,260	239,540
TOTAL FUNDING	**$356,091**	**$369,210**	**$455,848**
EXPENDITURES			
PERSONAL SERVICES	$301,218	$315,665	$381,769
CONTRACTUAL SERVICES	45,373	44,045	62,271
COMMODITIES	9,500	9,500	11,808
TOTAL EXPENDITURES	**$356,091**	**$369,210**	**$455,848**
AUTHORIZED POSITIONS	**3**	**3**	**4**
FULL-TIME EQUIVALENT	**3.00**	**3.00**	**4.00**

ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	557.84	$73,616,761
Capital Projects	0.00	1,200,000
Total Funding	**557.84**	**$74,816,761**

MISSION STATEMENT

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

PROGRAM INFORMATION

The Environmental Services Revenue Fund receives most revenues from the Garbage Fee, the Brush Fee, and the Environmental Fee as collected by CPS Energy. Over the next three fiscal years, a new Automated Conversion Fee will be collected to support the conversion to the Automated Collection Program. At the end of the three years, this conversion fee will be eliminated. This fee will also be collected by CPS Energy. Additional revenues to this fund are generated from Waste Hauler Vehicle Permit Fees, sales of Mulch and Brush Recycling Fees, and sale of recyclable materials. The fund supports both the Solid Waste and Environmental Management Divisions of the Environmental Services Department.

The Solid Waste Division is responsible for collection of municipal solid waste generated by over 330,000 homes within the City of San Antonio. The primary services provided includes 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. The new Automated Collection Program is now underway to enhance the solid waste collection process. During the next three and a half years, the City will be converted to an automated system for both garbage and recycling collection. Each household will be provided with two wheeled carts one for garbage and one for recycling. Bi-weekly solid waste collection will continue with one day for garbage and one day for recycling. The Division also incorporates a single-stream recycling program for increased efficiencies and cost control. Other services include supporting neighborhood associations and civic groups through the weekend Dial-A-Trailer program, and sponsorship of Keep San Antonio Beautiful Inc. The Division maintains an on-going public outreach program, disseminating information concerning public health and safety and the various services provided to the general community. The Solid Waste Division also provides cleanups for special events, weather-related emergencies (such as Hurricanes Katrina and Rita), provides oversight of contractors for collection of approximately 29,500 homes and other high priority waste management needs of the City.

The Environmental Management Division assists all City departments with ensuring City facility and construction project compliance with federal, state and local environmental rules and regulations. This Division assesses and investigates the environmental conditions of soil, air and groundwater for the City, and assesses potential environmental impacts associated with transportation and facility improvements. Other major responsibilities of the Division involve administering the City's Air Quality and Household Hazardous Waste (HHW) Programs, monitoring and maintaining closed City landfills, operating the Bitters Brush Recycling Center and overseeing or performing asbestos surveys/abatements, energy efficiency efforts and environmental remediation.

GOALS & OBJECTIVES

SOLID WASTE

To provide the citizens of San Antonio with the highest quality of equitable solid waste, brush/bulky waste and recycling services in a cost effective manner through planning, developing, implementing and coordinating all programs associated with the City's infrastructure system for collection, recycling and disposal of municipal solid waste.

- Improve the Solid Waste Division's quality of service and cost effectiveness by implementing an automated collection system for garbage and recycling.
- Improve the City's recycling program by continuing to refine the single stream collection method.

GOALS & OBJECTIVES CONTINUED

- Continue to monitor the cost/benefit of the various contracted areas and internalize those areas that prove beneficial.
- Continue to evaluate working conditions at departmental facilities in terms of safety and efficiency.
- Evaluate collection efficiencies for possible improvements through the use of other potential operational systems.
- Continue to raise public awareness of the importance of recycling through community outreach.
- Seek grant funding opportunities to promote recycling and landfill waste diversion.

ENVIRONMENTAL MANAGEMENT

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

- Assist all city departments to comply with environmental rules and regulations.
- Continue educating the community about ground level ozone and energy efficiency.
- Seek grants and other funding opportunities to enhance and efficiently operate the Household Hazardous Waste Drop-Off Center and other division operations.
- Strive to perform environmental investigations in-house and contract less than 30% of the Environmental Investigations to consultants.
- Work with purchasing to develop a fuel strategy for the City of San Antonio.
- Enhance the City's Energy Efficiency/Green Building Programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide For Safety and Welfare of San Antonio**					
	Provide safe and convenient disposal for household hazardous waste	No. of Tons of Household Hazardous Waste Received	299	253	326	330
		Attendance	8,835	N/A	8,900	9,020
	Provide a free alternate waste disposal method with Free Landfill Disposal Days	No. of Tons Collected	3,740	3,796	3,493	3,545
		No. of Vehicles Counted	5,756	5,842	4,937	5,011
	Implement automated garbage and recycling collection	No. of Homes (total)	306,200	268,715	268,715	301,167
		No. of Homes Converted to Automated	6,800	44,285	6,800	74,300
	Recycling Outreach	Delivery of Recycling Information[1]	20,212	N/A	43,272	51,372

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Provide Accountability to the Public**					
	Provide cost efficient household hazardous waste management	Disposal/Processing Cost for Household Hazardous Waste	$385,850	$400,000	$439,355	$450,000
	Control landfill disposal costs by promoting increased brush and paper recycling	% of Waste Diverted from the Landfill	8.8%	8.6%	8.6%	8.8%
Internal Processes	**Provide the Best Service Possible**					
	Provide safe and efficient collection of weekly garbage	Tons Collected per Crew per Week[2]	62.2	63.0	62.8	63.0
	Continue the Brush and Bulky Item Program to meet the needs of the citizens	No. of Brush Notification Tags Delivered to Citizens[3]	626,000	635,390	646,000	655,000
	Maintain environmental compliance for all City facilities and projects	Total Environmental Investigations and Corrective Actions	613	678	613	690
	Reduce personal injury accident rate	% of injuries[4]	40%	N/A	36%	29%
Employee Learning & Growth	**Improve Employee Development Training**					
	Provide continued professional development and employee training	Total No. of Training Session Opportunities	275	285	285	285

EXPLANATORY INFORMATION

1 Recycling Education - Delivery of recycling bins, automated carts, Keep San Antonio Beautiful (KSAB) outreach, media campaigns, and community presentations.

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

3 Brush Notification Tags – Reflects tags delivered to City serviced homes. Department evaluating the use of direct mail as a program enhancement.

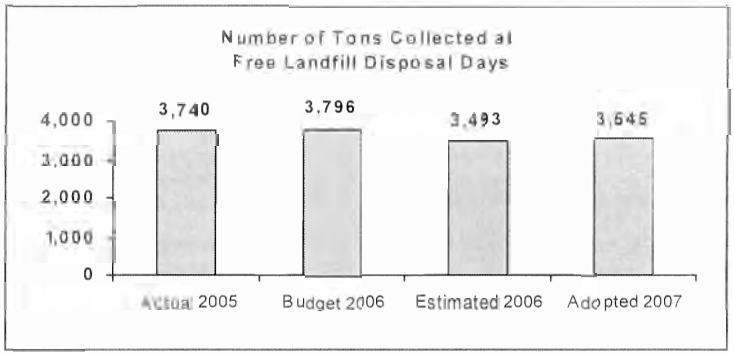
4 Accident Rate – Full-Time only

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Environmental Service Department for FY 2007.

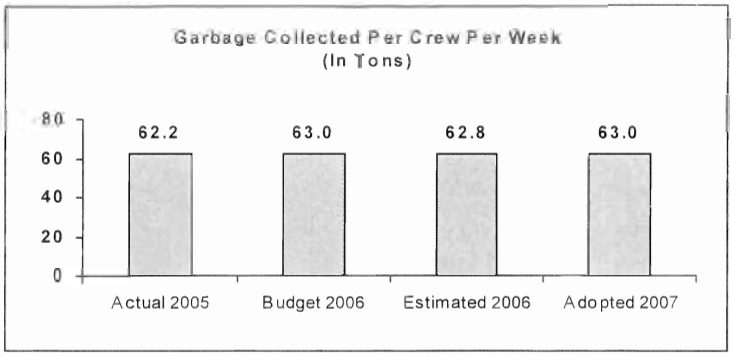
Number of Tons Collected at Free Landfill Disposal Days

These quarterly free Landfill Disposal Days provide residents free alternate waste disposal opportunities for brush and bulky items at various locations. Residents participating are required to provide a copy of a recent CPS Utility Bill and personal identification for proof of residency and payment of the City's Garbage/Brush Fee.



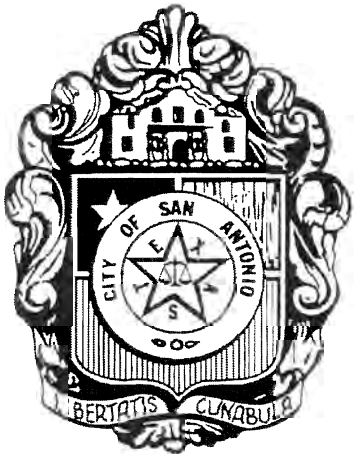
Workload Standard

City garbage crews will provide safe and efficient garbage collection for an estimated 323,000 households in 2007. The City workload standard for garbage collection is 63.0 tons per crew per week.

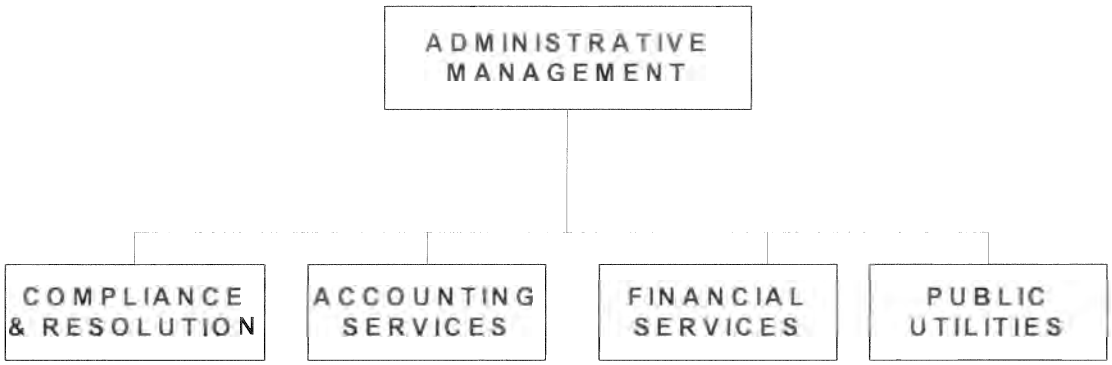


ENVIRONMENTAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$22,507,799	$23,111,173	$24,587,785	$25,681,681
CONTRACTUAL SERVICES	19,535,280	20,679,200	20,234,534	24,210,152
COMMODITIES	1,838,600	1,274,685	2,059,082	1,276,655
SELF INSURANCE/OTHER	8,946,867	11,359,763	10,794,511	12,978,166
CAPITAL OUTLAY	335,119	585,561	357,108	6,461,570
TRANFERS	3,673,698	3,439,325	3,439,325	3,008,537
TOTAL EXPENDITURES	**$56,837,363**	**$60,449,707**	**$61,472,345**	**$73,616,761**
AUTHORIZED POSITIONS	**613**	**607**	**607**	**559**
FULL-TIME EQUIVALENTS	**578.28**	**575.28**	**575.28**	**557.84**


CITY OF SAN ANTONIO
TEXAS
BERTATIS CUNABULA

FINANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	96.00	$8,766,725
Self-Insurance Workers' Compensation	3.00	*
Community Development Block Grant	1.00	63,687
Total Funding	**100.00**	**$8,830,412**

* 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 oversees the operational and capital finances of a $1.7 billion municipal corporation and manages the City's financial assets and resources in accordance with the goals established by City Council, the City Manager, and in compliance with applicable laws, principals, rules, and regulations promulgated by regulatory agencies of municipal finance.

The Department is organized into four areas: Accounting Services, Financial Services, Public Utilities, and Compliance and Resolution Services. Accounting Services supports all City departments by managing and controlling financial transactions, payroll, accounts receivables and payable, grants accounts, as well as ensuring conformance with the City's budgetary limits and specifications. Accounting Services also prepares the City's financial statements, Comprehensive Annual Financial Report, and Single Audit Reports and has financial oversight of the City's Liability Program, Workers' Compensation Program, and Employee Benefits Program. Financial Services manages the City's Debt Management Plan, and banking and investment strategies as well as the City's cash collection activities and ad valorem tax administration. Strict adherence to conservative financial management has allowed the City to meet its financial needs while at the same time maintaining its "Aa2", "AA+" and "AA+" bond rating by Moody's Investors Service, Inc.; Standard & Poor's Public Ratings Services, a division of McGraw-Hill Corporation; and Fitch Ratings, Inc., respectively. Public Utilities provides regulatory oversight of the City-owned utilities CPS Energy (CPS) and the San Antonio Water System (SAWS) and telecommunications companies operating within the City of San Antonio. Oversight includes review of debt transactions, rates, and the development of policies relating to CPS and SAWS. The Office monitors compliance with state and federal laws, regulations, and monitors and performs analysis of pertinent state and federal legislation and proposed regulations. Compliance and Resolution Services ensures compliance of the City's Hotel Occupancy Tax (HOT) and licensing collections as well as conducts program reviews to improve the City's business operations and delivery of services.

GOALS & OBJECTIVES

- Provide timely reports (CAFR, Single Audits, Capital Projects Fund Balance Report, Bond Disclosure and Investment Reports) and enhance the quality and efficiency by which financial services are delivered to the citizens, City departments, outside governmental agencies, and vendors.
- Continue comprehensive review, analysis and evaluation of debt management, portfolio investment management and banking services. Evaluate investment and financing opportunities in order to generate revenue, reduce costs and/or refinance existing debt to achieve interest savings.
- Exercise regulatory/financial oversight over the City-owned utilities, CPS Energy (CPS), and San Antonio Water System (SAWS) to include: review and provide recommendations on proposed rate adjustments, review and provide recommendations on proposed debt transactions, coordinate other financial and utility matters, and coordinate the development of policies related to the ownership of the utilities by the City.
- Monitor proposed federal and state legislation and/or agency rule making to include filing written comments and providing oral testimony.
- Ensure compliance with HOT collections, alcoholic beverage, and coin-operated amusement machine license and permit requirements for all applicable businesses through on-site inspections.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide Accountability to the Public**					
	Produce accurate and detailed financial reports. Ensure conformity with budgetary limits. Demonstrate financial accountability of public funds	Turnaround Time for Accounts Payable Checks (business days)	5	6	5	6
		No. of Checks Issued (excluding payroll)[1]	73,325	75,676	79,775	85,000
Financial	**Conservative Financial Management**					
	Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services	Value of Investment Trade-Cost Basis (billions)[2]	$1.51	$1.89	$1.73	$1.82
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.29	7.33	6.48	7.00
		Avg. Cost of Financing General Obligation Debt at FYE	4.32%	4.47%	4.40%	4.49%
		% of Certificates of Obligation	23.14%	25.94%	22.30%	27.41%
Internal Processes	**Provide Oversight of Public Utilities**					
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility Contracts Monitored/Administered	10	9	12	14
		No. of Public Utility/Agreements/Rate Packages Reviewed	14	9	11	12
Employee Learning & Growth	**Compliance of City Regulations**					
	Ensure compliance with the City's HOT, alcoholic beverages, and coin-operated amusement machine license and permit requirements	Compliance Review of Hotels	40	N/A	50	50
		Resolution of Uncollected HOT Revenues	$186,000	N/A	$200,000	$200,000

EXPLANATORY INFORMATION

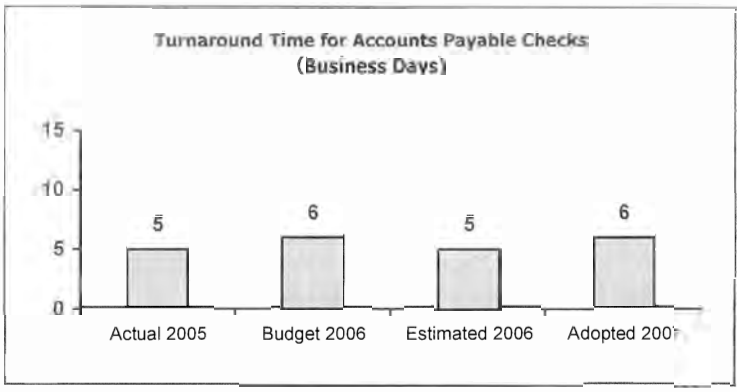
[1] Actual FY 2005 does not include wire transfers.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Finance Department for FY 2007.

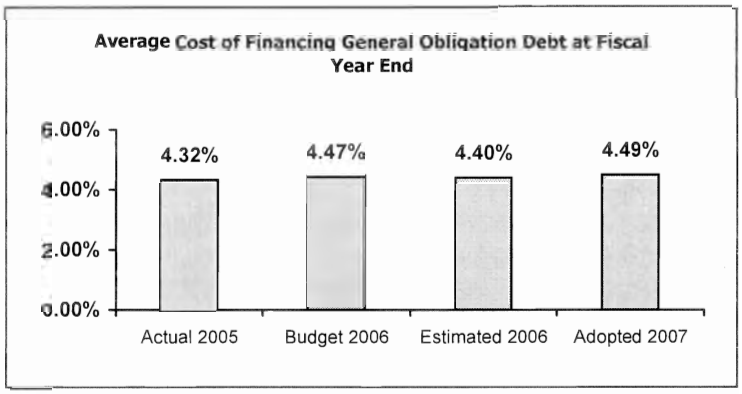
Turnaround Time for Accounts Payable Checks

Measures number of business days to process vendor payments.



Average Cost of Financing General Obligation Debt at Fiscal Year End

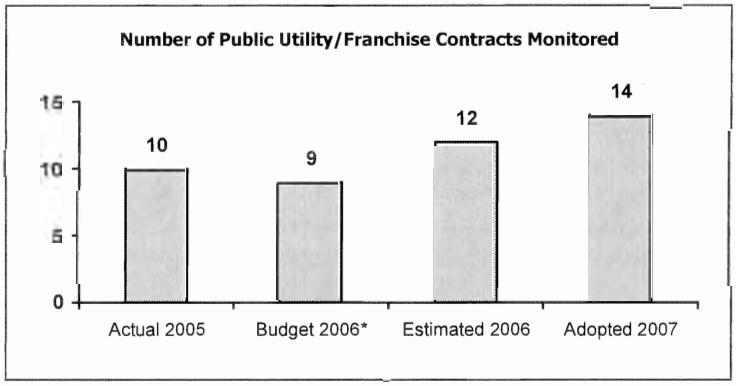
Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end.



Contract Monitoring

Besides negotiating contracts, the Finance Department also monitors cable franchise agreements, license agreements, and other utility contracts. By monitoring these types of contracts and agreements, the Finance Department is able to exercise regulatory and financial oversight over Public Utilities.

**Cable Franchise contracts are now monitored by a state agency*

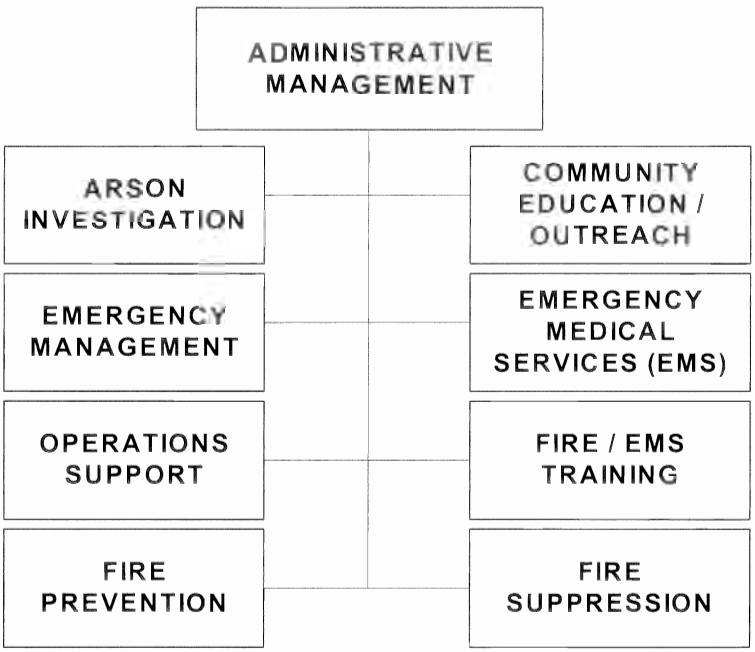


GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$4,597,155	$4,920,122	$4,909,828	$5,606,007
CONTRACTUAL SERVICES	523,435	205,482	207,986	214,007
COMMODITIES	62,652	68,782	69,808	68,782
SELF INSURANCE/OTHER	2,491,962	2,717,526	2,717,556	2,877,929
CAPITAL OUTLAY	29,090	2,526	6,734	0
TOTAL EXPENDITURES	**$7,704,294**	**$7,914,438**	**$7,911,912**	**$8,766,725**
AUTHORIZED POSITIONS	**96**	**96**	**96**	**96**
FULL-TIME EQUIVALENTS	**96.00**	**96.00**	**96.00**	**96.00**

CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

FIRE



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	1,220.00	$133,390,053
EMS-Special Revenue Fund	402.00	49,801,012
Categorical Grants	0.00	3,588,647
Capital Projects	0.00	19,720,000
Total Funding	**1,622.00**	**$206,499,712**

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- To focus on long range planning in order to ensure that the highest possible level of Fire and EMS services are provided to the citizens of our community.
  - By revising 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 for 41 of the City's 49 pumper companies.
  - By continuing effective applicant processing in order to fill vacant positions quickly, while maintaining the Department's high standards of selecting applicants during the hiring process.
- To provide homeland security response capabilities.
  - By training and equipping response personnel.
  - By implementing and planning the coordination of homeland security efforts with local, regional, state, and federal agencies.
- To enhance Emergency Operations capabilities.
  - By seeking outside resources through grants, foundations, and other governmental agencies.
  - By creating community based programs to deliver quality city/emergency/fire services.
- To enhance the Department's facilities and equipment in order to reduce injuries and maintenance costs.
  - By continuing a facility maintenance program that provides for preventive and routine maintenance, as well as station renovation, and station replacement.
  - By replacing and maintaining support vehicles and supplies through the utilization of the information management system.
- To optimize area coverage to provide better fire services.
  - By adding and strategically locating fire fighting companies.
  - By working closely with all City departments on new and expanding areas.
- To enhance department operations.
  - By utilizing civilian support staff to optimize productivity of uniform staff.
  - By finding innovative ways to apply new and existing technology.
  - By routinely creating, reviewing, and revising emergency procedures.
  - By providing adequate training, supervision, direction and control to department personnel.
- To provide for the safety and welfare of the community through educational and code enforcement efforts.
  - By inspecting buildings to detect and eliminate fire and safety hazards.
  - By educating the public on fire safety and emergency preparedness.
  - By intervening in the fire-setting behavior of children.
  - By actively participating in community service programs.
- To provide for the safety and welfare of uniformed firefighter personnel.
  - By providing personal, protective clothing and gear to each firefighter.

GOALS & OBJECTIVES CONTINUED

- By implementing safety and wellness programs.
- By providing reliable apparatus and equipment.
- By providing firefighter safety-oriented in-service training.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide for the Safety and Welfare of San Antonio**					
	Optimize area coverage to provide better fire services	% of Total Calls with a Response Time of 8 Minutes and Under from Call Entry at Dispatch to Arrival time at scene[1]	70.01%	N/A	70.36%	70.71%
	Maximize the number of people contacted about fire safety	% of City Blocks able to be Reached Within 4.25 Minutes Travel Time – Goal is 90%	87.23%	88.10%	87.66%	88.09%
		No. of Fire Pre-Plans Accessible	9,149	10,024	9,823	10,823
		No. of Children Educated by Juvenile Fire Setters Intervention Program[2]	247	N/A	259	269
		No. of Persons Contacted Through the Adopt-a-School Program	51,171	57,105	27,333	47,000
		No. of Persons Receiving Fire Safety Education[3]	41,195	55,622	84,999	87,999
Financial	**Provide Accountability to Public**					
	Maximize alternative sources of funding	Grant Funds, Foundation Funds, and Other Sources of Funding Leveraged/ Awarded[4]	$133,682	N/A	$5,581,399	$3,588,647
	Focus on long range planning to ensure the highest level of Fire service	% of Pumpers in the Replacement Fund	77%	100%	77%	100%
		% of Ladders in the Replacement Fund/Buy-in Program	56%	100%	100%	100%
Internal Processes	**Maintain Existing Infrastructure**					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Avg. Age of Pumpers	10.00	7.38	9.37	5.39
		Avg. Age of Ladders	10.52	3.67	2.98	3.98
		No. of Facility Repair Follow-up Inspections/Investigations per Year	106	100	134	122

EXPLANATORY INFORMATION

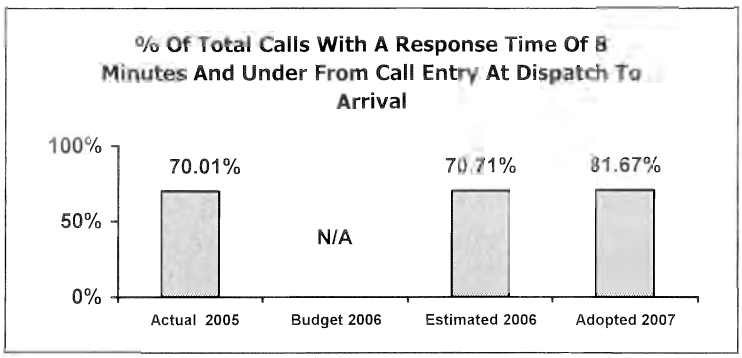
[1] The method for calculating this measure has been revised to now include the dispatch time.
[2] The method of counting individuals has changed to only include children and family members who are specifically educated about Fire Setters Intervention.
[3] In FY 2006, the increase is attributed to the Juvenile Fire Setters Intervention number being revised to only reflect children who are specifically referred to the Department due to fire setting behavior. The balance of those numbers are now included in Fire Safety Education measure.
[4] New method of criteria for Fiscal Year Grant Funds, Foundation Funds, and Other Sources Leveraged is now based upon the date the Grant Agency's Funding/Award Notification is received by SAFD.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Fire Department for FY 2007.

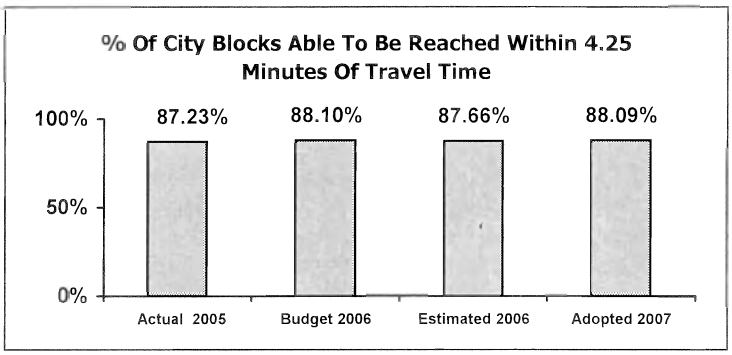
Response Time

A response time of eight minutes and under is a national standard and defines methods for strategically locating fire fighting companies to optimize coverage area and providing improved Fire services.



Location of Fire Facilities

This performance measurement is an internal benchmark used for strategically locating fire facilities. The goal is to locate these facilities within 4.25 minutes travel time of 90% of all City blocks.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$107,652,997	$108,008,903	$113,464,513	$113,426,831
CONTRACTUAL SERVICES	1,251,494	2,053,733	2,149,424	2,384,375
COMMODITIES	1,809,627	1,548,943	1,860,800	1,755,197
SELF INSURANCE/OTHER	10,654,349	13,130,933	13,156,178	15,261,877
CAPITAL OUTLAY	1,971,976	698,786	641,098	561,773
TOTAL EXPENDITURES	**$123,340,443**	**$125,441,298**	**$131,272,013**	**$133,390,053**
AUTHORIZED POSITIONS	**1,200**	**1,217**	**1,217**	**1,220**
FULL-TIME EQUIVALENTS	**1,200.00**	**1,217.00**	**1,217.00**	**1,220.00**

EMERGENCY MEDICAL SERVICES

EMERGENCY MEDICAL SERVICES FUND

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- To address the emergency medical needs of the community.
  - By promptly responding to citizen requests for emergency medical service.
- To respond to incidents involving weapons of mass destruction, hazardous materials and tactical scenarios involving law enforcement agencies.
  - By educating, training, and activating a special operations team.
- To optimize area coverage.
  - By strategically placing peak period units in specific, targeted areas of the City during periods of high demand.
- To achieve and maintain an average Response Time of 8.00 minutes within the Emergency Medical Service response areas.
  - By maintaining a Call Reported to Dispatch time of .75 minutes.
  - By maintaining a Dispatch to Respond of 1.25 minutes.
  - By maintaining an average travel time within the City of 6.00 minutes.
- To proactively reduce the occurrence and impact of citizen injuries and illnesses.
  - By promoting and participating in preventive and health-based community outreach programs that include, but are not limited to, bicycle helmet use and safety, drowning prevention, stroke awareness, and CPR class sessions for adults and elementary-aged students.
- To maximize net revenue from ambulance services.
  - By implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes.
  - By accurately monitoring and addressing issues related to the effective billing collection rate.
- To provide adequate replacement and maintenance of support vehicles, equipment and supplies to effectively and efficiently maintain department operations.
  - By the implementation of the fleet management system.
- To optimize operational efficiency and improve customer service.
  - By reviewing/updating administrative and operational policies regularly for validity and effectiveness.
  - By maintaining a quality assurance program that investigates citizen-based concerns specific to individual paramedics and provides education and/or training to paramedics as necessary.
  - By emphasizing customer service to field officers and paramedics during continuing education in order to improve the communication and informational processes between the patients and paramedics.
- To enhance departmental efficiency and employee performance.
  - By utilizing civilian support staff to optimize productivity of uniformed staff.
  - By implementing safety and wellness programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
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	125,943	128,816	131,984	137,335
	To initiate basic patient care as quickly as possible	Avg. Reported to Arrival Time for First Responders	6.72	6.67	6.76	6.74
	Maintain a City average response time of 8.00 minutes	Avg. Reported to Arrival Time Within the City	8.56	8.31	8.90	9.05
	Improve Customer Service					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	No. of Customer Contacts	11,401	11,725	11,927	12,389
	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[1]	6,075	7,151	4,340	6,944
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	91,981	91,131	94,893	98,561
Internal Processes	**Maintain Existing Infrastructure**					
	Optimize area coverage	No. of Responses per Full-time Unit	4,536	4,358	4,249	4,423
		No. of Responses per Peak Period Unit	1,540	1,503	1,598	1,655

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Enhance employee performance	Total Number of Training Class Hours Received by EMS Personnel	20,308	24,100	25,256	26,384

EXPLANATORY INFORMATION

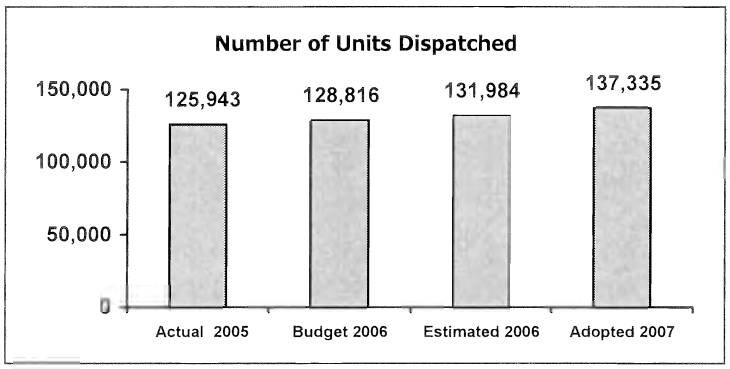
[1] The FY 2006 Estimated figure for "No.of People Contacted Through Community Outreach Events" has declined from the FY 2005 Actual due to increased workload for EMS Paramedics and the aftermath from the SAFD-EMS assistance response to Katrina and Rita Evacuees.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Fire Department Emergency Medical Services (EMS) Division for FY 2007.

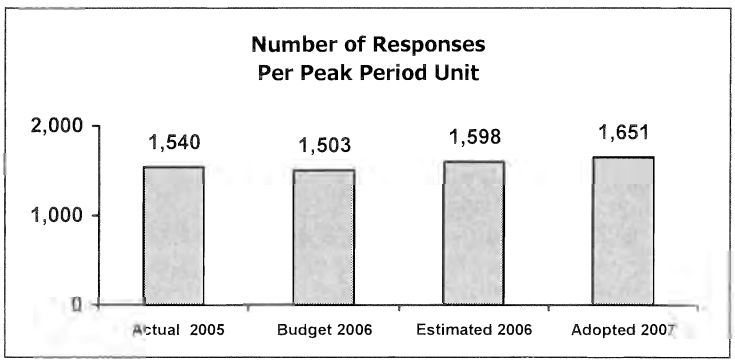
EMS Unit Dispatched

This graph displays the number of EMS Units dispatched to address the emergency needs of the community. The San Antonio Fire Department's EMS Division promptly responds to citizen requests for emergency service.



Responses per Peak Period Unit

This graph shows the number of Peak Period Units that have responded to medical emergency requests within the City. Peak Period units are activated with overtime personnel and based on statistical data and analysis, are strategically placed to address specific areas and periods of high demand.



EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$34,924,202	$36,464,114	$37,346,734	$40,089,780
CONTRACTUAL SERVICES	1,699,558	1,935,062	1,735,087	1,876,319
COLLECTION EXPENSE	1,348,478	1,226,782	1,530,857	1,587,460
COMMODITIES	942,582	1,031,796	913,662	996,585
SELF INSURANCE/OTHER	4,308,436	5,248,992	5,107,027	5,117,250
CAPITAL OUTLAY	134,540	785,448	785,448	133,619
TOTAL EXPENDITURES	**$43,357,796**	**$46,692,194**	**$47,418,815**	**$49,801,012**
AUTHORIZED POSITIONS	**337**	**373**	**373**	**402**
FULL-TIME EQUIVALENTS	**337.00**	**373.00**	**373.00**	**402.00**

Below is a comprehensive listing of the grants the Fire Department expects to receive in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Emergency Management Performance Grant	$0	$138,647	$0	$0	$138,647
Metropolitan Medical Response System (MMRS)	100,000				100,000
State Homeland Security (SHSP) Grant	350,000				350,000
Urban Area Security Initiative (UASI)	3,000,000				3,000,000
TOTAL	**$3,450,000**	**$138,647**	**$0**	**$0**	**$3,588,647**

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.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Output:			
No. of Emergency Management preparedness exercises per year	3	4	4
No. of emergency activations per year	15	16	15
No. of planning documents per year	26	26	26

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by the State	$138,682	$138,647	$138,647
TOTAL FUNDING	**$138,682**	**$138,647**	**$138,647**
EXPENDITURES			
PERSONAL SERVICES	$97,077	$97,077	$97,077
CONTRACTUAL SERVICES	34,113	34,113	34,113
COMMODITIES	2,309	2,309	2,309
SELF INSURANCE/OTHER EXPENDITURES	5,183	5,148	5,148
TOTAL EXPENDITURES	**$138,682**	**$138,647**	**$138,647**

PROGRAM INFORMATION:

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

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal Funding Source	$400,000	$227,592	$100,000
TOTAL FUNDING	**$400,000**	**$227,592**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	$70,021	$95,034	$50,000
CONTRACTUAL SERVICES	17,059	73,141	25,000
COMMODITIES	101,168	27,592	25,000
SELF INSURANCE/OTHER EXPENDITURES	211,752	31,825	0
TOTAL EXPENDITURES	**$400,000**	**$227,592**	**$100,000**

PROGRAM INFORMATION:

The State Homeland Security Program Grant consists of Federal funds administered by the Office of Domestic Preparedness and the Department of Homeland Security State Domestic Preparedness. This grant will provide first responder equipment supplies, pharmaceuticals and training 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 CLASSIFICATION

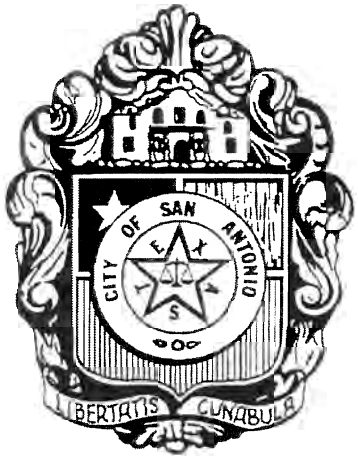
	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$400,408	$489,340	$350,000
TOTAL FUNDING	**$400,408**	**$489,340**	**$350,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$22,500	$0
CONTRACTUAL SERVICES	0	64,000	0
COMMODITIES	54,000	23,182	75,000
SELF INSURANCE/OTHER EXPENDITURES	212,639	0	200,000
CAPITAL OUTLAY	133,769	379,658	75,000
TOTAL EXPENDITURES	**$400,408**	**$489,340**	**$350,000**

PROGRAM INFORMATION:

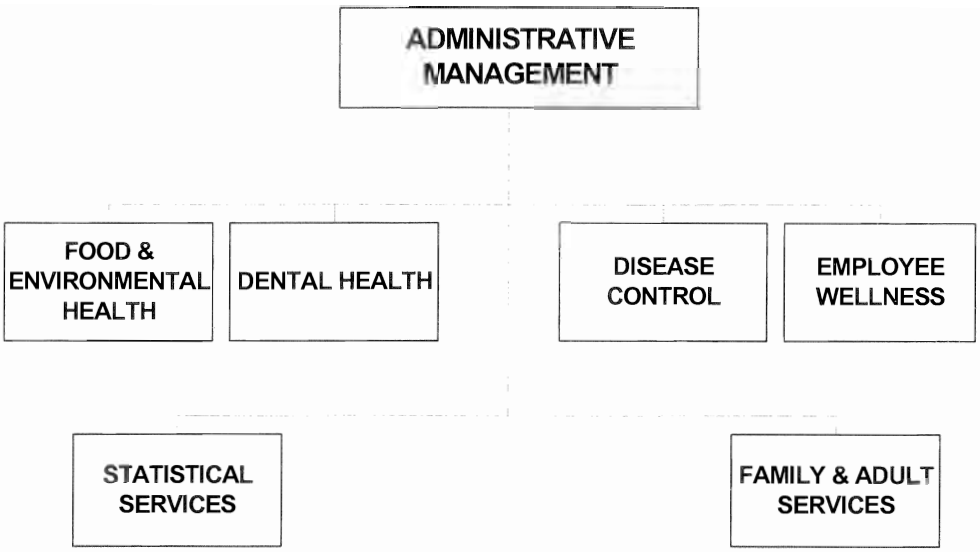
The FY 2006 Urban Area Security Initiative Grant is designed to assist the San Antonio Fire Department's Homeland Security readiness for the next three to five years. The grant will provide funding for planning, training and equipment as outlined in the San Antonio Urban Area Strategy Plan. Critical mission areas within the plan include intelligence and warning, protecting critical infrastructure, and emergency preparedness, mitigation, response and recovery.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$3,604,992	$3,500,000	$3,000,000
TOTAL FUNDING	**$3,604,992**	**$3,500,000**	**$3,000,000**
EXPENDITURES			
PERSONAL SERVICES	$360,000	$170,000	$150,000
CONTRACTUAL SERVICES	105,957	20,000	35,000
COMMODITIES	20,000	87,500	77,500
SELF INSURANCE/OTHER EXPENDITURES	39,491	22,500	37,500
CAPITAL OUTLAY	3,079,544	3,200,000	2,700,000
TOTAL EXPENDITURES	**$3,604,992**	**$3,500,000**	**$3,000,000**


CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

HEALTH



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	260.50	$16,279,786
Public Health Support Revenue Fund	17.50	1,768,237
Occupational Health Fund	5.00	829,508
Categorical Grants	314.50	28,566,111
Capital Projects	0.00	3,695,000
Total Funding	**597.50**	**$50,677,373**

MISSION STATEMENT

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

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) is the single public agency charged by State Law, City Code, and County Resolution with the responsibility for public health programs in San Antonio and the unincorporated areas of Bexar County. Currently, Health District activities include: preventive health services; health code enforcement; clinical services; environmental monitoring; disease control; health education; dental health; maintenance and sale of birth and death certificates; emergency planning and response for natural and manmade disasters; and regulatory functions. Changing needs and emerging trends within our community necessitate the Health Department to rethink how best and to whom it provides service.

We continue to transition to a population-based prevention, advocacy, and education model due to a rise in chronic illnesses such as diabetes and obesity while clinical care, which is more generously funded than ever before, remains the focus of other partners within the public health network.

This transition will not be completed overnight but rather over the course of many years. While shifting focus, the Health Department cannot and will not neglect the needs of patients who currently seek our services. These needs along with new foci are reflected in the goals and objectives outlined below. As we dialogue and plan with the expanding network of clinical providers we will ensure quality care for those who currently entrust their health to us. In order to make this transition effectively and efficiently, SAMHD must transform into a high performance public health department acutely focused on its mission while demanding and securing the necessary personnel and technology to accomplish it. SAMHD also maintains a special effort to promote and protect health in a vulnerable community specifically in ten zip codes at greatest risk (78201, 78207, 78210, 78211, 78221, 78223, 78227, 78228, 78237 and 78242).

GOALS & OBJECTIVES

- Continue to develop and implement a learning environment that provides staff with competencies to address cross-cutting public health issues (maternal and child health, dental health, sexually transmitted diseases (STD), immunizations, tuberculosis control, etc.) that often impact at-risk families and communities. These ongoing efforts will allow the department to qualify for accreditation as a Public Health Agency as mandated in near future.
- Maintain competencies and efficiencies through a series of ongoing public health preparedness exercises to ensure readiness for catastrophic events and acts of terrorism.
- Transition dental services provided into no more than four clinic locations primarily targeting children, pregnant women and adults with uncomplicated emergencies, and reaching out to schools to improve oral health.
- Increase efforts to address risk-taking behaviors among teenagers.
  - Reduce the incidence of pregnancy and births to teens <18 from the current rate of 5.6% to 5.4% within the targeted area of ten zip codes.
  - Collaborate with local school districts to provide classes in STD prevention to middle and high school students with the goal of reducing the incidence of STDs among teens (ages 14-18) by 10%.
  - Coordinate with local pregnancy testing centers to ensure that pregnant women, especially teens, are linked to wrap-around services such as WIC and case management when eligible.

GOALS & OBJECTIVES CONTINUED

- Promote the health of our senior population.
  - Provide adequate staff support in conjunction with the Community Initiatives Department for the Bob Ross Senior Center to promote healthy lifestyles, routine immunizations and better access to care for older residents.
- Improve access to preventive health care for residents.
  - Provide a full array of public health services at the Naco-Perrin clinic.
  - Implement a community awareness campaign about driving safely to reduce motor vehicle and motorcycle accidents.
  - Expand and promote the weight reduction program using best practices recommended by the Centers for Disease Control.
  - Expand and promote adult health education by conducting twenty-five (25) diabetes classes for prevention and management.
  - Continue to expand the Glaucoma Screening program.
- Continue to evaluate departmental service areas in order to facilitate the development of SAMHD into a high performance public health department.
  - Evaluate the newest technology available for conducting and reporting of food and environmental inspections in the field (see program improvement).
  - Collaborate with other City departments (e.g. Code Compliance) in identifying the growing number of unlicensed food vendors and other public health concerns through the development of a City roving team.
  - Expand our Childhood & Adult Immunization status by 5% in offering new vaccines for Whooping Cough, HPV (Human Pappillomavirus), and Meningococcal (Meningitis) as they become available.
  - Implement lessons learned from the Maternal and Child Health Summit.
  - Update and maintain a Pandemic Influenza Plan in coordination with local response partners and provide education to community agencies in both in private and public businesses and residents of Bexar County.
  - Continue City/County discussions on the integration of health care services.
  - Strengthen relationships with the academic community and other health care providers.
  - Improve our capacity for chronic disease surveillance through reporting, training and community awareness.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
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	5.5%	5.5%	5.6%	5.4%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff[1]	237,081	271,000	259,200	262,000
		# of Doses Administered by VFC Providers[1]	NA	NA	362,258	365,000
	To protect residents and visitors from food-borne illnesses	% of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	77%	90%	85%	90%
	To prevent the spread of reportable communicable disease	% Disease Investigations Initiated within Three Days for Communicable Disease TB & STD and Ten Days for other Important Diseases	90%	90%	90%	90%
Financial	**Leverage Other Funding Sources**					
	To increase the number of "billable" preventive health services by encouraging and facilitating enrollment of eligible patients to Medicaid and similar programs	% of Prenatal and Child Patients Linked to Medical Reimbursement Programs (e.g. Medicaid, CHIP, etc.)[2]	79%	79%	85%	80%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget[3]	$1.23	$1.50	$1.32	$1.35
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	$3.70	$3.34	$3.21	$3.35
		% of Eligible Clinical Services Input to TWICES Billing System within One Working Day	65%	90%	90%	90%
		Revenues from the Sale of Birth and Death Certificates (In Millions)[4]	$1.46	$1.29	$2.56	$2.45

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Improve Customer Service**					
	To ensure that eligible patients receive the full array of SAMHD services	% of Eligible Pediatric Patients Enrolled in SAMHD WIC Program	79%	79%	81%	82%
		Clinical Preventive Services Provided in Non-traditional Settings to Include Dental Treatments (day cares, schools, etc.)	3,250	4,325	4,200	4,200
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food & Environmental Inspections per Day per Sanitarian	5.08	7.00	6.00	6.25
		Birth/Death Certificates Issued per Day	752	765	750	765
Employee Learning & Growth	**Innovative and Proactive City Government**					
	To ensure a trained and competent work force	Continuing Education Contact Hours Provided to Public Health Nurses, LVNs and Social Workers Through SAMHD-Sponsored Programs	380	875	850	875
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	N/A	610	396	480
		Continuing Education Hours Provided to Non-licensed Clinic Staff	960	960	960	960
	To promote employee safety	Preventable Accidents[5]	23	28	15	15

EXPLANATORY INFORMATION

1 These numbers represent immunizations administered by providers that receive vaccines from the CDC. This number will be dynamic based on Federal vaccination requirements; however, it is desired that vaccines administered by providers should increase as immunization awareness and education efforts by SAHMD encourage provider participation.

2 It is expected that Title V Program will no longer receive funding after FY 07.

3 Reduction in In-kind Vaccine award of approximately $4 million accounts for decrease in annual grant funds received per GF budget.

4 Fees for Birth and Death records increased by almost 50% beginning in January 2006.

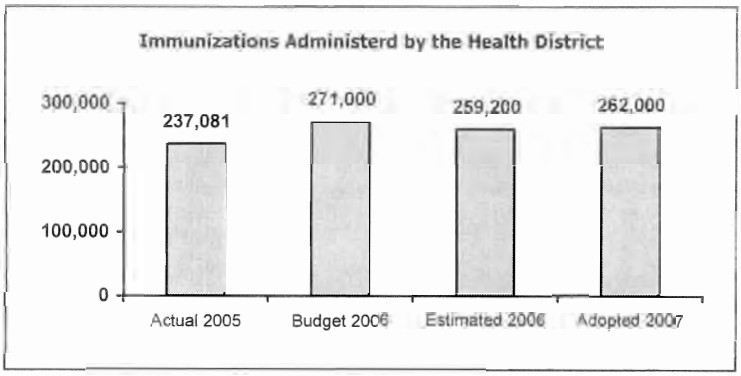
5 Previous numbers included Animal Care Services.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Health District's FY 2007 Balanced Scorecard.

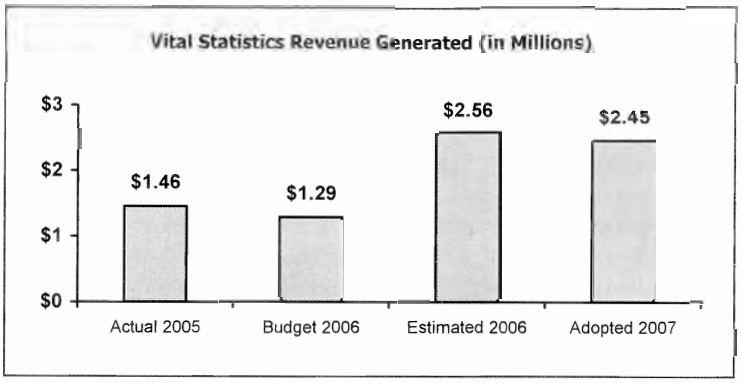
Immunizations Administered by the Health District

The San Antonio Metropolitan Health District's Immunization Division receives federal, state and city funding. These funds support immunization activities throughout the city of San Antonio and Bexar County. Children are provided age appropriate immunizations based on the CDC Immunization Schedule and State Requirements for School Entrance.



Vital Statistics Revenue Generated

In FY 2006, the revenue from the Vital Statistics Division for the sale of birth and death records increased by 95% as a result of new fees prescribed by the Texas Department of State Health Services.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$12,706,993	$12,167,888	$11,245,479	$12,038,214
CONTRACTUAL SERVICES	1,018,811	679,254	1,318,885	902,685
COMMODITIES	749,873	412,598	851,205	783,298
SELF INSURANCE/OTHER	2,188,775	2,084,634	1,893,682	2,302,229
CAPITAL OUTLAY	143,953	185,610	214,454	253,360
TOTAL EXPENDITURES	**$16,808,405**	**$15,529,984**	**$15,523,705**	**$16,279,786**
AUTHORIZED POSITIONS	**335**	**277**	**277**	**263**
FULL-TIME EQUIVALENTS	**332.50**	**274.00**	**274.00**	**260.50**

PROGRAM INFORMATION

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

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.

PUBLIC HEALTH SUPPORT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,737,397	$1,094,828	$991,951	$794,252
CONTRACTUAL SERVICES	83,388	50,315	9,339	15,972
COMMODITIES	1,079,827	400,372	1,276,013	399,372
SELF INSURANCE/OTHER	210,092	63,910	52,313	101,206
CAPITAL OUTLAY	0	0	360	0
TRANSFERS	408,631	457,435	457,435	457,435
TOTAL EXPENDITURES	**$3,519,335**	**$2,066,860**	**$2,787,411**	**$1,768,237**
AUTHORIZED POSITIONS	**47**	**25**	**25**	**18**
FULL-TIME EQUIVALENTS	**46.50**	**24.50**	**24.50**	**17.50**

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- Meet quarterly with Employee Benefits personnel to review medical utilization data from Community First Health Plans.
- Follow-up on employees with abnormal health assessment screen results and update database.
- Promote annual physical examination for all city employees who have not had an examination in the past year.
- Actively promote Walgreen's Healthplus mail order prescription program for COSA employee pharmaceutical discount.
- Initiate discussions with other Texas cities for development of Texas Police Officer Standards and Training (POST) Medical Screening Guidelines for police cadet applicants.

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$333,141	$326,969	$322,298	$344,938
CONTRACTUAL SERVICES	135,204	198,690	304,235	198,791
COMMODITIES	13,070	26,328	36,747	26,328
SELF INSURANCE/OTHER	14,203	40,539	26,893	27,112
TOTAL EXPENDITURES	**$495,618**	**$592,526**	**$690,173**	**$597,169**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

GRANT SUMMARY

Below is a comprehensive listing of the grants expected by the Health District in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
ATSDR-Environmental Health and Wellness	$230,000	$-	$-	$-	$230,000
Bio-Terrorism/Public Health Support	1,858,166	-	-	-	1,858,166
Breast & Cervical Cancer Prevention	-	135,000	-	92,000	227,000
Cities Readiness Initiative	623,334	-	-	-	623,334
Family Focused Diabetes Pilot Project	-	90,000	-	-	90,000
Federal HIV/AIDS Surveillance	123,869	-	-	-	123,869
Federal HIV Prevention	232,350	-	-	-	232,350
Federal Immunization Program	12,568,732	-	-	-	12,568,732
Federal STD Intervention & Surveillance	336,254	-	-	-	336,254
Federal & State TB Grants	353,133	189,472	-	-	542,605
GlaxoSmithKline – Havrix 231	-	-	-	191,520	191,520
GlaxoSmithKline-HibMency-TT	-	-	-	99,000	99,000
Health Education Project	-	152,888	-	-	152,888
Healthy Start Initiative	750,000	-	-	-	750,000
Human Papillomavirus (HPV) Study Phase II	-	-	-	57,368	57,368
Inner-City School Immunization	-	454,597	-	-	454,597
Lead Poisoning Program	100,000	-	-	-	100,000
Learn, Prepare, Eat, & Enjoy	-	-	-	34,550	34,550
Milk Sample Lab Tests	-	34,500	-	-	34,500
Parent & Child, Inc.	-	-	-	323,316	323,316
Public Center for Environmental Health (PCEH)	500,000	265,000	-	-	765,000
Refugee Screening	143,495	-	-	-	143,495
Title V Family Planning	-	129,649	-	11,000	140,649
Title V Maternal Child Health	-	261,455	-	122,000	383,455
Title X Family Planning	-	33,841	-	-	33,841
Title XX Family Planning	-	350,000	-	115,000	465,000
Sanofi Pasteur-Vaccine M5A10	-	-	-	211,438	211,438
Sanofi Pastuer-P3T11	-	-	-	48,709	48,709
Steps to a Healthier San Antonio Initiative	1,508,800	-	-	-	1,508,800
Women, Infants, & Children (WIC) Supplemental Nutrition Program	5,835,675	-	-	-	5,835,675
TOTAL	**$25,163,808**	**$2,096,402**	**$ -**	**$1,305,901**	**$28,566,111**

PROGRAM INFORMATION:

The Federal Agency for Toxic Substances and Disease Registry (ATSDR) provided funds to the San Antonio Metropolitan Health District to address health concerns in the community surrounding the former Kelly Air Force Base. Program activities include determining the health status of area residents and former base workers, evaluating potential environmental exposures, and providing community and worker health education.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of homes in affected area	22,000	22,000	22,000
No. of clinic appointments	275	90	100
No. of homes targeted for door-to-door visits	N/A	1,008	0
No. of home visit appointments	N/A	75	0
No. of Air Quality Monitors Installed	N/A	3	0
No. of Homes Tested for Vapor Intrusion	N/A	12	0
Output:			
No. of full environmental health assessments	186	30	50
No. of environmental health assessments in the home (not all that are seen have appointments)*	N/A	136	0
No. of letters mailed and flyers left with door-door visits	N/A	2,500	0
No. of flyers physically handed to residents with discussion	N/A	680	0
No. of senior citizens receiving a comprehensive health assessment	164	66	200
No. of new major Projects	0	2	5
Effectiveness:			
Pct. of homes in target area receiving an environmental health assessment (in home assessments/homes in target area)	N/A	13%	0%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$537,681	$416,283	$230,000
TOTAL FUNDING	**$537,681**	**$416,283**	**$230,000**
EXPENDITURES			
PERSONAL SERVICES	$275,966	$87,429	$87,658
CONTRACTUAL SERVICES	158,323	249,627	142,342
COMMODITIES	40,765	24,100	0
SELF INSURANCE/OTHER	62,627	25,127	0
CAPITAL OUTLAY	0	30,000	0
TOTAL EXPENDITURES	**$537,681**	**$416,283**	**$230,000**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**2.00**

BIOTERRORISM/PUBLIC HEALTH SUPPORT

PROGRAM INFORMATION:

This federal grant will fund SAMHD Bio-terrorism Preparedness Project. These funds will be used for initiatives specifically designed to upgrade the response capability of our public health system.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of independent School Districts (ISD)/PODS for SNS	19	40	40
Primary	19	25	25
Secondary	0	14	20
No. of MOU with response agencies (ARC,BCFS,County)	0	5	8
Output:			
No. of ILA's with Municipalities	0	0	25
Vaccinations provided to Tier One Smallpox Response Teams	125	0	135*
No. of inter-local agreements with ISDs	0	11	11**
Effectiveness:			
Pct. of Bio-Terrorism Lab Completion	25%	100%	N/A
SAMHD All-Hazard Training (WMD, NIMS and SNS)	0%	90%	99%

EXPLANATORY INFORMATION

*Program will cease in 2005-2006. Individuals vaccinated will be the completion of groups started or new hire or replacements for previously vaccinated individuals. Implementation of more stringent medical screening guidelines has increased the number of individuals disqualified for medical reasons.

** Agreements are with Independent School Districts-not individual schools.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$3,050,302	$2,211,789	$1,858,166
TOTAL FUNDING	$3,050,302	**$2,211,789**	**$1,858,166**
EXPENDITURES			
PERSONAL SERVICES	$579,616	$973,505	$980,505
CONTRACTUAL SERVICES	2,267,760	470,944	470,900
COMMODITIES	57,132	334,076	335,600
SELF INSURANCE/OTHER	73,200	337,770	71,161
CAPITAL OUTLAY	72,594	102,494	0
TOTAL EXPENDITURES	**$3,050,302**	**$2,218,789**	**$1,858,166**
AUTHORIZED POSITIONS	**19**	**19**	**22**
FULL-TIME EQUIVALENTS	**19.00**	**19.00**	**22.00**

BREAST & CERVICAL CANCER PREVENTION

PROGRAM INFORMATION

This program combines several funding sources related to breast and cervical cancer prevention for women. The grants provide outreach, health education, medical care and related case management for women who have no health insurance and the family income is less than 200% of the federal poverty guidelines. Funding is provided through the Texas Department of State Health Services (DSHS) Breast and Cervical Cancer Control Program, Cancer Therapy and Research Center, and the Susan G. Komen Foundation, San Antonio Chapter. New to this initiative is the partnership with CHRISTUS Santa Rosa Healthcare AVON-CDC Foundation Mobile Mammography Project targeting women who are geographically isolated from mammogram facilities.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Available funds to support qualified women	$312,500	$277,200	$227,200
Output:			
No. of women receiving grant funded services	625	600	600
No. of women who received case management services	140	135	135
Efficiency:			
Funds exhausted	100%	100%	100%
Effectiveness:			
Percentage of new women entering the program	21%	25%	25%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE	$132,500	$147,700	$135,000
OTHER – Cancer Therapy and Research Center	80,000	40,000	0
OTHER – Susan G. Komen	100,000	82,744	84,000
OTHER – CHRISTUS Santa Rosa	0	40,000	8,000
TOTAL FUNDING	**$312,500**	**$310,444**	**$227,000**
EXPENDITURES			
PERSONAL SERVICES	$231,563	$180,818	$180,818
CONTRACTUAL SERVICES	76,847	125,294	43,982
COMMODITIES	1,630	1,800	1,450
SELF INSURANCE/OTHER	2,460	2,532	750
TOTAL EXPENDITURES	**$312,500**	**$310,444**	**$227,000**
AUTHORIZED POSITIONS	**6**	**3**	**2**
FULL-TIME EQUIVALENTS	**6.00**	**3.00**	**2.00**

CITIES READINESS INITIATIVE

PROGRAM INFORMATION:
This federal grant will provide additional funding to the SAMHD Public Health Emergency Preparedness (PHEP) Division and the surrounding 7 County's included in the San Antonio Metropolitan Statistical Area (SA-MSA). These funds are to be used specifically to enhance the development of the Strategic National Stockpile Plan for a more rapid deployment. Where possible, sections in the SNS Plan should be standardize and coordinate with one other.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of ILA's with Indep. School Districts and others.			
ISD's	N/A	11	11
Colleges and Universities	N/A	0	2
Corperations	N/A	0	5
Develop a Crisis and Emergency Risk Communications Plan	N/A	90%	100%
Output:			
Rapid deployment of the SNS Plan within 6 hours to initiate dispensing or upon SNS pushpack arrival. Goal is 6 hours.	N/A	10 hours	6 hours
Effectiveness:			
Able to dispense prophylaxis to 1.5 million people in 48 hours	N/A	50%	75%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	N/A	$197,750	$623,334
TOTAL FUNDING	**N/A**	**$197,750**	**$623,334**
EXPENDITURES			
PERSONAL SERVICES	N/A	$2,000	$0
CONTRACTUAL SERVICES	N/A	0	323,334
COMMODITIES	N/A	120,750	100,000
OTHER EXPENDITURES	N/A	75,000	200,000
CAPITAL OUTLAY	N/A	0	0
TOTAL EXPENDITURES	**N/A**	**$197,750**	**$623,334**
AUTHORIZED POSITIONS	**N/A**	**0**	**0**
FULL-TIME EQUIVALENT	**N/A**	**0.00**	**0.00**

FAMILY FOCUSED DIABETES PROJECT

PROGRAM INFORMATION:

The Family Focused Diabetes Project funded through the Texas Department of State Health Services and Texas Diabetes Council is a collaborative project between the local Texas Diabetes Institute, House of Neighborly Service and San Antonio Metropolitan Health District. It is a pilot project in zip code 78207 to determine effective measures in reaching families whose members have Type II Diabetes or are at high risk for developing diabetes. The project includes health risk assessment, educational classes, and referrals to community agencies.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Grant from Texas Department of Health to conduct pilot project	N/A	$90,000	$90,000
Output:			
No. of families enrolled in the program	N/A	50	50
No. of classes held	N/A	30	30
No. of risk assessment conducted	N/A	100	100
Efficiency:			
Average number of participants in classes	N/A	10	10
Effectiveness:			
Post evaluation scores of new knowledge gained by participant	N/A	80%	80%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$89,740	$90,000	$90,000
TOTAL FUNDING	**$89,740**	**$90,000**	**$90,000**
EXPENDITURES			
PERSONAL SERVICES	$37,377	$56,026	$56,059
CONTRACTUAL SERVICES	38,624	25,916	28,046
COMMODITIES	4,450	3,702	3,246
SELF INSURANCE/OTHER	8,049	2,396	2,649
CAPITAL OUTLAY	1,240	1,960	0
TOTAL EXPENDITURES	**$89,740**	**$90,000**	**$90,000**
AUTHORIZED POSITIONS	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**

FEDERAL HIV/AIDS SURVEILLANCE

PROGRAM INFORMATION:

This grant funds HIV surveillance activities. These activities are to fully research HIV/AIDS case reports submitted from hospitals, laboratories and private physicians. Information obtained from review of pertinent records including hospital records, death certificates and other information is collected to assess risk factors, demographic information, stage at diagnosis, access to health care, notification of test result, determination if partners have been notified and tested and other key information necessary to follow HIV/AIDS rates in our community. Also, the staff monitors the change in a patient's status from HIV to AIDS. Newly diagnosed or especially high-risk persons with HIV are referred to the STD disease intervention specialists for interview, partner solicitation and referral to services. Staff maintains a confidential and secure database to identify and track the disease progression of persons diagnosed with HIV/AIDS, as required by the Centers for Disease Control and Prevention (CDC) and the Department of State Health Services (DSHS).

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of HIV/AIDS reports researched	9,567	9,600	9,000
Output:			
No. of HIV case reports requiring medical chart review	1,456	1,500	1,296
Efficiency:			
Pct. medical charts of HIV cases reviewed within 3 working days	90%	90%	90%
Effectiveness:			
No. of HIV/AIDS records referred to investigators for disease intervention/partner solicitation	253	250	250

EXPLANATORY INFORMATION

HIV/AIDS has increased in our community. This is likely due to a variety of reasons including increased high risk behavior among certain segments of the population, improved HIV test accessibility, improved surveillance/ recording of positive test results, improved disease investigation and partner notification, decreased funding of prevention programs, and other social issues which can lead to an increase in risk taking behavior.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$121,299	$123,869	$123,869
TOTAL FUNDING	**$121,299**	**$123,869**	**$123,869**
EXPENDITURES			
PERSONAL SERVICES	$116,398	$109,803	$118,783
CONTRACTUAL SERVICES	4,508	4,920	3,336
COMMODITIES	110	800	875
SELF INSURANCE/OTHER	283	8,346	875
TOTAL EXPENDITURES	**$121,299**	**$123,869**	**$123,869**
AUTHORIZED POSITIONS	**3**	**3**	**3**
FULL-TIME EQUIVALENTS	**3.00**	**3.00**	**3.00**

FEDERAL HIV PREVENTION

PROGRAM INFORMATION:

This grant funds HIV/AIDS education, prevention and intervention activities, targeting high-risk populations. Interventions use behavioral modification techniques to reduce risky behavior that transmits HIV and AIDS. Also, staff conducts outreach activities to recruit high-risk populations for the interventions, HIV testing and education.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of clients reached through outreach recruitment efforts	2,778	3,360	3,360
Output:			
No. of clients reached from target group	451	576	576
Efficiency:			
No. of clients enrolled at initial session	218	196	198
Effectiveness:			
Pct. of clients attending all sessions of intervention	97%	98%	97%

EXPLANATORY INFORMATION:

The Program expects a 9% dropout rate during the year. Clients with uncertain HIV status will be tested. Syphilis testing is offered to all clients. Clients with newly positive results will be referred for medical evaluation and contact investigation. The performance measures are aligned with grantor requirements.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$166,689	$232,350	$232,350
TOTAL FUNDING	**$166,689**	**$232,350**	**$232,350**
EXPENDITURES			
PERSONAL SERVICES	$139,875	$151,733	$182,947
CONTRACTUAL SERVICES	16,547	38,700	46,287
COMMODITIES	7,778	20,086	3,116
SELF INSURANCE/OTHER	2,489	4,831	0
CAPITAL OUTLAY	0	17,000	0
TOTAL EXPENDITURES	**$166,689**	**$232,350**	**$232,350**
AUTHORIZED POSITIONS	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**4.50**	**4.50**	**4.50**

FEDERAL IMMUNIZATION PROGRAM

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services to infants, children, adolescents and adults of Bexar County in accordance with the recommendations of the National Advisory Committee on Immunization Practices (ACIP). The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and by equipping other providers in the community with the vaccine and training needed to provide immunizations to unfunded children (Vaccines for Children Program). This project also supports the staff and equipment needed to maintain the City Automated Immunization Record System for all patients that are vaccinated in public health clinics or by private providers enrolled in the Vaccines for Children (VFC) program. The grant cycle follows the calendar year.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No of Immunization Division Operated Clinics	4	3	3
Output:			
No. of doses administered by Immunization Staff	249,059	245,000	247,000
No. of flu vaccines administered	43,886	33,920	53,000
No. of VFC Provider In-services	300	319	334
Efficiency:			
Vaccine Wastage For Public/Private Providers	2%	3%	2%
No. of hepatitis B vaccine consent forms from hospitals	19,228	19,572	21,750
Effectiveness:			
Pct. of Public VFC Clinics receiving compliance site visits	100%	100%	100%
Pct. of VFC Providers receiving in-service training	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – CDC	$12,568,732	$12,568,732	$12,568,732
TOTAL FUNDING	**$12,568,732**	**$12,568,732**	**$12,568,732**
EXPENDITURES			
PERSONAL SERVICES	$1,993,899	$1,993,899	$1,993,899
CONTRACTUAL SERVICES	270,937	270,937	270,937
COMMODITIES	143,029	143,029	143,029
SELF INSURANCE/OTHER	111,251	111,251	111,251
CAPITAL OUTLAY	33,510	33,510	33,510
SUBGRANTING (Vaccine Inkind)	10,016,106	10,016,106	10,016,106
TOTAL EXPENDITURES	**$12,568,732**	**$12,568,732**	**$12,568,732**
AUTHORIZED POSITIONS	**54**	**54**	**54**
FULL-TIME EQUIVALENTS	**51.00**	**51.00**	**51.00**

PROGRAM INFORMATION:

This grant funds STD surveillance and intervention activities. These efforts include receiving reports of STDs, recording results in a confidential and secure data base, interviewing clients diagnosed with a high priority STD (newly diagnosed HIV, infectious Syphilis, or an STD in pregnancy), identifying and notifying sex partners, and ensuring sex partners receive evaluation and treatment from a medical provider.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of syphilis cases requiring interview	409	376	400
No. of HIV/AIDS cases requiring interview	238	270	250
Output:			
No. of syphilis cases with disease intervention	205	217	210
No. of HIV/AIDS cases partners/clusters	459	468	460
Efficiency:			
Pct. of syphilis partners examined in 7 days *	74%	69%	70%
Pct. of HIV/AIDS cases referred into services**	97%	98%	95%
Effectiveness:			
No. of syphilis partners/clusters preventively treated	362	344	350
Pct. of HIV/AIDS partners/clusters tested	89%	93%	90%

EXPLANATORY INFORMATION:

Sexually transmitted diseases have increased in our community, especially syphilis and HIV. These increases are seen nationwide and are due to increased high-risk behaviors, decreased funding toward prevention programs and other social issues making these diseases difficult to combat. ***Denotes DSHS requirement 65%; ** DSHS requirement is 90%**

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$320,285	$336,254	$336,254
TOTAL FUNDING	**$320,385**	**$336,254**	**$336,254**
EXPENDITURES			
PERSONAL SERVICES	$295,332	$279,202	$279,202
CONTRACTUAL SERVICES	17,079	47,694	47,694
COMMODITIES	3,114	3,978	3,978
SELF INSURANCE/OTHER	2,594	5,380	5,380
CAPITAL OUTLAY	2,166	0	0
TOTAL EXPENDITURES	**$320,285**	**$336,254**	**$336,254**
AUTHORIZED POSITIONS	**7**	**7**	**7**
FULL-TIME EQUIVALENTS	**7.00**	**7.00**	**7.00**

FEDERAL & STATE TB GRANT

PROGRAM INFORMATION:

These grants fund tuberculosis preventive and TB treatment activities for Bexar County. The activities include: outreach, investigation, treatment and community surveillance. Outreach activities include administration of anti-tuberculosis medications by direct observation (DOT), and contact investigation of those persons potentially exposed to infectious TB. DOT can be administered at a patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB disease, and actively locating and informing those who may have been exposed to TB. Contacts are encouraged to seek evaluation at an SAMHD facility, and take preventive therapy. Preventive medication and medical care associated with TB exposure and prevention is provided at the TB Clinic. Surveillance is the active monitoring, tracing and on going epidemiological reviews of cases and exposures. Surveillance activities are routinely conducted at homeless shelters, substance abuse treatment facilities, detention facilities, community organizations, and other settings where TB may be deemed likely.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of contacts exposed to someone w/active TB disease	768	1,400	1,000
No. of people suspected or confirmed with active TB disease	163	185	160
Output:			
No. of contacts medically evaluated	591	1,160	850
No. of people clinically or confirmed TB	74	65	70
Efficiency:			
Pct. of contacts needing preventive therapy	148	150	213
Pct. of TB cases on DOT, with signed agreement of care	72	63	68
Effectiveness:			
Pct. of contacts successfully completing preventive therapy	30%	61%	63%
Pct. of TB cases completing therapy in 1 year	98%	98%	98%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE - FUNDING PROVIDED BY DSHS	$136,485	$189,472	$189,472
FEDERAL - CDC	354,031	375,653	353,133
TOTAL FUNDING	**$490,516**	**$565,125**	**$542,605**
EXPENDITURES			
PERSONAL SERVICES	$412,414	$453,413	$451,727
CONTRACTUAL SERVICES	60,792	64,333	60,648
COMMODITIES	9,234	7,600	9,450
SELF INSURANCE/OTHER	8,076	39,779	20,780
TOTAL EXPENDITURES	**$490,516**	**$565,125**	**$542,605**
AUTHORIZED POSITIONS	**10**	**14**	**10**
FULL-TIME EQUIVALENTS	**10.00**	**13.50**	**9.50**

GLAXOSMITHKLINE - HAVRIX 231

PROGRAM INFORMATION:

This program operates under an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the safety, tolerability, and effectiveness of Havrix, a vaccine to immunize children against Hepatitis A. This was an open, randomized, multi-center study in which healthy children were targeted to be enrolled at 12 months of age and vaccinated with Havrix at 15 months of age.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of FTEs	2	2	2
No. of Principal Investigators	1	1	1
No. of Sub-Investigators	8	8	5
Output:			
No. of clients enrolled	66	54	120
No. of study shots administered	198	162	360
No. of immunizations administered	330	270	600
No. of client visits	330	270	600
Efficiency:			
No. of physicals	66	54	120
No. of flyers distributed	100	100	100
No. of recruitment letters mailed	400	400	400
No. of recruitment calls	3,000	3,000	3,000
No. of clients enrolled	66	54	120
Effectiveness:			
Pct. Of children up to date	85%	85%	85%
Pct. Of blood draws	95%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	$124,780	$191,520	$191,520
TOTAL FUNDING	**$124,780**	**$191,520**	**$191,520**
EXPENDITURES			
PERSONAL SERVICES	$111,009	$130,299	$142,523
CONTRACTUAL SERVICES	7,479	21,500	19,000
COMMODITIES	400	10,780	29,997
SELF INSURANCE/OTHER	5,892	28,941	0
TOTAL EXPENDITURES	**$124,780**	**$191,520**	**$191,520**
AUTHORIZED POSITIONS	**1**	**1**	**2**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**2.00**

GLAXOSMITHKLINE-HIBMENCY-TT

PROGRAM INFORMATION:

This program operates under an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District (SAMHD) to participate in a clinical trial to evaluate the study vaccine Hib-MenCY-TT. The objective of this study is to determine the consistency of 3 manufacturing lots of GlaxoSmithKline (GSK) Hib-MenCY-TT with respect to immunogenicity and safety compared to the control vaccine ActHIB® when co-administered with *Pediarix* to healthy infants at 2, 4, and 6 months of age.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of FTEs	N/A	N/A	1
No. of Principal Investigators	N/A	N/A	1
No. of Sub-Investigators	N/A	N/A	2
Output:			
No. of clients enrolled	N/A	N/A	50
No. of study vaccine administered	N/A	N/A	400
No. of immunizations administered	N/A	N/A	200
No. of physical exams	N/A	N/A	200
Efficiency:			
No. of recruitment letters mailed	N/A	N/A	200
No. of recruitment calls	N/A	N/A	3,500
Effectiveness:			
Pct. Of blood draws obtained	N/A	N/A	N/A
Pct. Of clients up to date	N/A	N/A	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	N/A	N/A	$99,000
TOTAL FUNDING	**N/A**	**N/A**	**$99,000**
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	$64,695
CONTRACTUAL SERVICES	N/A	N/A	5,000
SELF INSURANCE/OTHER	N/A	N/A	29,305
TOTAL EXPENDITURES	**N/A**	**N/A**	**$99,000**
AUTHORIZED POSITIONS	N/A	N/A	**2**
FULL-TIME EQUIVALENTS	N/A	N/A	**2.00**

HEALTH EDUCATION PROJECT

PROGRAM INFORMATION:

The goals of the OPHP "000" Local Public Health Support grant are:

1. Administration of public health services provided for within the Office of the Director of Health.
2. Provision of appropriate public health information to the community
3. Prevention of chronic disease including obesity, diabetes and asthma.
4. Implementation of the Mobilizing for Action through Planning and Partnerships (MAPP) model in order to facilitate the implementation of a more comprehensive public health system.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of new agencies recruited as members to MAPP.	26	10	15
Output:			
No. of Service Contracts with community agencies.	110	73	90
No. of PSA's, media productions and news briefs coordinated and implemented in order to inform the public.	62	70	85
Efficiency:			
Pct. of Service Contracts initiated and implemented.	80%	80%	90%
Pct. of public health activities receiving media attention.	50%	55%	65%
Pct. of activities completed that were proposed throughout the community in order to fight chronic disease.	N/A	85%	95%
Effectiveness:			
Pct. of Service Contracts with local, state and federal agencies	100%	100%	100%
Pct. of evaluation activities that indicate prevention efforts in the fight against chronic disease are having a positive effect.	N/A	N/A	65%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$243,637	$279,082	$152,888
TOTAL FUNDING	**$243,637**	**$279,082**	**$152,888**
EXPENDITURES			
PERSONAL SERVICES	$190,802	$256,925	$152,888
CONTRACTUAL SERVICES	2,472	14,331	0
COMMODITIES	2,587	1,461	0
SELF INSURANCE/OTHER	27,557	6,365	0
CAPITAL OUTLAY	20,219	0	0
TOTAL EXPENDITURES	**$243,637**	**$279,082**	**$152,888**
AUTHORIZED POSITIONS	**5**	**5**	**3**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**3.00**

PROGRAM INFORMATION:

The goals of the San Antonio Healthy Start Program are to reduce the overall infant mortality and low birth rates within the targeted community. To achieve these goals, seven (7) objectives that support reducing infant mortality have been adopted.

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of referrals to HS per month	120	120	100
No. of active HS cases followed per month	75	75	100
Pct. of women receiving prenatal care during 1st trimester	35%	35%	35%
No. of families who participated in parenting education	175	175	100
Output:			
Pct. of women screened for depression & domestic violence	100%	100%	100%
No. of women receiving prenatal care during 1st trimester	50	50	50
No. of families served through HS	150	150	150
Effectiveness:			
Pct. of cases that had a positive birth outcome	93%	93%	95%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – HRSA	$726,343	$875,000	$750,000
TOTAL FUNDING	**$726,343**	**$875,000**	**$750,000**
EXPENDITURES			
PERSONAL SERVICES	$560,923	$657,368	$579,803
CONTRACTUAL SERVICES	130,201	120,216	150,186
COMMODITIES	12,788	28,479	4,474
SELF INSURANCE/OTHER	22,431	68,937	15,537
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$726,343**	**$875,000**	**$750,000**
AUTHORIZED POSITIONS	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**13.00**	**13.00**	**13.00**

HEALTH DISTRICT

HUMAN PAPILLOMAVIRUS (HPV) STUDY PHASE II

PROGRAM INFORMATION:

This program operates under an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial to evaluate the prevention of human papillomavirus (HPV) cervical infection in women through a preventative vaccine. This study is a double blind, placebo-controlled study to evaluate the efficacy of a HPV vaccine. The study originally consisted of 8 visits throughout an 8-month period. This study has been extended to include an additional three visits (total of 11 visits). The study is expected to continue for approximately three years.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of FTEs	1	1	2
No. of Principal Investigators	1	1	1
No. of Sub-Investigators	4	9	10
Output:			
No. of clients enrolled	19	13	13
No. of blood draws	73	52	26
No. of client visits	209	91	26
Efficiency			
No. of clients enrolled	19	13	13

EXPLANATORY INFORMATION:

The estimated number of clients to be enrolled in the clinical trial, client visits, and vaccinations provided are based on a contract established with the pharmaceutical company.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	$44,244	$57,368	$57,368
TOTAL FUNDING	**$42,244**	**$57,368**	**$57,368**
EXPENDITURES			
PERSONAL SERVICES	$34,406	$43,089	$43,089
CONTRACTUAL SERVICES	3,020	8,300	8,300
COMMODITIES	0	2,400	2,400
SELF INSURANCE/OTHER	6,818	3,579	3,579
TOTAL EXPENDITURES	**$44,244**	**$57,368**	**$57,368**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

INNER-CITY SCHOOL IMMUNIZATION

PROGRAM INFORMATION:

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of vaccine preventable diseases reported	538	928	685
Output:			
No. of public/private school/daycares assessed	258	107	185
No. of provider In-services	300	319	334
No. of new providers enrolled in program	14	6	7
Efficiency:			
Vaccine wastage for public/private providers	2%	3%	2%
Effectiveness:			
Pct. of public immunization clinics receiving annual in-services	100%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by the DSHS	$762,632	$429,812	$454,597
TOTAL FUNDING	**$762,632**	**$429,812**	**$454,597**
EXPENDITURES			
PERSONAL SERVICES	$579,048	$393,260	$397,632
CONTRACTUAL SERVICES	35,089	10,900	23,449
COMMODITIES	44,359	9,552	16,137
SELF INSURANCE/OTHER	104,136	16,100	4,179
CAPITAL OUTLAY	0	0	13,200
TOTAL EXPENDITURES	**$762,632**	**$429,812**	**$454,597**
AUTHORIZED POSITIONS	11	12	11
FULL-TIME EQUIVALENTS	11.00	12.00	11.00

PROGRAM INFORMATION:

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Bexar County population for children 0-6 years	155,048	158,149	161,312
Output:			
Provider Education	NA	110	130
Environmental Home Lead Risk Assessments	26	38	25
Total No. of children with Elevated Blood Lead Levels (EBLL)	428	237	250
No. of Pregnant Women tested for Lead	n/a	250	350
Efficiency:			
Follow-up of EBLL	45%	100%	100%
Recruit new collaborative partners	2	3	4
Develop Lead Task Force	n/a	Yes	Yes
Effectiveness:			
Increase in No. of children screened	18,167	20,000	22,000
Improve case management/contact with families	155	100	100
Increase outreach awareness activities	30	785	800

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$39,326	$35,520	$100,000
TOTAL FUNDING	**$39,326**	**$35,520**	**$100,000**
EXPENDITURES			
PERSONAL SERVICES	$31,304	$28,637	$75,000
CONTRACTUAL SERVICES	5,239	4,375	20,000
COMMODITIES	603	0	2,500
OTHER EXPENDITURES	2,180	2,508	2,500
TOTAL EXPENDITURES	**$39,326**	**$35,520**	**$100,000**
AUTHORIZED POSITIONS	1	1	2
FULL-TIME EQUIVALENTS	1.00	1.00	2.00

LEARN, PREPARE, EAT, AND ENJOY

PROGRAM INFORMATION:

This is a grant from the March of Dimes Texas Chapter is aimed at improving dietary habits of pregnant women in order to prevent prematurity and low birth weight through nutrition education, food preparation, selection, and safety along with prenatal health education. In partnership with Texas A&M Expanded Nutrition Program, a series of 6 classes are held at various locations throughout the City in a "Learn, Eat, and Enjoy" format with a cooking demonstration and a conversation during the meal on a variety of health issues.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of women recruited and enrolled.	200	200	200
Output:			
No. of classes held	120	120	120
No. of women attending 4 of 7 classes	160	180	200
Efficiency:			
Average number of women attending classes	8	10	10
Effectiveness:			
No. of women who gained appropriate weight during pregnancy	75	100	100
No. of women who improved hemoglobin value during pregnancy (anemia).	60	100	100

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – Texas March of Dimes Chapter	$34,550	$33,705	$34,550
TOTAL FUNDING	**$34,550**	**$33,705**	**$34,550**
EXPENDITURES			
PERSONAL SERVICES	$15,000	$22,798	$15,000
CONTRACTUAL SERVICES	18,650	9,680	18,650
COMMODITIES	900	1,030	900
OTHER EXPENDITURES	0	197	0
TOTAL EXPENDITURES	**$34,550**	**$33,705**	**$34,550**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**0.50**	**0.50**

MILK SAMPLE LAB TESTS

PROGRAM INFORMATION:

This fee-for-service contract with the Texas Department of State Health Services (DSHS) reimburses the San Antonio Metropolitan Health District for the analysis of milk and dairy samples derived from DSHS Region 8 and 11 dairies and retailers.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Output:			
No. of Milk Samples tested	3,387	5,107	5,750

EXPLANATORY INFORMATION

This contract from the Texas Department of State Health Services provides funds to continue disease surveillance on the milk and dairy products of South Texas.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by the DSHS	$20,322	$30,642	$34,500
TOTAL FUNDING	**$20,322**	**$30,642**	**$34,500**
EXPENDITURES			
CONTRACTUAL SERVICES	$20,322	$30,642	$34,500
TOTAL EXPENDITURES	**$20,322**	**$30,642**	**$34,500**

PARENT & CHILD, INC.

PROGRAM INFORMATION:

This is a fee-for-service contract with Parent & Child Incorporated, a Head Start program, to provide physical examinations and dental screenings. Head Start requires that every child enrolled receive a physical examination within 90 days of enrollment and bi-annual dental screenings. SAMHD provides physical examinations and dental screenings to assist PCI.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total number of PCI enrolled children requiring Physical Exams and Dental Screenings	6,000	6,500	6,500
Output:			
No. of children receiving physical examinations	2,550	4,000	4,000
No. dental screenings (screenings are conducted every 6 months)	11,114	11,300	11,300
No. of sessions held for physical examinations	108	110	110
No. of fluoride varnish applications	n/a	n/a	650
Efficiency:			
Average Number of physical examinations/session	24	36	27
Effectiveness:			
Pct. Of children meeting 90 day requirement	85%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – PCI CONTRACT	$225,745	$313,326	$313,326
OTHER – PCI MEDICAID COLLECTIONS	98,000	10,000	10,000
TOTAL FUNDING	**$323,745**	**$326,326**	**$323,326**
EXPENDITURES			
PERSONAL SERVICES	$182,374	$191,743	$191,743
CONTRACTUAL SERVICES	116,553	84,295	84,295
COMMODITIES	11,024	9,450	9,450
SELF INSURANCE/OTHER	13,794	37,638	37,638
CAPITAL OUTLAY	0	200	200
TOTAL EXPENDITURES	**$323,745**	**$323,326**	**$323,326**
AUTHORIZED POSITIONS	**8**	**12**	**12**
FULL-TIME EQUIVALENTS	**4.00**	**7.00**	**7.00**

PUBLIC CENTER FOR ENVIRONMENTAL HEALTH

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 and thet Texas Commission on Environmental Quality through contracts for air monitoring services to investigate, assess and otherwise address environmental health concerns related to potential environmental exposures.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. Of homes in affected area	22,000	22,000	22,000
No. Of square miles in affected area	10	10	10
No. of Air Quality monitors	0	9	13
No. of continuous Water Quality monitors	0	2	2
Output:			
No. Of Environmental health investigations or surveys:			
(1) Well Plugging & well surveys	0	4	2
Fruit and Nut Survey	200	0	0
(2) Liver Cancer Study	0	1	1
Efficiency:			
No. Of remediation projects monitored	5	5	5
No. Of drinking water samples tested for VOCs	22	22	22
No. Of Residential Environmental Surveys	45	50	50
No. Of Air Samples Collected	0	2,190	2,190
Effectiveness:			
No. Of safety hazards removed from community	15	15	10

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$0	$265,000	$265,000
FEDERAL	300,983	500,000	500,000
TOTAL FUNDING	**$300,983**	**$765,000**	**$765,000**
EXPENDITURES			
PERSONAL SERVICES	$102,655	$417,815	$567,815
CONTRACTUAL SERVICES	183,793	307,040	159,640
COMMODITIES	1,454	9,610	9,610
SELF INSURANCE/OTHER	13,058	27,935	27,935
CAPITAL OUTLAY	23	2,600	0
TOTAL EXPENDITURES	**$300,983**	**$765,000**	**$765,000**
AUTHORIZED POSITIONS	**7**	**8**	**8**
FULL-TIME EQUIVALENTS	**7.00**	**8.00**	**8.00**

PROGRAM INFORMATION:

This grant funds the health screening of refugees allowed into the United States by the State Department. Services include a health assessment, health education, immunizations, screening for communicable and chronic diseases. The health assessment is performed by a licensed clinician and is comprehensive. Referrals are coordinated through nursing staff to areas such as WIC, the Children's Health Insurance Program (CHIP), Medicaid, dental care and selection of a medical home. The program works in close coordination with Catholic Charities for patient case management, translation, housing allocation, and transportation.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Class A and B conditions needing follow up	80	75	150
Output:			
No. of refugees receiving health screenings at SAMHD	180	150	300
No. of Class A and B conditions followed up	80	75	150
Efficiency:			
No. of refugees receiving health screenings at SAMHD within 30 days of arrival	120	135	270
Effectiveness:			
Pct. of refugees receiving health screenings at SAMHD within 30 days of arrival	75	90	90
Pct. of Class A and B conditions evaluated within 30 days of arrival	75	90	90

EXPLANATORY INFORMATION:

The Refugee program has relocated and is under new nursing supervision. The number of refugees settling in our community continues to increase annually.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$125,739	$143,495	$143,495
TOTAL FUNDING	**$125,739**	**$143,495**	**$143,495**
EXPENDITURES			
PERSONAL SERVICES	$40,134	$37,785	$37,785
CONTRACTUAL SERVICES	37,995	47,190	47,190
COMMODITIES	47,094	55,928	55,928
SELF INSURANCE/OTHER	516	2,592	2,592
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$125,739**	**$143,495**	**$143,495**
AUTHORIZED POSITIONS	**2**	**3**	**3**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

TITILE V FAMILY PLANNING

PROGRAM INFORMATION:

This fee-for-service grant from Texas Department of State Health Services funds family planning services for clients who do not qualify for Medicaid and have family incomes less than 185% of Federal Poverty Guidelines (FPG). Where the Medicaid income requirement is 185% FPG for pregnant women, the income requirement for non-pregnant women is 0% of FPG. Once the grant ceiling is reached, no additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, chemical and medical supplies, and case management.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of family planning visits – all funding sources	11,533	12,450	12,450
Output:			
No. of qualified Title V family planning visits	4,450	2,850	3,150
Effectiveness:			
No. of women receiving 2 or more visits per year	2,970	1,600	1,700

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$565,459	$78,450	$129,649
OTHER – Transfers and co-pay	10,177	11,000	11,000
TOTAL FUNDING	**$575,636**	**$89,450**	**$140,649**
EXPENDITURES			
PERSONAL SERVICES	$427,167	$70,050	$112,149
CONTRACTUAL SERVICES	41,170	2,000	3,000
COMMODITIES	87,499	15,400	23,500
SELF INSURANCE/OTHER	2,000	2,000	2,000
CAPITAL OUTLAY	17,800	0	0
TOTAL EXPENDITURES	**$575,636**	**$89,450**	**$140,649**
AUTHORIZED POSITIONS	**22**	**5**	**5**
FULL-TIME EQUIVALENTS	**18.00**	**2.00**	**5.00**

TITLE V MATERNAL CHILD HEALTH

PROGRAM INFORMATION:

This fee-for-service grant from Texas Department of State Health Services funds Maternal and Child Health services for patients who do not qualify for Medicaid or Children's Health Insurance Program (CHIP) and have incomes less than 185% of Federal Poverty Guidelines. Services include prenatal care, well child examinations, and dental care (0-21 years). Once the grant ceiling is reached, no additional funds are received. The grant assists SAMHD by providing medical and nursing services, laboratory services, subcontracted obstetrical sonograms, and case management.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of clinic visits – all funding sources	18,946	19,250	19,250
Output:			
Prenatal Visits	10,605	10,750	10,675
Well Child Visits	850	875	880
Dental Visits	390	410	425
Total number of qualified Title V visits	11,845	12,035	11,980
Effectiveness:			
Average number of prenatal visits per qualified Title V pregnant women	8	7	8
No. of Title V supported dental treatments	1,650	1,675	1,690

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$361,450	$261,633	$261,455
OTHER – This includes requirements of the City In-Kind	122,000	100,000	122,000
TOTAL FUNDING	**$483,450**	**$361,633**	**$383,455**
EXPENDITURES			
PERSONAL SERVICES	$226,210	$183,747	$215,213
CONTRACTUAL SERVICES	157,847	68,250	57,847
COMMODITIES	93,045	41,386	99,395
SELF INSURANCE/OTHER	2,000	60,150	2,000
CAPITAL OUTLAY	4,348	8,400	9,000
TOTAL EXPENDITURES	**$483,450**	**$361,933**	**$383,455**
AUTHORIZED POSITIONS	**17**	**8**	**6**
FULL-TIME EQUIVALENTS	**12.50**	**7.00**	**6.00**

PROGRAM INFORMATION:

This grant provides infrastructure funding for Title XX and Title XIX (Medicaid) Family Planning Services. This funding allows SAMHD to expand specific objectives within designated family planning initiatives. For this grant period, SAMHD is using the funding to augment staffing at Westend clinic, assist public health staff in acquiring additional competencies in adolescent care, and expand COSA Project WORTH activities.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Funding from Title X	$50,000	$81,000	$33,841
Output:			
No. of family planning visits at Westend Clinic	N/A	960	1,800
Adolescent education hours provided to staff	N/A	760	760
Efficiency:			
Project WORTH values integrated into clinics	20%	100%	100%
Effectiveness:			
Increase in number of adolescent services	2,200	2,900	3,200

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	**$50,000**	**$81,000**	**$33,841**
TOTAL FUNDING	**$51,000**	**$81,100**	**$33,841**
EXPENDITURES			
PERSONAL SERVICES	$31,700	$56,100	$16,741
CONTRACTUAL SERVICES	0	8,000	4,000
COMMODITIES	15,400	15,500	11,600
CAPITAL OUTLAY	3,000	1,500	1,500
TOTAL EXPENDITURES	**$50,100**	**$81,100**	**$33,841**
AUTHORIZED POSITIONS	**0**	**1**	**1**
FULL-TIME EQUIVALENTS	**0.00**	**0.50**	**0.50**

TITLE XX FAMILY PLANNING

PROGRAM INFORMATION:

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

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of family planning visits – all funding sources	11,533	12,450	12,450
Output:			
No. of qualified Title XX family planning visits	4,703	2,850	2,850
Efficiency:			
Funding ceiling is reached	100% June 2004	100% May 2005	100% April 2006
Effectiveness:			
No. of women receiving 2 or more visits per year	2,405	2,200	2,200
No. of outreach services to at-risk populations	1,990	2,200	2,200

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Funding provided by DSHS	$464,369	$226,917	$350,000
OTHER – Medicaid reimbursements & Co-pay	115,000	84,500	115,000
TOTAL FUNDING	**$579,369**	**$311,417**	**$465,000**
EXPENDITURES			
PERSONAL SERVICES	$353,898	$239,386	$353,898
CONTRACTUAL SERVICES	35,13	14,060	33,700
COMMODITIES	83,935	36,783	69,402
SELF INSURANCE/OTHER	24,461	18,688	3,000
CAPITAL OUTLAY	790	2,500	5,000
TOTAL EXPENDITURES	**$498,215**	**$311,417**	**$465,000**
AUTHORIZED POSITIONS	**13**	**13**	**14**
FULL-TIME EQUIVALENTS	**12.00**	**12.00**	**13.00**

SANOFI PASTEUR-VACCINE M5A10

PROGRAM INFORMATION

This program operates under an agreement between the City of San Antonio and Sanofi Pasteur for the San Antonio Metropolitan Health District (SAMHD) to participate in a clinical trial to evaluate 2 investigational vaccines, Pentacel and HCPDT-IPV (Quadracel). The study also will be using 3 FDA-approved vaccines: DAPTACEL®, IPOL®, and ActHIB®. This study will be evaluating the safety and effectiveness of different combinations of vaccines when used in infants and toddlers-M5A10

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of FTEs	N/A	1.5	1.5
No. of Principal Investigators [1]	N/A	1	1
No. of Sub-Investigators [2]	N/A	3	2
Output:			
No. of clients enrolled	N/A	27	50
No. of study vaccine administered	N/A	175	576
No. of immunizations administered	N/A	116	400
No. of physical exams	N/A	27	100
Efficiency:			
No. of recruitment letters mailed	N/A	300	100
No. of recruitment calls	N/A	3,000	1,500
Effectiveness:			
Pct. Of blood draws obtained	N/A	100	100
Pct. Of clients up to date	N/A	100	100

EXPLANATORY INFORMATION

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

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

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	N/A	$211,438	$211,438
TOTAL FUNDING	**N/A**	**$211,438**	**$211,438**
EXPENDITURES			
PERSONAL SERVICES	N/A	$146,645	$146,645
CONTRACTUAL SERVICES	N/A	12,250	12,250
SELF INSURANCE/OTHER	N/A	52,543	52,543
TOTAL EXPENDITURES	**N/A**	**$211,438**	**$211,438**
AUTHORIZED POSITIONS	**N/A**	**3**	**3**
FULL-TIME EQUIVALENTS	**N/A**	**1.50**	**3.00**

SANOFI PASTEUR-P3T11

PROGRAM INFORMATION:
This program is an agreement between the City of San Antonio and Sanofi Pasteur for the San Antonio Metropolitan Health District to participate in a clinical trial to assess the safety and immunogenicity of DAPTACEL administered as a 5th dose in four to six year old children previously immunized with Daptacel or Pentacel. (36-07-95) –P3T11.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of FTEs	N/A	1	1
No. of Principal Investigators	N/A	1	1
No. of Sub-Investigators	N/A	3	3
Output:			
No. of clients enrolled	N/A	39	15
No. of study vaccine administered	N/A	39	15
No. of immunizations administered	N/A	78	45
No. of physical exams	N/A	39	15
Efficiency:			
No. of recruitment letters mailed	N/A	39	39
No. of recruitment calls	N/A	39	100
Effectiveness:			
Pct. Of blood draws obtained	N/A	N/A	N/A
Pct. Of clients up to date	N/A	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER	N/A	$48,709	$48,709
TOTAL FUNDING	**N/A**	**$48,709**	**$48,709**
EXPENDITURES			
PERSONAL SERVICES	N/A	$26,558	$26,558
CONTRACTUAL SERVICES	N/A	2,730	2,730
SELF INSURANCE/OTHER	N/A	19,421	19,421
TOTAL EXPENDITURES	**N/A**	**$48,709**	**$48,709**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**.25**	**1.00**

STEPS TO A HEALTHIER SAN ANTONIO

PROGRAM INFORMATION:

The purpose of the Steps to a Healthier San Antonio (Steps-SA) initiative is to reduce obesity, diabetes, and asthma and address three related risk behaviors-physical activity, poor nutrition, and tobacco use among residents, students, employers and employees with the geographic boundaries of the San Antonio Independent School District (SAISD) by promoting and supporting the adoption of healthy lifestyles.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Residents, students, employers and employees within the geographic boundaries of the San Antonio Independent School District (SAISD)	N/A	335,000	335,000
Output:			
Coordinate community based interventions	N/A	40	90
Coordinate and strategically plan and partner with stakeholders and community organizations	N/A	80	160
Coordinate school based interventions	N/A	16	32

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL	$437,739	$2,070,860	$1,508,800
TOTAL FUNDING	**$437,739**	**$2,070,860**	**$1,508,800**
EXPENDITURES			
PERSONAL SERVICES	$105,171	$271,310	$289,298
CONTRACTUAL SERVICES	290,480	1,645,560	1,074,464
COMMODITIES	5,567	112,638	96,224
SELF INSURANCE/OTHER	16,448	31,130	48,814
CAPITAL OUTLAY	20,073	10,222	0
TOTAL EXPENDITURES	**$437,739**	**$2,070,860**	**$ 1,508,800**
AUTHORIZED POSITIONS	**6**	**6**	**8**
FULL-TIME EQUIVALENTS	**5.25**	**5.25**	**7.50**

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

PROGRAM INFORMATION:

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), provides food vouchers (redeemable at grocery stores for certain nutritious foods), nutrition education and counseling, breastfeeding promotion and support, and health care referrals, at 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.

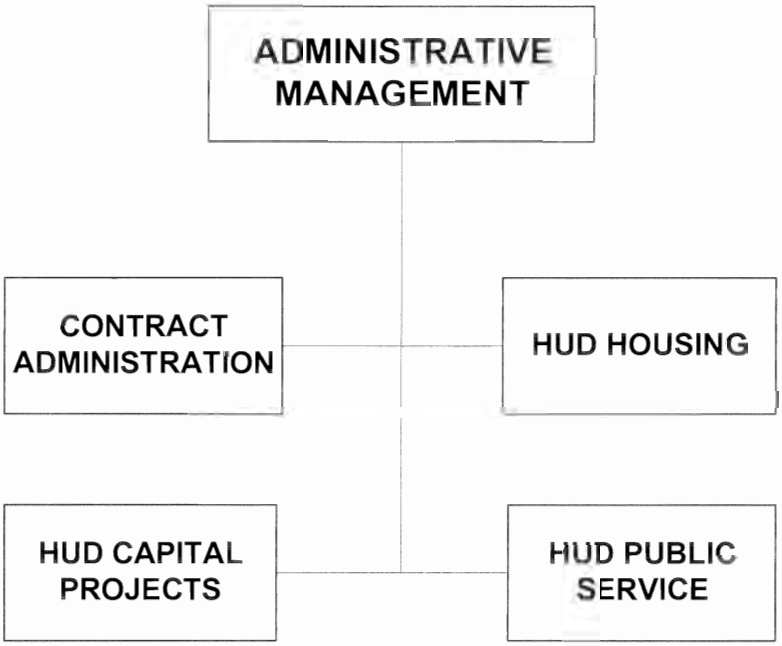
PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Clinic Locations (including a mobile team and 2 satellite locations)	16	15	15
No. of clinic hours per month (day/evening/Saturday)	2,065	2,065	2,086
Output:			
No. of infants served monthly (1 year and under)	12,408	12,394	12,518
No. of children served monthly (1 year to 5 years)	24,189	24,512	24,757
No. of women served monthly	11,557	11,703	11,820
Efficiency:			
Average number of participants served per day	2,222	2,243	2,265
Effectiveness:			
Total number of families receiving vouchers and nutrition education per month	12,220	12,105	12,225
Pct. Of families receiving nutrition education/counseling services per month	98.6%	98.7%	98.8%
Pct. Of infants breastfed (born to WIC)	47%	48%	48%
No. of dollars spent within the local economy (voucher redemption)	$39,684,907	$39,690,000	$39,700,000

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Dept. of Agriculture	$5,109,506	$5,835,675	$5,835,675
TOTAL FUNDING	**$5,109,506**	**$5,835,675**	**$5,835,675**
EXPENDITURES			
PERSONNEL SERVICES	$4,143,851	$4,699,237	$4,699,237
CONTRACTUAL SERVICES	607,004	466,077	466,077
COMMODITIES	106,032	148,296	148,296
OTHER EXPENDITURES	252,619	494,165	494,165
CAPITAL OUTLAY	0	27,900	27,900
TOTAL EXPENDITURES	**$5,109,506**	**$5,835,675**	**$5,835,675**
AUTHORIZED POSITIONS	**132**	**134**	**134**
FULL-TIME EQUIVALENTS	**126.00**	**125.00**	**124.00**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Community Development Block Grant	21.00	$1,187,611
HOME Grant	5.00	661,179
Total Funding	**26.00**	**$1,848,790**

MISSION STATEMENT

To help create viable communities and to improve the quality of life and living environment principally for persons of low and moderate income through the supply of affordable housing, infrastructure investment, economic and human development, and by identifying other grants and low interest loan resources to support the revitalization efforts of the City, non-profit organizations and local community groups.

PROGRAM INFORMATION

The Housing 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), American Dream Downpayment Initiative (ADDI), and Section 108 Guaranteed Loan. H&CD staff manages the procedural implementation activities of other supporting City departments to ensure City compliance with specific U. S. Department of Housing and Urban Development (HUD) and other federal regulations. Also, activities are monitored to ensure acceptable annual performance reviews of City activities to comply with the Davis-Bacon Act, Fair Labor Standards Act, Equal Employment Opportunities (EEO) compliance standards, Affirmative Fair Housing activities, accepted standard general accounting and audit procedures, Capital Projects Administration, and CDBG project management and monitoring of timely implementation and fund draw downs. These activities ensure that the City receives the maximum annual funding allocations for which it is entitled.

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

GOALS & OBJECTIVES

- Continue to support funding for affordable, safe, and decent housing opportunities for low and moderate-income residents and provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements.
- Continue to support funding for programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, health care and the elderly.
- Leverage additional services or enhance programs with existing funding such as implementing a Tax Credit Financing Lease/Purchase program for a single-family housing construction and assessing fees to Tax-Exempt Bond Financing to support an unrestricted City Neighborhood Revitalization Fund.
- Continue to identify other resources to help finance projects that support the City's revitalization efforts and increase the City's HOME match by identifying additional resources available for affordable housing production and rehabilitation from foundation grants and private sector partnerships.
- Continue to expand the Housing Summit into a Statewide Housing Workshop to include training and professional certifications.
- Continue to conduct Technical Assistance (TA) workshops to assure compliance with HUD and City policies, procedures and regulations. Hold at least one session with the City Attorney in order to explain the Operational Guidelines, Federal Compliance Manual, Insurance and Auditing requirements of the programs.
- Continue to work in collaboration with the Department of Community Initiative in administering the Consolidated Human Development Funding Pool process.

BALANCED SCORECARD

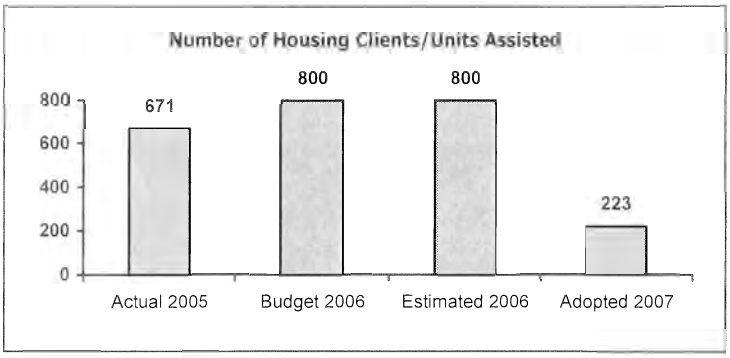
	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Revitalization of Neighborhoods for San Antonio**					
	Provide affordable, safe, and decent housing opportunities for low and moderate income residents	No. of Housing Client/Units Assisted	671	800	800	223
	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	76,759	95,000	80,000	57,430
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)	1.19	1.20	1.20	1.00
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage	$1:$50	$1:$5	$1:$5	$1:$5
Internal Processes	**Improve Customer Service**					
	Provide effective program implementation by planning, organizing and monitoring the City Community Development Block Grant (CDBG) and HOME Funds	No. of Monitoring Visits Conducted (Monitoring Unit)	25	37	30	44
		No. of Site Visits Conducted (Analysts)	85	110	90	88
Employee Learning & Growth	**Public Trust and Awareness of Citizens**					
	Provide continued professional development and training for employees	No. of Staff Receiving Professional Licenses or Certificates	4	10	5	3

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Housing & Community Development Department for FY 2007.

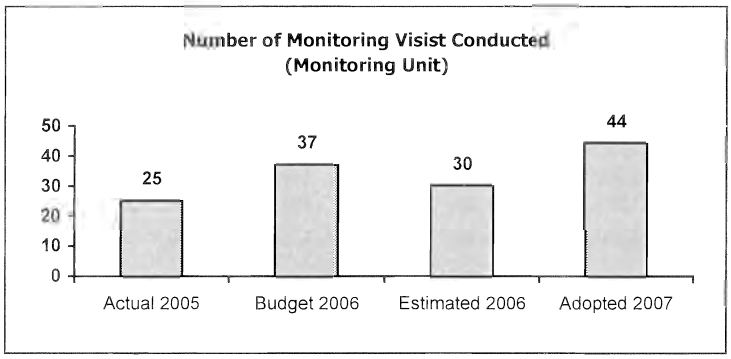
Number of Housing Clients/Units Assisted

This measure provides affordable safe decent housing opportunities to low and moderate income residents. This includes multi-family housing units. Reduction in funding levels and maximum limits were increased allowing fewer clients to be served.



Number of Monitoring Visits Conducted

This measure provides effective program implementation by planning, organizing and monitoring HOME funds. It is within standard operating procedures to effectively monitor programs by conducting appropriate field reviews and desk documentation reviews.



COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,026,385	$1,143,385	$1,143,385	$1,057,685
CONTRACTUAL SERVICES	124,024	124,877	124,877	121,984
COMMODITIES	13,000	13,000	13,000	7,942
CAPITAL OUTLAY	3,000	3,000	3,000	0
TOTAL EXPENDITURES	**$1,166,409**	**$1,284,262**	**$1,284,262**	**$1,187,611**
AUTHORIZED POSITIONS	**26**	**26**	**26**	**21**
FULL-TIME EQUIVALENTS	**26.00**	**26.00**	**26.00**	**21.00**

HOME GRANT EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$512,344	$412,168	$412,168	$270,919
CONTRACTUAL SERVICES	105,378	268,032	268,032	371,460
COMMODITIES	13,800	13,800	13,800	13,800
CAPITAL OUTLAY	5,000	5,000	5,000	5,000
TOTAL EXPENDITURES	**$636,522**	**$699,000**	**$699,000**	**$661,179**
AUTHORIZED POSITIONS	**6**	**6**	**6**	**5**
FULL-TIME EQUIVALENTS	**6.00**	**6.00**	**6.00**	**5.00**

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT
HOME GRANT

Below is a comprehensive listing of the grants expected by the Department of Housing & Community Development in FY 2007. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
COMMUNITY DEVELOPMENT BLOCK GRANT	$14,519,558	$ -	$ -	$ -	$ 14,519,558
HOME ENTITLEMENT GRANT	6,724,512	-	-	463,740	7,188,252
TOTAL	**$21,244,070**	$ -	$ -	**$ 463,740**	**$ 21,707,810**

HOUSING & COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT

PROGRAM INFORMATION:

The Housing & Community Development Department is responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation, and monitoring of the City's Community Development Block Grant (CDBG) and HOME Entitlement grants, and the Enterprise Community Program Funds. In addition, the Department researches, secures funding and administers additional program resources supporting the City Council's neighborhood revitalization and housing goals. Primary program responsibilities include CDBG, HOME, and Enterprise Community programs, the development, administrative and compliance associated with City's HUD Five-Year Consolidated plan, Annual Consolidated Plan/Budget, and Consolidated Annual Performance Report. Monitoring and technical assistance is provided to program sub-grantees, as well as completion of financial and program management analysis to ensure continued compliance with all application regulations and policies. This grant program covers the period of 10/1/06 – 9/30/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. CD Monitors	7	4	4
Amount of Entitlement Grant	$17,379,000	$16,737,680	$14,519,558
No. CDBG Contracts	57	64	88
Output:			
No. Site Visits Scheduled	114	128	176
No. Projects Complete	79	48	70
Efficiency:			
Avg. No. Contracts Per Analyst	7	16	22
Effectiveness:			
Pct. Contracts Monitored	100%	100%	100%
Pct. Contracts Complete	85%	80%	80%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$17,379,000	$16,737,680	$14,519,558
TOTAL FUNDING	**$17,379,000**	**$16,737,680**	**$14,519,558**
EXPENDITURES			
PERSONAL SERVICES	$1,126,385	$1,143,385	$1,057,685
CONTRACTUAL SERVICES	340,806	124,877	115,894
COMMODITIES	13,000	13,000	7,942
CAPITAL OUTLAY	3,000	3,000	0
SUBGRANTING	15,895,809	15,453,418	13,338,037
TOTAL EXPENDITURES	**$17,379,000**	**$16,737,680**	**$14,519,558**
AUTHORIZED POSITIONS	**27**	**26**	**21**
FULL-TIME EQUIVALENT	**27.00**	**26.00**	**21.00**

PROGRAM INFORMATION:

The HOME Division of the Department of Housing & Community Development is responsible for the planning and oversight of the City's HOME Entitlement Grant program. All activities result in the renovation or production of housing affordable to low and moderate-income households. This division provides technical assistance to sub-grantees and project sponsors and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) affordability and regulatory requirements. This grant program covers the period of October 1, 2006 through September 30, 2007.

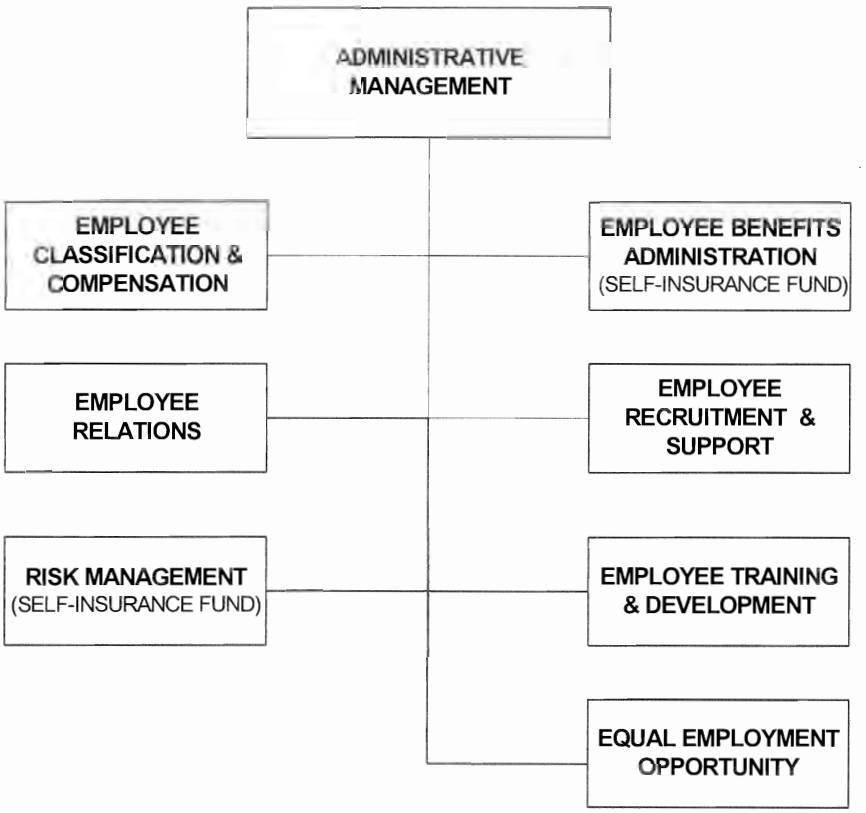
PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. CD Monitors	4	3	3
Amount of Entitlement Grant	$8,147,601	$7,464,740	$6,724,512
Total Housing Units Adopted	1117	1002	224
Output:			
No. Housing Units Complete	890	764	180
Efficiency:			
Avg. No. Contracts per Analyst	6	5	4
Effectiveness:			
Pct. Units Complete	80%	76%	80%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$8,047,129	$7,000,703	$6,724,512
OTHER – This includes requirements of the City In-Kind	100,471	875,088	463,740
TOTAL FUNDING	**$8,147,600**	**$7,875,791**	**$7,188,252**
EXPENDITURES			
PERSONAL SERVICES	$450,246	$412,168	$270,919
CONTRACTUAL SERVICES	210,755	268,032	371,460
COMMODITIES	13,800	13,800	13,800
CAPITAL OUTLAY	5,000	5,000	5,000
SUBGRANTING	7,467,799	7,176,791	6,527,073
TOTAL EXPENDITURES	**$8,147,600**	**$7,875,791**	**$7,188,252**
AUTHORIZED POSITIONS	**6**	**5**	**5**
FULL-TIME EQUIVALENT	**6.00**	**5.00**	**5.00**

HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	39.00	$3,351,076
Employee Benefits Fund	18.00	92,954,824
Unemployment Compensation Fund	0.00	330,500
Extended Sick Leave Fund	0.00	15,000
Occupational Health Fund	2.00	228,505
Workers' Compensation Fund	16.00	14,643,782
Liability Fund	4.00	10,906,878
Total Funding	**79.00**	**$122,430,565**

MISSION STATEMENT

The Human Resources Department provides the City of San Antonio organization with effective human resource management services that focus on our customers' needs. We support the City in attracting and retaining a qualified and capable workforce to provide high quality services to the citizens of San Antonio.

PROGRAM INFORMATION

Human Resources seeks to align the efforts of the City's most valuable asset, its employees, with the organizational strategy to serve the citizens of San Antonio. Human Resources partners with departments to provide strategic workforce planning and management strategies and core human resource services. Workforce planning and management strategies include but are not limited to: compensation and job content analysis and recommendations; review of citywide and departmental personnel and HR practices; organizational effectiveness assessments; employee development assessment and delivery of training programs; and conflict resolution between management and employees. Human Resources' core functions include: employee benefits and risk management administration; recruitment and selection, with direct hire into specified positions; facilitation of employee grievances; EEO investigations and resolution of internal complaints; coordination of disciplinary hearings for non-uniformed employees appearing before the Municipal Civil Service Commission; coordination of the Consultation Ordinance Employee-Management Committee; staffing of the Municipal Civil Service and Fire and Police Civil Service Commissions and the Affirmative Action Advisory Committee; facilitation of entry and promotional testing, and coordination of the grievance and arbitration processes for uniformed employees; development and monitoring of the City's voluntary Affirmation Action Plan; and processing of Human Resources related transactions for departments in the SAP Human Resources Information System (HRIS).

GOALS & OBJECTIVES

- Collaborate with and support customer departments by providing expert consultative services and solutions regarding all aspects of human resources management, including employee relations, recruitment, compensation and benefits, employee development and workplace safety through the HR Generalist concept.
- Ensure consistent application of processes associated with transactions related to applicant processing, training, personnel records, leave records, and other human resources related initiatives through the Human Resources Specialist concept.
- Coordinate and develop effective employee education and development initiatives, including customized training through the Alamo Community College District (ACCD) Interlocal Agreement and internal trainer efforts, to maintain a highly skilled and competent workforce.
- Develop specific leadership initiatives to build upon and improve management and supervisory practices, knowledge and skills through a comprehensive supervisory training program.
- Assist departments in achieving greater effectiveness by providing basic human relations perspectives to individuals or groups which include respect, civility, integrity, teamwork, stress or conflict management, etc.
- Identify and facilitate a comprehensive change management strategy for facilitating the improvement of organizational effectiveness.
- Increase communication and understanding of the City's personnel rules, policies and procedures to ensure consistent application within the organization; assist employees and supervisors in dealing with non-uniform labor relation issues at all levels.
- Develop a leave management program that integrates leave policies and processes and streamlines services.
- Coordinate and provide administrative support to the Consultation Ordinance Employee-Management Committee.

GOALS & OBJECTIVES CONTINUED

- Revise and update Human Resources-related personnel rules and Administrative Directives to maximize organizational flexibility and effectiveness while ensuring compliance with applicable Federal, State and Local laws.
- Research opportunities for restructuring the City's pay plan to evaluate alternate structures that result in market competitiveness and employee equity; provide competitive starting salaries and benefits in order to attract and retain competent, qualified employees at all levels.
- Utilize automated affirmative action plan software to update the City's voluntary Affirmative Action Plan; provide technical assistance to City Departments regarding their affirmative action objectives; and provide staff support to the Affirmative Action Advisory Committee.
- Support the EEO office in their efforts to ensure the City maintains a policy of extending fair and impartial treatment to all of its current and former employees and applicants.
- Facilitate the recruitment of qualified, competent individuals through coordination with educational institutions, job fairs, searches, direct hiring opportunities and other specialized venues; provide effective recruitment and support services to City Departments utilizing SAP HRIS.
- Monitor and offer guidance in the administration of the Employee Performance and Development (EPDP) System, which better links employee performance with organization mission and goals.
- Facilitate the selection of qualified uniformed personnel by administering contracts for the development and validation of entrance and promotional testing of uniformed personnel, and conducting examinations in accordance with Civil Service requirements and collective bargaining agreements.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	163,263	180,000	179,589	174,201
		-Fulltime	124,119	136,800	136,531	132,435
		-Other[1]	39,144	43,200	43,058	41,766
		No. of Non-uniformed New Employees Hired and Promotions[2]	5,910	N/A	6,205	6,516
		-Fulltime	2,344	N/A	2,461	2,584
		-Other	3,566	N/A	3,144	3,932
		No. of Selections through Direct Hire Process	62	100	230	350
		Fire and Police Entry Applications	5,780	6,295	5,936	6,119
		Workdays to Establish Eligibility List (classified positions)[3]	6	18	6	7
	Start and complete investigations in a timely manner	% of EEO Investigations Completed within Estimated Completion Date	99%	75%	78%	95%
Financial	**Provide Accountability to the Public**					
	Provide a total compensation package that attracts and retains competent, qualified employees at all levels	Total Compensation as a % of Operating Budget[4]	N/A	N/A	N/A	23%
		Average Total Compensation per Employee[4]	N/A	N/A	N/A	$47,022
		Benefits as a % of Compensation[4]	N/A	N/A	N/A	30%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Provide for the Safety and Welfare of San Antonio**					
	Administer examinations in accordance with Civil Service requirements and collective bargaining agreements	No. of Fire/Police Examinations Administered	15	18	17	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists[5]	114	228	141	292
		No. Hired from Fire/Police Promotional Eligibility List[6]	78	197	163	122
	Innovative & Proactive City Government					
	Resolve EEO complaints internally	% of EEO Complaints Resolved Internally	59%	95%	95%	95%
	Complete investigations of EEO complaints at the lowest possible level	% of EEO Counselor Inquiries Closed	100%	95%	80%	95%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Improve Employee Services**					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested[7]	333	200	120	N/A
		No. of In-Lieu-Of/Reclassification Requests Approved[7]	349	140	180	N/A
		No. of Regrade Job Studies Requested and Initiated (Job Class)[7]	17	25	70	N/A
		No. of Regrade Requests Approved (New and Previous FYs)[7]	7	20	53	N/A
	Retain competent, qualified employees	% of Selections Resulting in Internal Civilian Full-time Promotions	40%	45%	43%	45%
		Avg. Tenure of Full-time Non-Uniformed Employees	8.42	9	8.89	8.7
	Maintain and monitor a turnover rate less then comparable Texas cities	% of Employees Voluntarily Leaving the Organization[8]	4.93%	6.6%	6.8%	6.8%
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City Sponsored Training Programs	4,908	4,600	14,768	16,983
		No. of Employees Attending Training Through the ACCD Interlocal Agreement[9]	1,393	1,500	2,055	2,261
		% of Employees Attending ACCD Training Courses ho Feel the Course Objectives Were Met	N/A	N/A	95%	95%
		% of Supervisors Rating EPDP Training as Satisfactory	100%	90%	100%	98%

EXPLANATORY INFORMATION

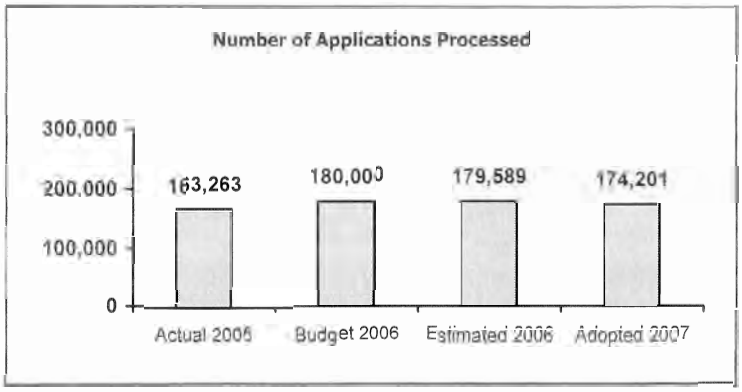
1. Other includes PTand Temporary applications processed
2. The number of new employees hired and promotions includes: full-time, part-time, and temps.
3. Average number of working days to establish eligibility is calculated from the time position closes to the time eligibility list is forwarded to department.
4. This data is only provided for full-time civilian employees.
5. Higher projected hires in FY 06 are primarily affected by the Police and Fire Departments' expected retirements, and the Fire Department's additional positions required to service newly annexed areas. The availability of a new higher-capacity Fire Training Academy may also be a factor.
6. Higher projected number of promotions in FY 2006 is based on the Police and Fire Departments' expected retirements within the various ranks.
7. Due to pending pay plan re-design, classification actions will not be processed for FY 2007.
8. The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. Voluntary separations do not include retirements or deaths. The average turnover rate of comparable Texas cities ranges from 10.8% to 16.4%.
9. Examples of training initiatives developed through the ACCD Interlocal Agreement include: Customer Excellence, Sexual Harassment, Process Mapping, Leadership Development Program, revised Supervisor Training, 3D Analysis in GIS, Estimating for Municipal Projects, Compassion Fatigue and Train-the-Trainer. One goal for this year was to transition some ACCD courses into customized training to be provided by the City's trainers. Examples of this training include: Customer Excellence and Supervisor Training (now called Workplace Performance Training for Supervisors). The Fiscal Year for ACCD Interlocal Agreement is from April through March. Estimated FY 2006 ACCD funding includes $100,000 for ACCD facilities for ERM training (excludes Tuition Reimbursement). Other funding initiated in FY 2006 included Certified Purchasing Facilitator Training, and Change Management.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Human Resources Department's FY 2007 Balanced Scorecard.

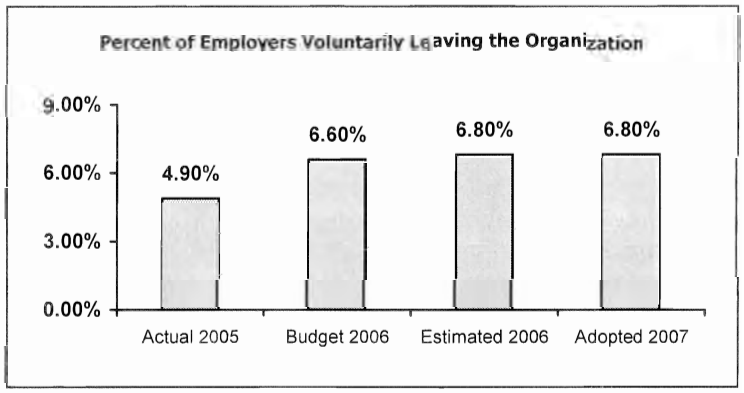
Number of Applications Processed

Measures the total number of City and Non-City Employment Applications processed. In April 2004, the City initiated an on-line application process through the Enterprise Resource Management System



Percent of Employees Voluntarily Leaving the Organization

The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. The City's turnover rate continues to be lower than comparable Texas cities



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$2,062,707	$2,275,327	$2,415,822	$2,503,793
CONTRACTUAL SERVICES	87,895	235,631	120,856	284,299
COMMODITIES	35,269	39,957	22,658	47,720
SELF INSURANCE/OTHER	354,121	417,771	413,486	510,194
CAPITAL OUTLAY	1,220	12,211	7,706	5,070
TOTAL EXPENDITURES	**$2,541,212**	**$2,980,897**	**$2,980,528**	**$3,351,076**
AUTHORIZED POSITIONS	**37**	**37**	**37**	**39**
FULL-TIME EQUIVALENTS	**37.00**	**37.00**	**37.00**	**39.00**

PROGRAM INFORMATION

The **Employee Benefits** staff implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The staff is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-funded indemnity health care plans, Health Maintenance Organization (HMO) plan, Vision Plan, Dental Plans, Life Insurance plan, Texas Municipal Retirement Program, Employee Assistance Program, Unemployment Compensation, Extended Sick Leave Program, Wellness Program, Deferred Compensation and voluntary benefits coverage. The staff organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees and retirees.

GOALS & OBJECTIVES

- Administer self-funded benefit plans to ensure compliance with state and federal law.
- Provide customer service for all active employees, retirees and their eligible family members on health benefits and retirement program.
- Evaluate plan design and implement plan changes to control cost and offer a comprehensive benefit package to attract and retain employees.
- Monitor contracts to ensure delivery of services and compliance with performance measures.
- Perform medical bill audits and utilization review to contain CitiMed claim expense while coordinating patient care.
- Conduct ongoing educational and outreach services to provide information regarding the health benefits package, retirement and wellness programs.
- Facilitate periodic benefit reviews, surveys, vendor reviews and request for proposals to maintain competitive programs.
- Track unemployment claims and protest questionable claims to control cost.
- Maximize attendance by reducing the average time employees are in short-term disability and facilitating employee's return to regular or light duty work status.
- Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.
- Offer and promote an Employee Assistance Program to address personal and work related issues that affect employee performance.
- Utilize the SAP HRIS to increase efficiency and improve the quality of service provided to customers.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Month	3071	2,664	2,064	2,085
		Avg. No. of Walk-in Customers per Month	546	455	438	460
		Avg. No. of Appointments/Contacts per Month (Deferred Comp)	196	288	438	542
		No. of Retirements Processed Annually	169	196	186	178
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation Claim Notifications	248	256	278	292
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Short Term Disability Program – Supplement, Sick Leave, Maternity	554	650	596	626
	Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization of Employee Assistance Program (EAP) Services	7%	9%	11%	11%
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)	$46.56	$50.88	$55.36	$58.17
		Avg. Citimed Cost per Employee/Retiree	$6,017	$6,592	$7,235	$7,603
		Total HMO Cost (millions)	$19.99	$25.27	$24.08	$28.31
		Avg. HMO Cost per Employee/Retiree	$6,248	$7,796	$7,167	$8,425
	Protest disputable UC claims to control cost of program	Total Cost of Unemployment Compensation Claims Paid	$217,137	$345,000	$300,000	$325,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Short Term Disability Payments (thousands)	$662	$1,410	$292	$295

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
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]	6,356	6,385	5,962	6,260
		Avg. No. of Claims Pended per Week[2]	122	192	179	186
		Avg. No. of Claims Paid per Week[3]	5,607	6,193	5,783	6,072
		Avg. Turnaround Time for Claims Paid (days) [4]	17	15	10	10
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested by the City	78	90	97	97
		No. Favorable Unemployment Compensation Decisions	56	68	73	73
		% Favorable Unemployment Compensation Decisions	80%	75%	75%	75%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Conduct Open Enrollment briefings to educate employees, retirees, and their eligible family members on the annual benefits program options	No. of Employees/Retirees Enrolled in Citimed	7,738	7,718	7,651	7,651
		No. of Employees/Retirees Enrolled in HMO	3,200	3,241	3,360	3,360
		% of Employees Completing Annual Enrollment Online	68%	75%	80%	80%
	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	5	30	30	35
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	5,779	6,068	7,330	7,403
	Conduct Seminars to educate City employees on Deferred Compensation programs	No. of Attendees at Seminars on Deferred Compensation Program	13	125	45	54
Employee Learning & Growth	Provide training to managers, supervisors, and City Employees on how to access EAP services and the appropriate means to facilitate referrals	No. of Employees Trained	164	500	504	504

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.

EMPLOYEE BENEFITS FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
ADMINISTRATION – CITY	$1,272,035	$1,398,747	$1,323,016	$1,532,248
ADMINISTRATION – CONTRACTS	1,913,850	1,712,095	2,048,550	2,214,096
CLAIMS	60,387,021	75,990,332	79,463,614	86,143,244
PAYMENTS	8,554,551	2,768,231	2,572,372	2,768,231
TRANSFERS	288,915	288,915	288,915	297,337
TOTAL EXPENDITURES	**$72,416,372**	**$82,158,320**	**$85,696,467**	**$92,955,156**
AUTHORIZED POSITIONS	**18**	**18**	**18**	**18**
FULL-TIME EQUIVALENTS	**18.00**	**18.00**	**18.00**	**18.00**

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 CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
CONTRACTUAL SERVICES	$5,500	$5,000	$5,500	$5,500
SELF INSURANCE/OTHER	217,137	345,000	300,000	325,000
TOTAL EXPENDITURES	**$222,637**	**$350,000**	**$305,500**	**$330,500**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION

The City's **Extended Sick Leave Program** is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Disability benefits are paid as a percentage of compensation based on years of service

GOALS & OBJECTIVES

- Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers' Compensation or any law of similar intent.

EXTENDED SICK LEAVE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$13,284	$30,000	$15,000	$15,000
TOTAL EXPENDITURES	**$13,284**	**$30,000**	**$15,000**	**$15,000**
AUTHORIZED POSITIONS	**0**	**0**	**0**	**0**
FULL-TIME EQUIVALENTS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM INFORMATION

The **Employee Assistance Program** (EAP) provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. The EAP vendor provides up to six (6) counseling sessions per "household member", per issue, with unlimited issues per calendar year.

GOALS & OBJECTIVES

- Facilitate early recognition, intervention, and resolution of personal or work-related problems that affect employee performance.
- Provide readily accessible and confidential short-term counseling assistance for employees and eligible family members.
- Provide an assessment/referral mechanism for complicated personal problems that might require in-depth care.
- Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$55,816	$64,365	$67,024	$70,272
CONTRACTUAL SERVICES	126,817	151,773	101,815	151,773
COMMODITIES	0	338	338	338
SELF INSURANCE/OTHER	4,391	5,872	5,872	6,122
CAPITAL OUTLAY	3,876	0	0	0
TOTAL EXPENDITURES	**$190,900**	**$222,348**	**$175,049**	**$228,505**
AUTHORIZED POSITIONS	**1**	**1**	**1**	**1**
FULL-TIME EQUIVALENTS	**1.00**	**1.00**	**1.00**	**1.00**

PROGRAM INFORMATION

The **Workers' Compensation Program's** function is to ensure the City's compliance with applicable federal, state and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment and monitoring the activities of the Third Party Administrator. The Texas Workers' Compensation Act is the primary regulatory statute in this regard. The Safety program's function is to eliminate, reduce or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims and property loss.

GOALS & OBJECTIVES

- Ensure compliance with the Texas Workers' Compensation Act.
  - Continue to train departmental representatives on the requirements, guidelines and benefits of the Texas Workers' Compensation Act.
  - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.
- Improve the overall financial status of the Workers' Compensation Fund.
  - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
  - Administer Risk Management contracts and ensure delivery of all contracted services.
  - Increase the effectiveness of the Modified Duty Program.
  - Reduce the severity and rate of injury to City employees.
  - Aggressively pursue all potential recoveries from negligent third parties.
- Perform on-site inspections and consultations to promote compliance with accepted guidelines such as: OSHA Standards, Uniform Fire Code, National Electrical Code, National Fire Protection Association Life Safety Code, Federal, State, and local Regulations, Department of Transportation Standards for Commercial Drivers, and Hazard Communication Act.
- Evaluate methods to enhance integration of Safety and Loss Prevention efforts within departments and through departmental Safety Coordinators and Risk Management.
- Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Public Trust & Awareness**					
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	15.9	21.4	13.5	14.8
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	6.2	8.1	4.1	4.9
		Avg. Cost Per Claim	$3,753	$4,470	$6,385	$4,869
Financial	**Provide Accountability to the Public**					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties[1]	43.3%	95.0%	75%	85%
		Amount Recovered from Negligent Third Parties	$150,102	$224,797	$129,928	$162,410
		Potential Amount to Recover	$279,882	$359,101	$173,237	$191,071
Internal Processes	**Innovative and Proactive City Government**					
	Increase the effectiveness of the Modified Duty Program	No. of Employees Placed on Modified Duty	120	180	125	144
		% of Modified Duty Released to Full Duty Within Six Months	112	143	109	129
		% of Modified Duty Within Six Months	93%	80%	87%	90%

EXPLANATORY INFORMATION

[1] Includes recovery from insurance companies and civil awards.

HUMAN RESOURCES
SELF-INSURANCE WORKERS' COMPENSATION FUND

WORKERS' COMPENSATION EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
ADMINISTRATION – CITY	$1,788,413	$1,958,375	$1,763,692	$2,092,741
ADMINISTRATION - CONTRACTS	679,476	997,242	829,511	1,229,775
PREMIUMS – EXCESS LIABILITY	191,025	270,939	228,625	270,939
SELF INSURANCE/OTHER	10,297,158	10,435,125	9,392,977	10,435,125
TRANSFERS	580,679	614,892	614,892	620,274
TOTAL EXPENDITURES	**$13,536,751**	**$14,276,573**	**$12,829,697**	**$14,648,854**
AUTHORIZED POSITIONS	**16**	**16**	**16**	**16**
FULL-TIME EQUIVALENTS	**16.00**	**16.00**	**16.00**	**16.00**

PROGRAM INFORMATION

The **Liability Program** administers the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating a litigation management process. The Liability Section also recovers damages to City personnel, property or equipment from liable third parties; maintains placement of insurance coverage; maintains current property listings for insurance policies; and provides services to all departments including, but not limited to: responding to department insurance inquiries, reviewing and approving certificates of insurance; reviewing departmental insurance requirements for contracts, Requests For Proposals (RFP's), Requests For Qualifications (RFQ's), and monitoring activities of Third Party Administrators.

GOALS & OBJECTIVES

- Improve the overall financial status of the Liability Fund.
  - Identify and communicate to the City's executive staff members the Cost of Risk for a Self-Insured Liability Program.
  - Ensure the City provides compensation for only claims for which it is responsible.
  - Aggressively subrogate and pursue all potential recoveries from negligent third parties.
  - Educate and assist City Departments on methods to identify and control risk exposures and control risks of financial, physical or bodily injury loss to employees or the public.
  - Identify, report, and obtain all recoveries due from excess insurance carriers.
  - Reduce the frequency of motor vehicle accidents and other damage to City property through interaction and training with City departments.
- Ensure that the City's investigation and defense costs are minimized to ensure fiscal responsibility.
  - Coordinate a litigation management program with the City Attorney with the advice and direction of the Claims Board.
  - Reduce the frequency of litigated claims and the associated cost to settle claims.
  - Assist the City's Claims Board in their duties and responsibilities.
- Ensure the City's risks are properly identified, evaluated and addressed.
  - Continue to administer Risk Management contracts and ensure delivery of all contracted services.
  - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
- Assist staff members to obtain and/or maintain professional certifications/licenses by identifying and offering professional development opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Provide Accountability to the Public**					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties[1]	64.1%	76.5%	75.8%	83.5%
		Amount Recovered From Negligent Third Parties	$245,211	$273,436	$185,914	$204,505
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	95%	90%	97%	94%
		No. of Cases Resolved at Claims Board[2]	5	15	12	11
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Investigation Hours[3]	245	473	216	227
		No. of Driver Evaluations Processed	4,608	5,000	4,354	4,789
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Reduce frequency of motor vehicle accidents involving City owned vehicles; Provide interaction and training with City departments	Vehicle Accident Rate per 1,000,000 miles[4]	13.6	9.4	10.9	9.8

EXPLANATORY INFORMATION

1 Includes recovery from insurance companies, civil awards, and criminal restitution.

2 Claim settlements greater than $15,000 require approval by appointed Board pursuant to City Ordinance. The Board hears all claims and determines if authorization for settlement will be approved. Claims in excess of $50,000 go to City Council for approval through Executive Session.

3 Figure includes all types of investigations by Safety staff as it pertains to liability exposures and accidents.

4 Figure is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000 miles.

LIABILITY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
ADMINISTRATION – CITY	$1,208,637	$1,307,009	$1,132,742	$1,364,845
ADMINISTRATION – CONTRACTS	572,369	611,144	690,309	729,500
CLAIMS – INSURANCE	6,566,746	6,165,900	6,111,237	6,350,877
PREMIUMS – EXCESS LIABILITY	1,432,288	2,029,574	2,054,795	2,131,053
TRANSFERS	357,944	291,997	291,997	333,724
TOTAL EXPENDITURES	**$10,137,984**	**$10,405,624**	**$10,281,080**	**$10,909,999**
AUTHORIZED POSITIONS	**4**	**4**	**4**	**4**
FULL-TIME EQUIVALENTS	**4.00**	**4.00**	**4.00**	**4.00**

CITY OF SAN ANTONIO
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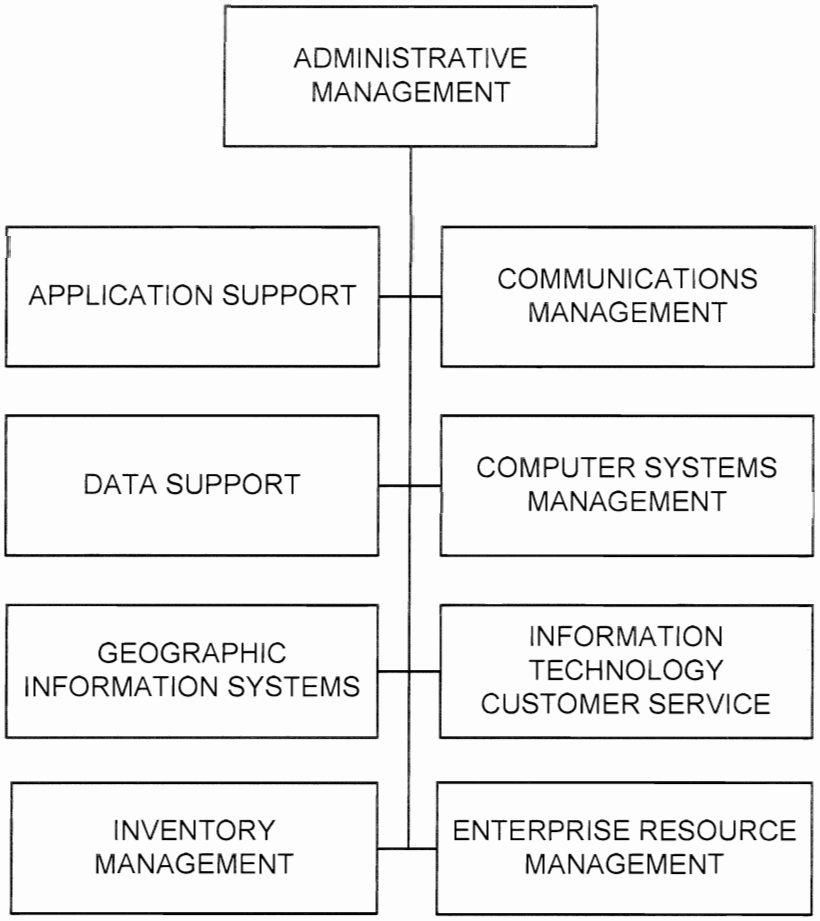


APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Information Technology Services Fund	244.00	$36,654,758
Total Funding	**244.00**	**$36,654,758**

INFORMATION TECHNOLOGY SERVICES
INFORMATION TECHNOLOGY SERVICES FUND

MISSION STATEMENT

The Information Technology Services Department is dedicated to providing secure, reliable, and effective enterprise level Information Technology business solutions that facilitate and enhance the City's effectiveness in serving the citizens of San Antonio.

PROGRAM INFORMATION

The Information Technology Services Department (ITSD) provides information technology (IT) services, 24 hours a day, seven days a week to all City departments, delegate agencies, various local, state, and federal governmental entities through information and technology sharing agreements.

ITSD is organized as a strongly centralized IT function that provides governance and support for all technology functions and builds information systems around IT industry best practices that facilitate the goals and objectives of the City of San Antonio.

The following is a listing of the services provided by ITSD:

- Application Services - Provides assessment, business analysis, testing, development, and support of information systems applications in support of ITSD and City of San Antonio services.
- Business Services - Provides budgetary, financial, contractual, quality assurance, procurement, and disposition service functions in support of inter- and intra-Departmental information systems initiatives.
- Business Intelligence - Provides processes, technologies, and tools to turn data into information to facilitate business decisions utilizing data warehousing, analytics, and executive dashboard tools.
- Communications Services - Provides data, voice, and radio services to support City of San Antonio business objectives.
- Computing Infrastructure Services - Provides computing infrastructure platforms such as mainframe and desktop applications, network operating systems, and application topologies in support of City of San Antonio business objectives.
- Integration Services - Provides systematic facilitation to enable the seamless integration of people, processes, and technology.
- Security Services - Policy and compliance to support the confidentiality, integrity, reliability, and availability of information systems and data.
- Strategic Management Support Services - Provides professional services and strategic advice on matters related to information technology management and strategy, project and portfolio management, business analysis and performance measurement, quality assurance, and change management to achieve the Department's goals and enhance its effectiveness.
- Support Services - Provides support and effective customer service for all users of City of San Antonio information systems.

GOALS & OBJECTIVES

- *Application Services* – To provide technology solutions through business analysis, development, enhancement, maintenance, and support of the various applications utilized by the City of San Antonio thereby providing quality services to internal (employee's and delegate agencies) and external customers (citizens, visitors, and businesses).
- *Business Services* – To provide business support services for a viable, responsible, and proactive strategic and operational budgetary, fiscal, contractual, procurement, disposal, and desktop administration. This will enable ITSD to provide the City of San Antonio with a financially sound methodological vehicle that will promote equitable cost allocation, fiscally sound polices and procedures, and a standardized method of managing IT goods and services throughout their lifecycles. This will result in a healthy fund balance, network infrastructure standardization, and legal and environmental disposition compliance of IT assets.
- *Business Intelligence* – To provide the support and tools for internal users to assess, enhance, and optimize the City of San Antonio's services' performance and operation by providing decision tools that enable real-time, interactive access, analysis and manipulation of mission-critical information. This will allow users insight into key operating information to quickly identify business challenges and opportunities.
- *Communications Services* – To continue to operate and expand the City's Regional Radio Communications system which provides interoperability radio communications between the City of San Antonio and other governmental entities in support of the City's growing mobile radio communications needs. This is facilitated by utilizing the latest hardware and software mobile radio systems technology, which will enable effective, efficient, and reliable mobile radio communications solutions to the City of San Antonio and the surrounding region.
- *Computing Infrastructure Services* – To provide reliable, effective, and efficient information processing platforms for the City's enterprise; identify emerging technologies, and evaluate selected ones to determine potential benefits to the City's enterprise; consolidate computing platforms and reduce operating costs by eliminating duplication. This will assist ITSD in providing effective and efficient enterprise services that focus on meeting business requirements.
- *Integration Services* – To provide City departments with core Inter and Intra City connecting services which provides a basis for interoperability between City departments, and provide economies of scale for services widely used by the City of San Antonio. This ensures that the City's Enterprise application systems are appropriately supported to assure delivery of system functions critical to the efficient operation of City government.
- *Security Services* – Maintain reliable, secure, confidential, and continuous enterprise operations through policies, procedures, monitoring, risk assessment/planning/mitigation, recovery planning, and periodic testing. This will provide high availability of enterprise information technology resources through protection from and prevention of cyber incidents, as well as business continuity efforts.
- *Strategic Management Support Services* – Implement operational best practices to provide improved availability, reliability and performance of ITSD services. The benefits of Operational Excellence will be improved quality of ITSD operations services, improved communication and planning resulting in more effective solutions to the City's business needs, a better managed operational environment leading to better cost control, and improved relationships between ITSD and its customers.
- *Support Services* – To provide a single point of contact for IT Support 24-hours a day, 7-days a week. The Service Desk provides two separate and distinct functions: (1) logging, tracking, resolution, and elevation of problems; and (2) coordination of all data and voice service requests for adds, moves, and changes.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide for Safety & Welfare of San Antonio**					
	Public Safety Radio System	% of County-Wide Radio Coverage	98.0%	98.0%	98.0%	98.0%
		Total No. of Radios Supported	N/A	N/A	4,875	5,000
		No. of Outside Agency Radios on the System	N/A	N/A	1,596	1,627
	Customer Service Initiative	No. of Customers Supported (City)	12,271	12,639	13,005	14,083
		% of City Staff Using Computing Services	N/A	N/A	64.0%	65.0%
		% of City Staff Using Communication Services	80.0%	82.0%	88.0%	88.0%
	Geographic Information Systems (GIS/Mapping)	Internet Mapping Services	10	13	11	11
	Improve Customer Service					
	San Antonio Community Portal	No. of City Web Pages Browsed (millions)	35.0	40.0	37.6	42.0
		No. of E-Payment Transactions	20.000	21,500	31,000	35,000
	Help Desk Services	Help Desk Calls Processed	N/A	N/A	44,993	46,000
		% of Calls Completed Within One Hour	N/A	N/A	60.0%	63.0%
		% of Calls Completed Within Four Hours	N/A	N/A	61.0%	65.0%
Financial	**Provide Accountability to the Public**					
	Customer Service Initiative	No. of Dollars Collected, E-Payment Transactions (in millions)	$2.80	$3.01	$4.10	$4.50
		Avg. No. of Mainframe Transactions per day (in Millions)	1.3	1.4	1.6	1.6
		Avg. No. of SAP Transactions per Day	N/A	N/A	210,000	211,000
		Avg. No. of HANSEN Transactions per day	N/A	N/A	419,520	450,000
	Revenues collected for services provided to outside agencies	Total Revenue Collected for Agencies Utilizing ADP Services	N/A	N/A	$67,077	$69,089
		Total Revenue Collected for Agencies Utilizing the Radio System	N/A	N/A	$226,170	$301,565
		Total Revenue Collected for Radio Tower Leases	N/A	N/A	$67,400	$81,500

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Innovative and Proactive City Government**					
	Customer Service Initiative	Total No. of Servers Supported	N/A	N/A	349	389
		Total Storage Space Supported (Tarabytes)	N/A	N/A	30	30
		Total No. of Active Network Ports Supported	N/A	N/A	11,028	11,528
		No. of E-mail Accounts Supported	9,500	10,100	10,354	10,500
		Total No. of Mobile Devices Supported	N/A	N/A	3,904	6,550
		No. of E-mail Messages Sent/Received per month (in Millions)	3.3	3.4	3.4	3.9
		Total New PC's Installed	N/A	N/A	2,275	2,500
		Total New Printers Installed	N/A	N/A	400	420
	Improve Information Technology					
	Knowledge & info. mgmt. support	No. of Business Warehouse (BW) Information Cubes	18	20	24	24
	% of time computing services available	% Network – Total Uptime	N/A	N/A	99.0%	99.9%
		% SAP – Total Uptime	N/A	N/A	99.8%	99.8%
		% HANSEN – Total Uptime	N/A	N/A	98.9%	98.9%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Customer Service Initiative	No. of Employees Provided IT Training (Internal and External)[1]	1,854	3,000	2,200	2,500
		Total No. of Classes that Employees Attended	N/A	N/A	564	600

EXPLANATORY INFORMATION

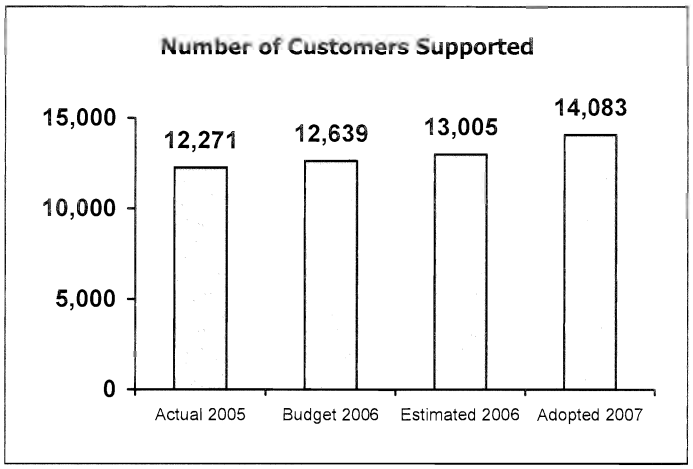
[1] Increases in FY 2005 and FY 2006 due to implementation of Enterprise Resources Management System.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Information Technology Services Fund's FY 2007 Balanced Scorecard.

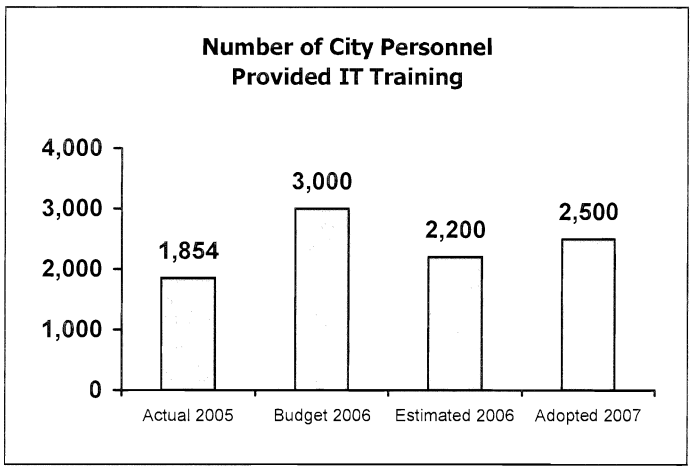
Information Technology Customers

As the City of San Antonio continues to grow, the customer base that the Information Technology Services Department (ITSD) serves continues to increase. ITSD offers maintenance, installation, technical assistance, and work order support to all of its customers.



Information Technology Training

The Information Technology Services Department provides IT training to all City personnel who require assistance. Training examples include SAP and Microsoft courses that enable employees to work more effectively and efficiently.



INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$16,621,670	$16,865,751	$16,762,922	$17,881,765
CONTRACTUAL SERVICES	3,019,053	7,029,767	4,976,164	5,726,409
COMMODITIES	3,067,909	3,869,970	881,691	890,268
SELF INSURANCE/OTHER	8,267,373	8,688,544	10,495,320	11,303,274
CAPITAL OUTLAY	1,217,078	0	1,034,831	0
INVENTORIES	315,015	344,100	594,762	344,100
TRANSFERS	671,823	507,003	507,003	508,942
TOTAL EXPENDITURES	**$32,819,921**	**$37,305,135**	**$35,252,693**	**$36,654,758**
AUTHORIZED POSITIONS	**204**	**245**	**245**	**244**
FULL-TIME EQUIVALENTS	**204.00**	**245.00**	**245.00**	**244.00**

CITY OF SAN ANTONIO
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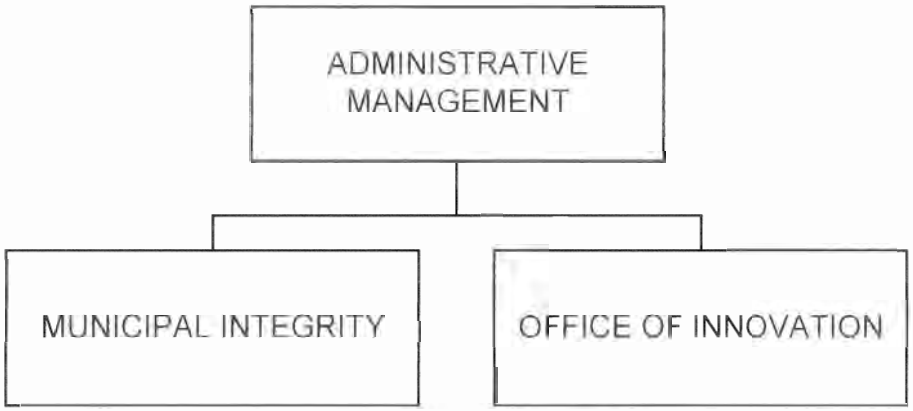
INNOVATION & REFORM



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	11.00	$841,653
Total Funding	**11.00**	**$841,653**

MISSION STATEMENT

The mission of the Office of Innovation and Reform is to lead and support the reform effort to become a more efficient, results-oriented organization.

PROGRAM INFORMATION

The Office of Innovation and Reform is responsible for improving the efficiency and effectiveness of operations City-wide with priority reform areas identified by the City Manager. The Office of Innovation and Reform is comprised of two divisions: Municipal Integrity and the Office of Innovation. The Office of Innovation provides internal support to City Departments while challenging the organization through the process of continuous improvement. In addition, the Office of Innovation manages high quality internal and external reviews to improve accountability and service delivery to citizens.

GOALS & OBJECTIVES

- Partners with client departments to provide consulting services to the City through assessment, implementation, and evaluation of best practices through public and private sector innovations.
- Implements and manages City-wide strategic planning process.
- Implements and coordinates Gain sharing Program to encourage workplace innovation and improvements by giving employees an opportunity to have direct financial stake in meeting specific goals.
- Implements and coordinates the Employee Fellowship Program.
- Manages the c-Bid and e-Bid programs.
- Implements and coordinates the Management Intern Program.
- Trains employees, supervisors and managers on fraud prevention and awareness.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Innovative & Proactive City Government**					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided[1]	48	75	60	65
Financial	**Provide Accountability to Public**					
	Reduce loss to the City resulting of non-uniformed fraud	% of Fraud Related Municipal Integrity Investigations	27%	30%	30%	35%
Internal Processes	**Public Trust & Awareness of Citizens**					
	Investigate complaints and Allegations of non-uniformed Employee misconduct	No. of Municipal Integrity Investigations Resolved[1,2]	342	180	300	155
		% of Municipal Integrity Investigations Resolved	95%	90%	94%	97%
Employee Learning & Growth	**Improve Employee Services**					
	Train employees, supervisors and managers on fraud prevention and awareness	% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent"	90%	100%	95%	100%

EXPLANATORY INFORMATION

Note: Balanced Scorecard only reflects Municipal Integrity performance measures.

[1] Increase due to acceptance of traffic and driving complaints referred to Municipal Integrity.

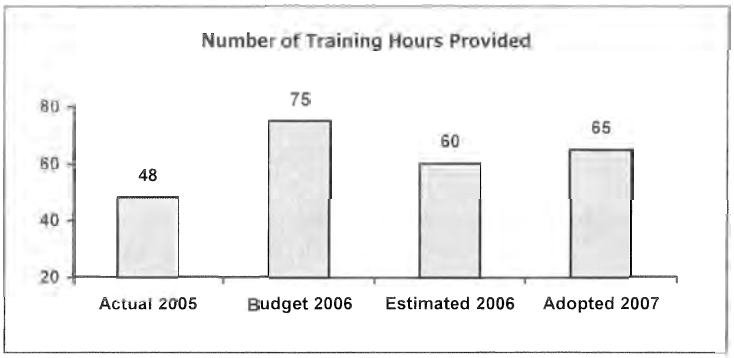
[2] New program implementations have resulted in fewer investigations.
Traffic and driving complaints have been re-directed to the appropriate departments.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Office of Innovation and Reform for FY 2007.

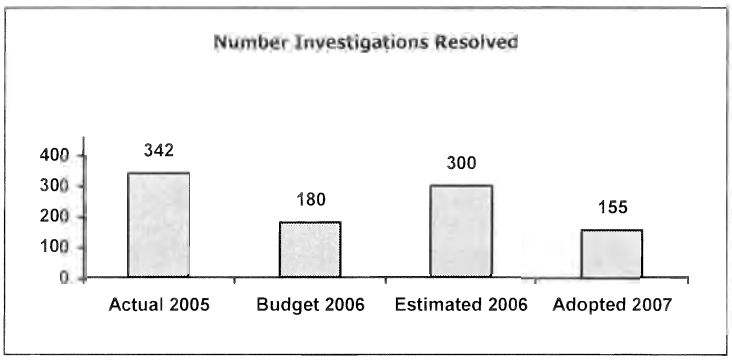
Number of Training Hours Provided

The Office of Innovation and Reform Trains employees, supervisors and managers on frauc prevention and awareness. This measure represents the number of traininng hours provided.



Number Investigations Resolved

This measure represents the number of investigated and resolved complaints and allegations of non-uniformed employee misconduct. The decrease in Adopted FY 2007 is due to traffic and driving complaints now being re-directed to the appropriate departments.

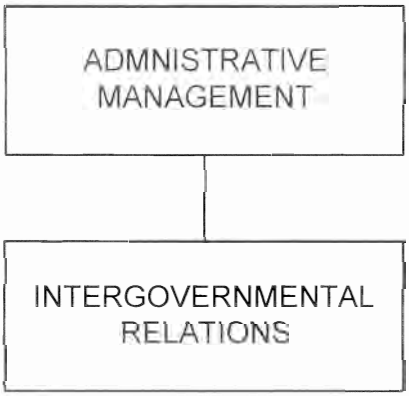


GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	N/A	N/A	N/A	$721,287
CONTRACTUAL SERVICES	N/A	N/A	N/A	91,693
COMMODITIES	N/A	N/A	N/A	7,022
SELF INSURANCE/OTHER	N/A	N/A	N/A	21,641
CAPITAL OUTLAY	N/A	N/A	N/A	0
TOTAL EXPENDITURES	**N/A**	**N/A**	**N/A**	**$841,643**
AUTHORIZED POSITIONS*	**N/A**	**N/A**	**N/A**	**11**
FULL-TIME EQUIVALENTS	**N/A**	**N/A**	**N/A**	**11.00**

*Includes nine existing positions redirected from within the organization and two new management intern positions.

INTERGOVERNMENTAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	5.00	$1,183,252
Total Funding	**5.00**	**$1,183,252**

MISSION STATEMENT

The mission of the Intergovernmental Relations Department is to facilitate outreach to community, corporate, state and federal 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 community, corporate, state and federal organizations.

PROGRAM INFORMATION

The Intergovernmental 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 Intergovernmental Relations Department also manages inter-local contracts and agreements and performs other special projects related to intergovernmental cooperation.

GOALS & OBJECTIVES

- To manage the processes of legislative and regulatory government at the state and federal levels in coordination with other City departments to benefit the City.
  - Review federal and state legislation and determine its impact to the City.
  - Promote legislative and regulatory initiatives that will benefit the City.
  - Identify and defeat legislation that will negatively impact the City.
  - Involve San Antonio legislative and congressional delegations on issues affecting the City.
- To identify and implement agreements with other political subdivisions to increase efficiency and service to the citizens of San Antonio.
  - Analyze all current inter-local agreements in an effort to determine their fiscal impact.
  - Assess potential 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 subdivisions.
  - Facilitate the integration of City and County services, where applicable, as a means to increase efficiency and customer service.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Leverage Other Funding Sources**					
	To analyze all current inter-local agreements in an effort to determine their fiscal impact	Avg. Monthly Revenue Received from Interlocal Agreements	$324,868	$305,344	$337,292	$347,314
	To promote legislation and regulatory initiatives which will benefit the City	Federal Funds Receivec Related to the Federal Program (In Millions)	$48.25	$30.00	$17.76	$10.63
Internal Processes	**Provide Accountability to the Public**					
	To promote legislation and regulatory initiatives which will benefit the City	% of State Legislative Program Enacted[1]	66%	N/A	N/A	66%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	To promote the professional development and training of City employees	No. of Training Hours Received by Department Employees Attending Professional Development Training Sessions[2]	43	95	51	60

EXPLANATORY INFORMATION

[1] The figures for Revides and Estimated FY 2006 cannot be determined because the Texas Legislature is only in session in odd- numbered years.

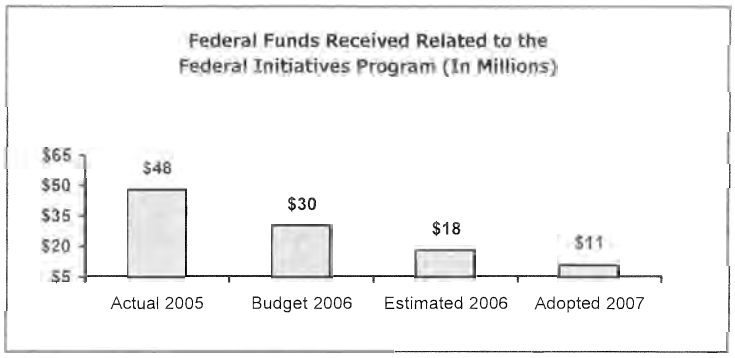
[2] In Estimated FY 2006, the Department experienced a 60 percent decrease in staff during a re-organization.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Intergovernmental Relations Department for FY 2007.

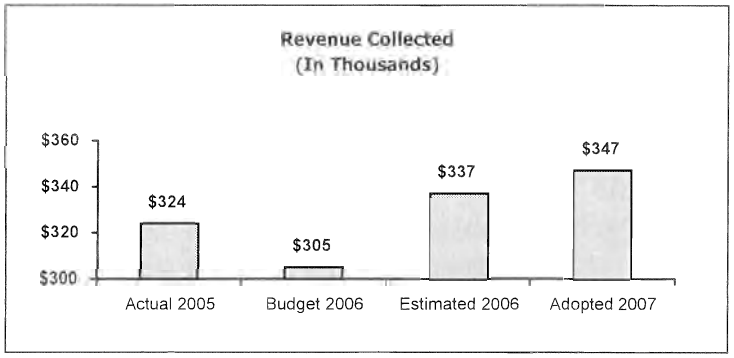
Federal Funds Received Related to the Federal Initiatives Program

In preparation for Congressional Sessions, the City identifies legislative and regulatory San Antonio-specific issues to be included in its Federal Program. These issues are identified in cooperation with the City's federal Consultants, City Manager's Office, and representatives for City Departments.



Average Monthly Revenue Received from Interlocal Agreements

Fiscal impact of Interlocal agreements is measured by the average monthly revenue received. The Intergovernmental Relations Department identifies and implements agreements with other political subdivisions to increase efficiency and service to citizens.

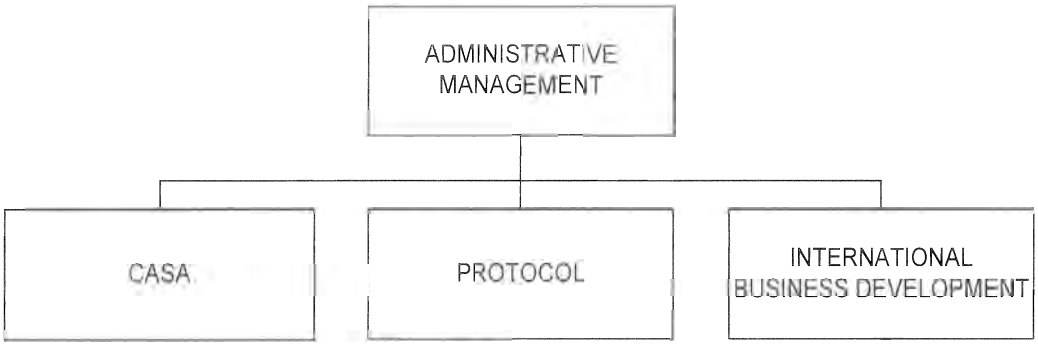


GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$666,642	$350,536	$203,164	$398,835
CONTRACTUAL SERVICES	522,324	545,875	542,221	729,718
COMMODITIES	21,615	7,553	5,913	7,553
SELF INSURANCE/OTHER	118,948	41,016	41,445	47,146
CAPITAL OUTLAY	5,073	0	0	0
TOTAL EXPENDITURES	**$1,334,602**	**$944,980**	**$792,743**	**$1,183,252**
AUTHORIZED POSITIONS	13	5*	5	5
FULL-TIME EQUIVALENTS	**13.00**	**5.00***	**5.00**	**5.00**

*In FY 2006, eight positions were redirected to Communications and Public Affairs Department.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	5.00	$565,051
Community & Visitor Facilities Fund	7.00	995,318
Total Funding	**12.00**	**$1,560,369**

MISSION STATEMENT

The International Affairs Department develops and maintains foreign relations, fosters international business and promotes local partnerships for the San Antonio community.

PROGRAM INFORMATION

Created to provide a clear entrance or "front door" that establishes San Antonio as the "Center of International Excellence", the International Affairs Department attracts and promotes global trade, foreign investment and protocol counseling to the San Antonio community. These functions are carried out through programs, services and collaborations supported by the City of San Antonio's award winning foreign trade efforts in Japan and Mexico – "The Casa San Antonio" program; the Export Leaders Programs and vigorous promotion of San Antonio's industry clusters throughout the world. This is achieved by hosting official international dignitaries, nurturing long-term relationships worldwide, presentations to prospective businesses, international business counseling, match-making, trade missions, conferences and seminars.

San Antonio fosters economic global ties with its sister cities in Mexico, Japan, Korea, Spain and Taiwan among other strategic alliances. The International Affairs Department provides official interfaces with local partners such as the Free Trade Alliance San Antonio, North American Development Bank, Mexican Consulate, US Department of Commerce/Foreign Commercial Service; UNAM, Instituto de México, the World Affairs Council, UTSA International Trade Center, Bexar County, local chambers of commerce and industry and several other foreign commercial entities.

GOALS & OBJECTIVES

- Increase international business by fostering global trade and promotion by utilizing the CASA San Antonio Program in Mexico and our trade representative in Japan, exploring new markets in China and Europe and identifying other global trade opportunities for our targeted industries.
- Develop foreign relations for San Antonio by conducting outreach at all levels with international entities. This goal is accomplished by acting as the City's official interface with foreign dignitaries and governments including the U.S. Department of State; foreign governments; U. N. Missions; Consular Corps in Washington, D.C. and Texas, Mexican Trade Offices and Sister Cities International. Local organizations include: The World Affairs Council; San Antonio International Visitors Alliance; San Antonio-Mexico Friendship Council; San Antonio-Mexico Foundation for Education; Federation of Mexican Communities in San Antonio; research facilities; ethnic groups; universities; community colleges; arts & cultural and civic organizations.
- Conduct the San Antonio Export Leaders Program, a highly effective course providing exporting tools and training to expand local businesses internationally and lead two trips to Mexico for one-on-one business meetings. One annual trip provides the Hispanic Chamber's Leadership exposure to the Casas and Export Leaders Program.
- Position San Antonio as the "Center of International Excellence" by hosting meetings, seminars, and conferences on best practices by foreign governments and international markets.
- Develop international partnerships for San Antonio's driver industries in Biotechnology & Healthcare, Aerospace & Aviation, Tourism, Logistics & Transportation and Information Technology Security in conjunction with local partners including City departments such as the Economic Development, Convention & Visitors Bureau, Cultural Affairs and San Antonio International Airport and the Free Trade Alliance San Antonio, SATAI, Brooks City-Base, San Antonio Economic Development Foundation, U.S. Department of Commerce Export Assistance Center, UTSA International Trade Center, Kelly USA, Lackland AFB, chambers of commerce, and the Greater Austin-San Antonio Corridor Council.
- Continue to provide award-winning Sister City programs by broadening and deepening our relationships with San Antonio's seven Sister Cities in cultural, education and business sectors.
- India – Explore a Sister City relationship with India.

GOALS & OBJECTIVES CONTINUED

- Foster youth participation in global affairs by providing non-financial assistance to the Model United Nations program for loca. and international high school students to learn global issues through the International School of the Americas.
- Utilize global technology through a new departmental web portal to serve and provide faster and accurate information to assist local companies in today's business climates
- Continue to facilitate the needs of Toyota Motor Manufacturing North America in San Antonio.
- Coordinate the assimilation of Japanese executive families in partnership with Japan American Society of San Antonio mentoring program – a welcome first for Toyota worldwide.
- Provide specialized training to improve job related skills and development of staff.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide Economic Development Opportunities**					
	Develop foreign relations	No. of International Protocol Delegations	75	80	70	80
	Promote San Antonio as the *Center of Excellence* for trade	No. of Business Delegations	102	150	80	160
		No. of Business Clients Served	895	700	645	900
Financial	**Leverage Other Funding Sources**					
	Sponsor International events	Private Sector In-kind Support for International Projects	$150,700	$120,000	$110,000	$130,000
		Direct Expenditures by Official Guests to San Antonio (In Millions)[1]	$1.7	$1.5	$2.3	$2.5
	Provide Accountability to the Public					
	Continue to attract and promote trade with San Antonio	Revenue Collected from CASA San Antonio Clients & Trade Missions Participants.	$7,534	$ 4,000	$7,000	$5,800
		Revenue Collected from Export Leaders Program	$8,675	$15,000	$10,000	$13,000
		Dollar Value of Business Generated by CASA Program (In Millions)	$31	$40	$35	$40
		Rate of Return per $1 Invested in the CASA Program [2]	$60	$80	$65	$80
		Public Relations Media Value (in millions of dollars)	$.20	$1.00	$.20	$.25
Internal Processes	**Improve Customer Service**					
	Outreach	No. of Presentations, Site Visits, Speeches, Networking	900	350	800	1,000
		Outreach- Media Impact	366,101	500,000	500,000	600,000
Employee Learning & Growth	**Improve Employee Services**					
	Provide specialized training to improve job-related skills and development	Hours of Technical Training Received Per Employee	200	300	325	400

EXPLANATORY INFORMATION

[1] Direct Protocol expenditures are based on a per delegate expenditure of $900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureau.

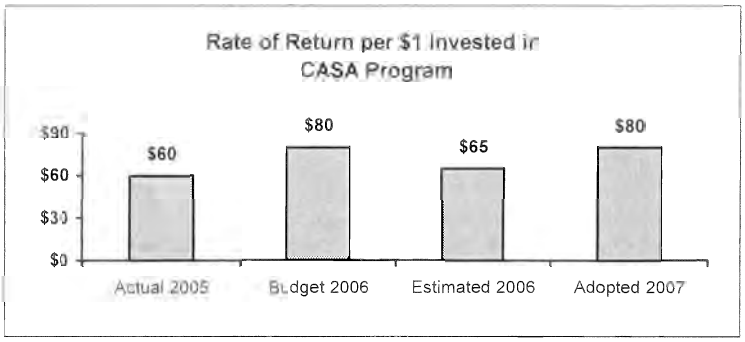
[2] Yearly survey is given to all Casa San Antonio Program clients from the previous year and all Export Leaders participants from all previous years.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the International Affairs Department for FY 2007.

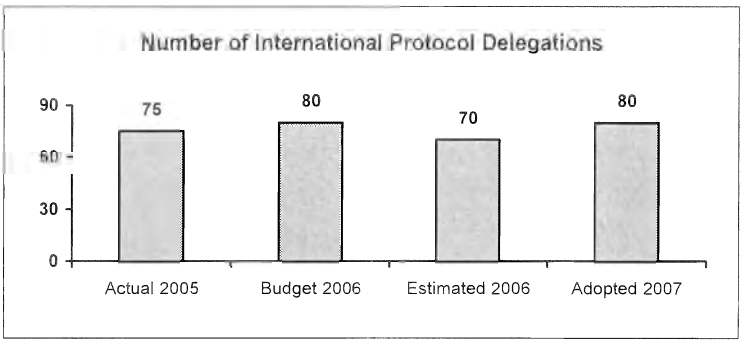
Rate of Return

The rate of return demonstrates the amount of business generated for every one dollar spent in the CASA San Antonio program. This number is based on a yearly survey where business clients report dollar amounts of international business created.



Number of International Protocol Delegations

Protocol Delegations assist with promoting international tourism and new business development. The number of Protocol Delegations is expected to increase 6.6% from Actual FY 2005 to Adopted FY 2007.



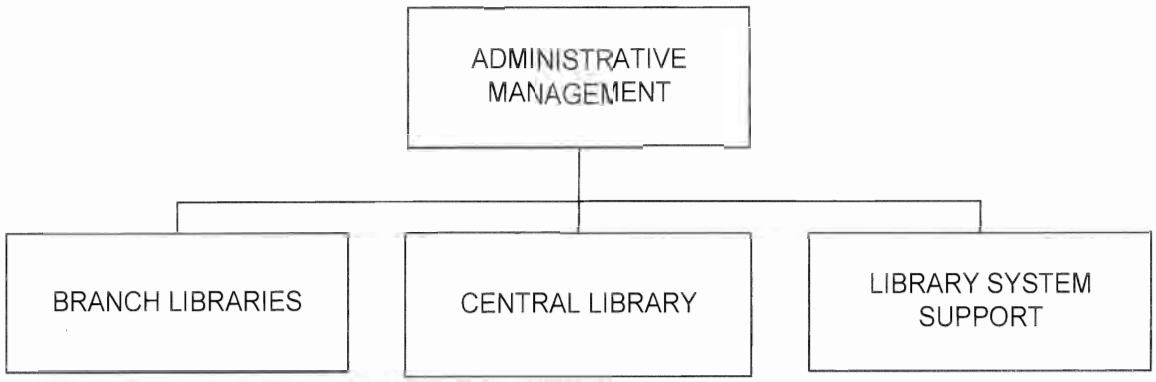
GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$340,809	$377,405	$370,656	$364,995
CONTRACTUAL SERVICES	31,284	153,900	167,968	181,541
COMMODITIES	4,725	3,675	4,720	3,675
SELF INSURANCE/OTHER	17,738	22,425	17,934	14,840
CAPITAL OUTLAY	0	4,869	905	0
TOTAL EXPENDITURES	**$394,556**	**$562,274**	**$562,183**	**$565,051**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

COMMUNITY & VISITOR FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$478,576	$504,296	$500,633	$506,901
CONTRACTUAL SERVICES	320,834	350,411	349,286	350,174
COMMODITIES	54,292	50,893	51,609	50,893
SELF INSURANCE/OTHER	79,777	83,882	79,325	87,350
CAPITAL OUTLAY	0	0	4,464	0
TOTAL EXPENDITURES	**$933,479**	**$989,482**	**$985,317**	**$995,318**
AUTHORIZED POSITIONS	7	7	7	7
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	7.00

LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	435.50	$24,981,185
Categorical Grants	11.00	1,615,326
Capital Projects	0.00	6,792,000
Total Funding	**446.50**	**$33,388,511**

MISSION STATEMENT

The San Antonio Public Library provides equal and open access to books, information and technology resources to promote a lifetime of reading and learning, and contributes to the enjoyment, enlightenment, and economic vitality of our diverse and dynamic community.

PROGRAM INFORMATION

The Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County through a system of 21 branch libraries, the Central Library, one bookmobile and a partnership agreement with the North East Independent School District at Reagan High School. Materials and services include books, magazines, newspapers, microfilm, compact disks, audio books, videotapes, DVDs, electronic databases, access to the Internet and software, reference services and child, teen and adult programming. Besides City funding, other funding sources include the Library Foundation, the Friends of the Library organization and Bexar County. The Library generates revenue for the City of San Antonio through non-resident card fees, copy machine charges, the collection of overdue fines, meeting room use charges and Bexar County's contribution to the City's general fund.

GOALS & OBJECTIVES

- To provide resources and services to children, teens and adults that enhance their efforts to succeed.
  - Provide program services to children under age five and their parents and caregivers.
  - Develop a plan to build partnerships with local organizations to advance the mission of the library.
  - Work in partnership with local agencies and organizations to provide children, parents, and caregivers with information and activities that support early literacy development, promote reading and encourage library use.
  - Develop a system-wide plan that provides program services for school-age children that enrich literacy skills and literary appreciation.
  - Develop and implement system-wide library services to teens delivered in each branch location by a staff that understands and respects the unique informational, educational and recreational needs of teenagers.
  - Increase services and materials for the visually impaired in every Library location by September 2007.
- To broaden community awareness of the wide range of services available from the San Antonio Public Library System.
  - Identify potential partners to implement a marketing plan with appropriate benchmarks.
  - Establish an Outreach Services Office to target the Hispanic community and senior citizens.
  - Develop a broad-scale public awareness campaign to increase use of resources available for the visually impaired by September 2007.
  - Develop and implement a plan for bilingual signage in all library facilities.
  - Continue to work with community partners to maximize impact of awareness efforts.
  - To provide professional development for library staff and utilize volunteers to support Library service efforts.
  - Restructure and formalize staff training initiatives to encourage employee development and ensure high-quality customer service.
  - Establish a viable volunteer recruitment, training and retention program.
- To support economic development efforts.
  - Continue to develop business collections and resources to provide access to information that will support small businesses, research and workforce literacy.
  - Work with appropriate partners, including other City departments, to assist in creating a more literate workforce and support individuals re-entering the job market.
  - Continue to develop and expand the community computer training programs at the Central and Branch Libraries.

- To maximize the resources of the Library.
  - Evaluate Library operations for efficiencies and process improvements.
  - Develop a new strategic plan.
- To work with key Library stakeholders to enhance the service efforts of the Library and create support opportunities for the future.
  - Facilitate the Library District Commission's work.
  - Support the efforts of the Library Foundation and the Friends of the Library in their mission to expand awareness and increase resources for the Library.
  - Work with key stakeholders to develop the concept of a Latino Resource Center in the Central Library.
- To provide Library technology resources.
  - Enhance service efforts by implementing available features of the integrated library automation system.
  - Establish a replacement schedule for public computers, software and network equipment..
  - Upgrade Library's IT infrastructure to improve reliability and performance.
  - Establish public wireless internet access at all library locations.
  - Continue installation of radio frequency identification technology to improve inventory, security and customer service.
  - Complete implementation of PC reservation and print management software in all library locations.
- To provide Library environments that are welcoming, accessible and safe.
  - Maintain the Library's facilities at a level that will preserve their value for the community.
  - Partner with the City of San Antonio Public Works Department to complete all planned work on capital projects during Fiscal Year 2007.
  - Provide adequate security to make the Library's locations welcoming and safe for all customers.
  - Cooperate with private groups to leverage resources for the repair and construction of facilities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Support Community Lifelong Learning**					
	Children, teens and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed	Attendance at Children's Programs	95,367	130,000	135,000	140,000
		Attendance at Teen Programs	13,334	N/A	15,000	16,500
		Attendance at Adult Programs	24,450	N/A	25,000	25,500
		Attendance at Computer Classes	2,377	N/A	2,500	2,700
		Summer Reading Program Registration (Children & Teens)	17,665	25,000	15,650	16,432
		No. of Children and Caregivers Using Little Read Wagon Resources	50,264	56,049	56,000	56,000
		No. of Items Borrowed	5,749,949	6,635,601	6,000,000	6,120,000
		No. of Materials Reservations Filled	596,489	468,108	642,644	670,000
		No. of Reference Questions Answered	1,082,350	1,170,444	1,170,000	1,200,000
		No. of Public Computer Sessions	759,437	780,000	781,734	805,000
		No. of Visits by Library Customers	3,978,688	4,842,565	4,058,000	4,140,000
Financial	**Leverage Other Funding Sources**					
	The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources	% of Grant and Private Funds as Part of Operating Budget	10.2%	9.2%	8.0%	8.5%
		Materials Budget Per Capita	$1.93	$1.86	$2.11	$1.85
Internal Processes	**Improve Development Process**					
	The San Antonio Public Library will actively support economic development	No. of Grants, Contracts, and Licenses that Staff Monitor, Manage, or Utilize	123	115	130	133
Employee Learning & Growth	**Encourage Employee Development**					
	Provide a trained and customer focused workforce	No. of Staff Pursuing Secondary or Professional Degree or Technical Certification	N/A	N/A	45	54
		No. Training Class Participants[1]	993	N/A	2,010	2,600

EXPLANATORY INFORMATION

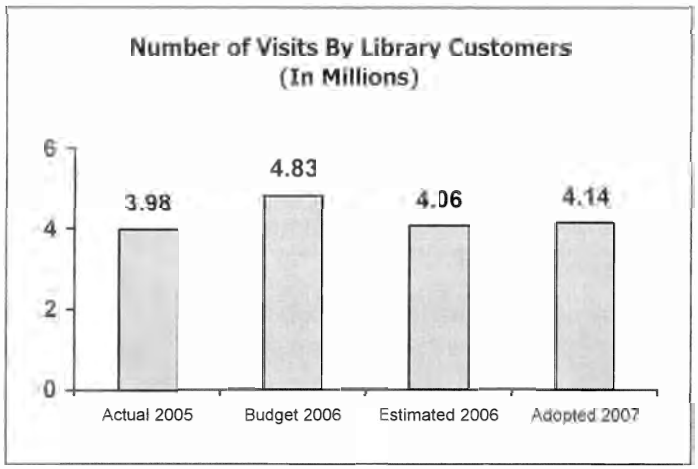
[1] Staff Development Day was not held in FY05. FY06 includes Staff Development Day participation. FY07 includes participation in required ethics training.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Library Department for FY 2007.

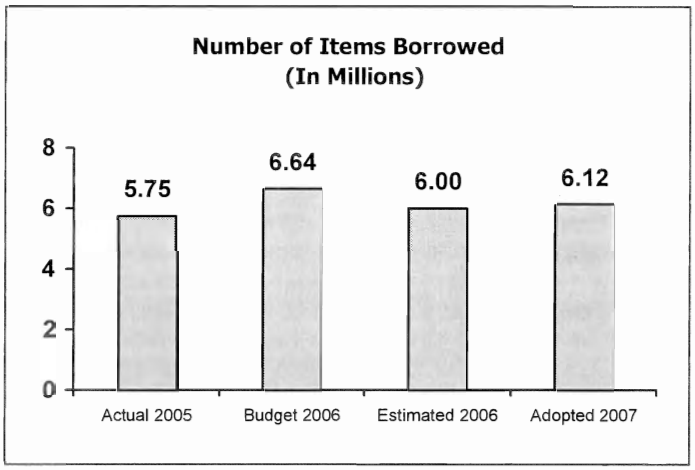
Library Customer Visits

The San Antonio Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County. As the City and County continue to grow, library use and demand is projected to increase.



Access to Materials

Children, teens, and adults using the San Antonio Public Library have access to resources and services that support and enhance their efforts to succeed. New branch libraries will provide residents with additional materials throughout the City and County.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$14,112,357	$16,527,552	$16,385,274	$17,186,096
CONTRACTUAL SERVICES	1,188,442	1,278,461	1,127,443	1,466,631
COMMODITIES	2,958,221	2,932,293	3,073,723	3,283,793
SELF INSURANCE/OTHER	2,097,779	2,350,154	2,353,442	2,904,665
CAPITAL OUTLAY	59,411	0	70,242	140,000
TOTAL EXPENDITURES	**$20,416,210**	**$23,088,460**	**$23,010,124**	**$24,981,185**
AUTHORIZED POSITIONS	**540**	**540**	**540**	**540**
FULL-TIME EQUIVALENTS	**435.50**	**435.50**	**435.50**	**435.50**

Below is a comprehensive listing of the grants expected by the Library Department in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Interlibrary Loan Services – Alamo Area Library System	$326,659	$ -	$ -	$ -	$326,659
Library Systems Operation – Alamo Area Library System	720,000	-	-	-	720,000
Loan Star Libraries	-	88,667	-	-	88,667
San Antonio Public Library Foundation (Various Restricted Donations)	-	-	-	400,000	400,000
Technical Assistance Negotiated Grant – Alamo Area Library System	80,000	-	-	-	80,000
TOTAL	**$1,126,659**	**$88,667**	**$ -**	**$400,000**	**$1,615,326**

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 9/1/06 through 8/31/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total FTE	4.5	5.0	5.0
No. of Potential Lending/ Borrowing Libraries, National and International Locations	12,000	12,000	12,000
Output:			
No. of Interlibrary Loan Request Processed from all Sources [1]	70,468	76,113	78,200
No. of Interlibrary Loan Requests Filled from all Sources [2]	39,074	37,143	39,500
No. of Materials Loaned from San Antonio Public Library	22,732	16,848	17,500
No. of Materials Borrowed from Other Libraries for San Antonio Public Library Customers and Service Area Libraries	16,342	20,295	22,000
Efficiency:			
Cost per Request [3]	$3.73	$3.94	$3.44
Cost per Filled Request [4]	$6.74	$8.08	$6.81
Effectiveness:			
Pct. of Requests from Other Libraries Filled from the San Antonio	51%	53%	55%
Pct. of Requests Filled for San Antonio Public Library	67%	67%	68%
No. of Days to Fill Requests from the San Antonio Public Library Collection	6	6	6
No. of Days to Fill Requests by Referral to Other Libraries	20	20	18

EXPLANATORY INFORMATION

[1] Service requests are received from local customers, service area libraries, and other libraries worldwide.

[2] No. of requests filled from all sources includes materials that were borrowed 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 processed. Increases in "cost per request" are due to anticipated increased funds in grant allocation primarily in response to costs associated with increases in request volume.

[4] "Cost per filled request" is obtained by dividing the total amount of the allocation by the number of requests that were filled by San Antonio Public Library and other libraries. Increases in "cost per request" are due to anticipated increased funds in grant allocation, primarily in response to costs associated with increases in request volume.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$263,457	$300,447	$326,659
TOTAL FUNDING	**$263,457**	**$300,447**	**$326,659**
EXPENDITURES			
PERSONAL SERVICES	$196,996	$231,914	$197,443
CONTRACTUAL SERVICES	37,563	36,159	76,728
COMMODITIES	7,900	8,728	28,000
SELF INSURANCE/OTHER	20,998	23,646	24,488
CAPITAL OUTLAY	0	0	0
TOTAL EXPENDITURES	**$263,457**	**$300,447**	**$326,659**
AUTHORIZED POSITIONS	**5**	**5**	**6**
FULL-TIME EQUIVALENT	**4.50**	**5.00**	**5.00**

PROGRAM INFORMATION:

This grant provides services for 46 public libraries in the Alamo Area Library Systems (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. Grant funds are used for consultant personnel, library materials and continuing education programs. San Antonio Public Library receives funds from AALS for online tutoring, databases and continuing education. This grant programs covers the period 9/1/06 through 8/31/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total budget allocated	$716,349	$716,349	$720,000
Budget allocation for materials[1]	$229,709	$209,034	$157,200
No. of FTEs in consultant program	3	3	3
Output:			
No. of consultations by AALS librarians	7,332	4,956	5,265
No. of programs sponsored[2]	15	15	15
No. of materials purchased	15,962	11,138	13,874
No. of site visits by AALS staff[3]	131	112	46
No. of workshops held[4]	35	26	30
Efficiency:			
Average number of staff assisted per consultant	2,444	1,652	1,755
Average number of students per workshop	9	15	12
Unit cost per materials purchased	$14.39	$18.76	$11.33
No. of site visits per consultant	44	37	15
Effectiveness:			
Pct. of libraries participating in workshops	100	100	100
Pct. of libraries purchasing materials	100	100	100
Pct. of libraries participating consultations	100	100	100

EXPLANATORY INFORMATION

[1] Materials include books, audiotapes, and videos.
[2] Number is the total of Advisory Council, membership, geographic and committee meetings.
[3] Site visits are done at the local library by an AALS consultant.
[4] Workshops include live presenters, coupons to New Horizons Computer Training Centers and online courses.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE	**$193,414**	**$143,270**	**$144,000**
FEDERAL	**522,935**	**573,079**	**576,000**
TOTAL FUNDING	**$716,349**	**$716,349**	**$720,000**
EXPENDITURES			
PERSONAL SERVICES	$233,972	$262,972	$283,960
CONTRACTUAL SERVICES	150,484	184,156	258,031
COMMODITIES	233,492	202,895	124,026
OTHER EXPENDITURES	97,839	50,453	53,983
CAPITAL OUTLAY	0	15,873	0
SUBGRANTING			
TOTAL EXPENDITURES	**$715,787**	**$716,349**	**$720,000**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

PROGRAM INFORMATION:

The Technical Assistance Negotiated Grant (TANG) provides technical assistance and training to 46 public libraries in the Alamo Area Library System (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. The San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. This grant programs covers the period from 9/1/06 through 8/31/07.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Budget allocation	$38,290	$40,000	$80,000
Output:			
No. of overall consultations for library staff [1]	211	101	360
No. of library staff trained [2]	15	35	120
No. of instructional materials processed [3]	44	48	0
Efficiency:			
No. of consultations per library	4.6	2.2	7.8
No. of library staff trained per library	0.32	0.76	2.60
0No. of instructional materials processed per library	0.96	1.04	0.00
Effectiveness:			
% of increase (decrease) library staff consulted	-	(52%)	254.54%
% of increase (decrease) library staff trained	-	137.50%	242.10%
% of increase (decrease) instructional materials processed	-	8.33%	0.00%

EXPLANATORY INFORMATION

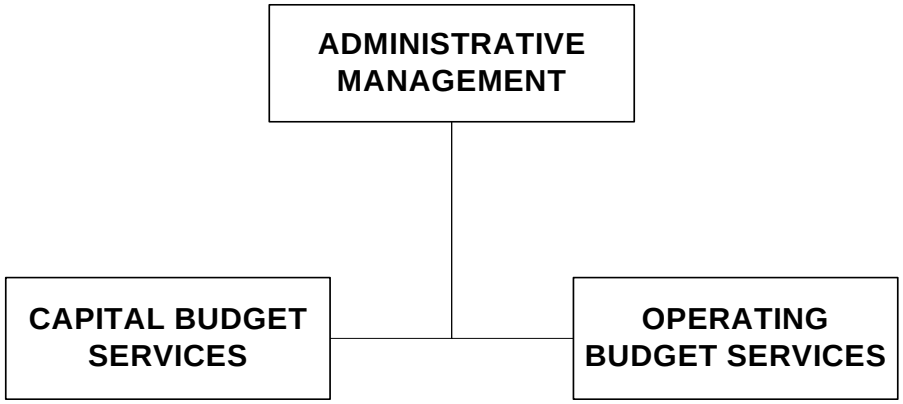
[1] Librarians assisted by phone, mail, fax or e-mail. Consultations and repairs outsourced beginning in FY 2005.
[2] Librarians trained will mostly be accomplished through System grant (in place of TANG grant) in FY 2005.
[3] Instructional materials consist of workshop materials, technical books, manuals and worksheets. These will also be purchased and distributed through the System grant in place of the TANG grant.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Institute of Museum and Library Services	$38,290	$40,000	$80,000
TOTAL FUNDING	**$38,290**	**$40,000**	**$80,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
CONTRACTUAL SERVICES	$37,542	40,000	$80,000
TOTAL EXPENDITURES	**$37,542**	**$40,000**	**$80,000**

CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	17.00	$1,527,609
Total Funding	**17.00**	**$1,527,609**

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, and management services that contribute toward the development and delivery of City Service plans enabling the effective and efficient delivery of City Services.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, analysis, and management services to enable the City organization to provide City services and infrastructure improvements to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The Department coordinates and prepares the Five-Year Financial Forecast and Annual Operating and Capital Budgets. The Department provides services toward the completion of organization and management studies. The Department also provides assistance with the development of the Three-Year Annexation Plan and the City's annual cost allocation plan. The Department's commitment is to provide professional and quality services to the City.

GOALS & OBJECTIVES

- Revise the Annual Budget Development Process by developing a process and schedule which more evenly distributes work efforts allowing for more effective analysis of key service and policy issues impacting the City's Budget.
- Initiate Monthly Financial Revenue and Expenditure Executive Status Reporting in coordination with the Finance Department.
- Manage and coordinate the Budget Initiatives Tracking Report detailing work plan and implementation status on all budgeted and service-related mandates and enhancements for all funds.
- Manage the Bond Program.
- Develop and implement plan for the City's Revenue Rate and Fee Structure through identification of revenues that can be increased for the purpose of moving toward a full cost recovery of service.
- Develop and conduct Management Studies or Management Reviews throughout the fiscal year.
- Support City Council Agenda Process by reviewing all agenda items requiring Management and Budget analysis and approval.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Innovative and Proactive City Government**					
	Provide revenue and expenditure analysis assistance to departmental counterparts	No. of Departmental Users Assisted	120	130	130	135
	Perform consulting services on projects in conjunction with other City departments	No. of Consulting Projects Performed	14	20	17	18
Financial	**Provide Accountability to the Public**					
	Provide financial analysis and reporting of key service and policy issues impacting the City's Budget	No. of Financial Reports Provided	N/A	N/A	6	12
	Identify revenues that can be adjusted for the purpose of moving toward a full cost recovery of service	No. of Revenues Adjusted	103	62	62	71
Internal Processes	**Innovative and Proactive City Government**					
	Manage and coordinate the Six-Year Capital Program	No. of Capital Projects Coordinated[1]	444	429	445	333
Employee Learning & Growth	**Improve Information Service Delivery**					
	Provide information to the public through Community Outreach efforts	No. of Community Outreach Efforts	15	16	23	25

EXPLANATORY INFORMATION

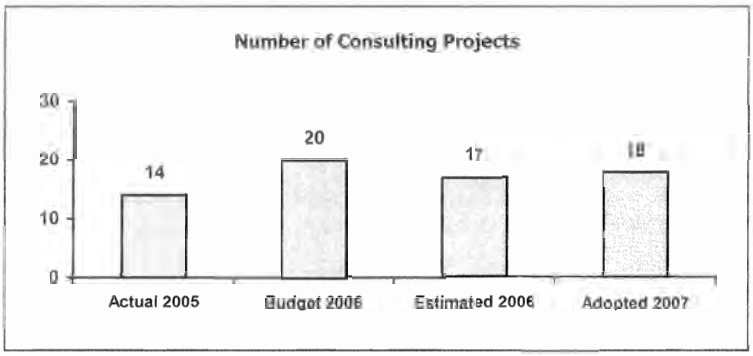
[1] Projects in Estimated FY 2006 column include 16 additional projects for Advanced Transportation District.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights from the Office of Management and Budget's FY 2007 Balanced Scorecard.

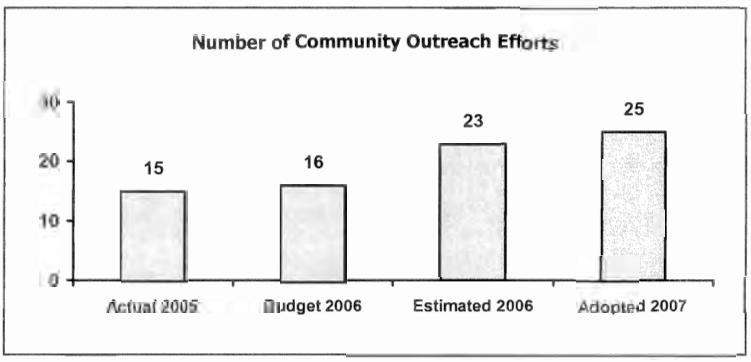
Departmental Consulting Projects

This measure represents the number of consulting projects that have been performed by staff in conjunction with other City departments.



Community Outreach

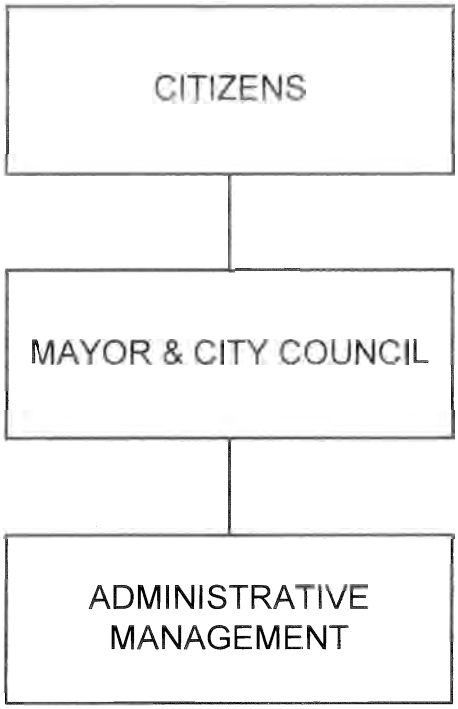
This measure represents the number of community outreach efforts in which the department has been a participant. Community outreach efforts include City Council Community Public Hearings on the Budget, Town Hall and neighborhood association meetings, and educational site visits to local universities and colleges.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$989,642	$1,129,883	$1,152,975	$1,174,024
CONTRACTUAL SERVICES	48,785	44,212	26,665	172,956
COMMODITIES	15,270	12,609	10,324	12,609
SELF INSURANCE/OTHER	181,586	164,241	160,878	166,020
CAPITAL OUTLAY	1,725	1,000	712	2,000
TOTAL EXPENDITURES	**$1,237,008**	**$1,351,945**	**$1,351,554**	**$1,527,609**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**17**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**17.00**

MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2007
General Fund	18.00	$3,979,815
Total Funding	**18.00**	**$3,979,815**

MISSION STATEMENT

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

PROGRAM INFORMATION

The Mayor & Council Office is comprised of the Mayor, who is elected at large, ten City Council members, who are elected from single-member districts, and administrative support staff. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court Judges, City Clerk, City Auditor and members of the City's various boards and commissions. The support staff serves as constituent liaison to all Council members, in addition to responding to incoming calls, scheduling meetings and appointments, and disseminating pertinent information to the citizens of San Antonio.

GOALS & OBJECTIVES

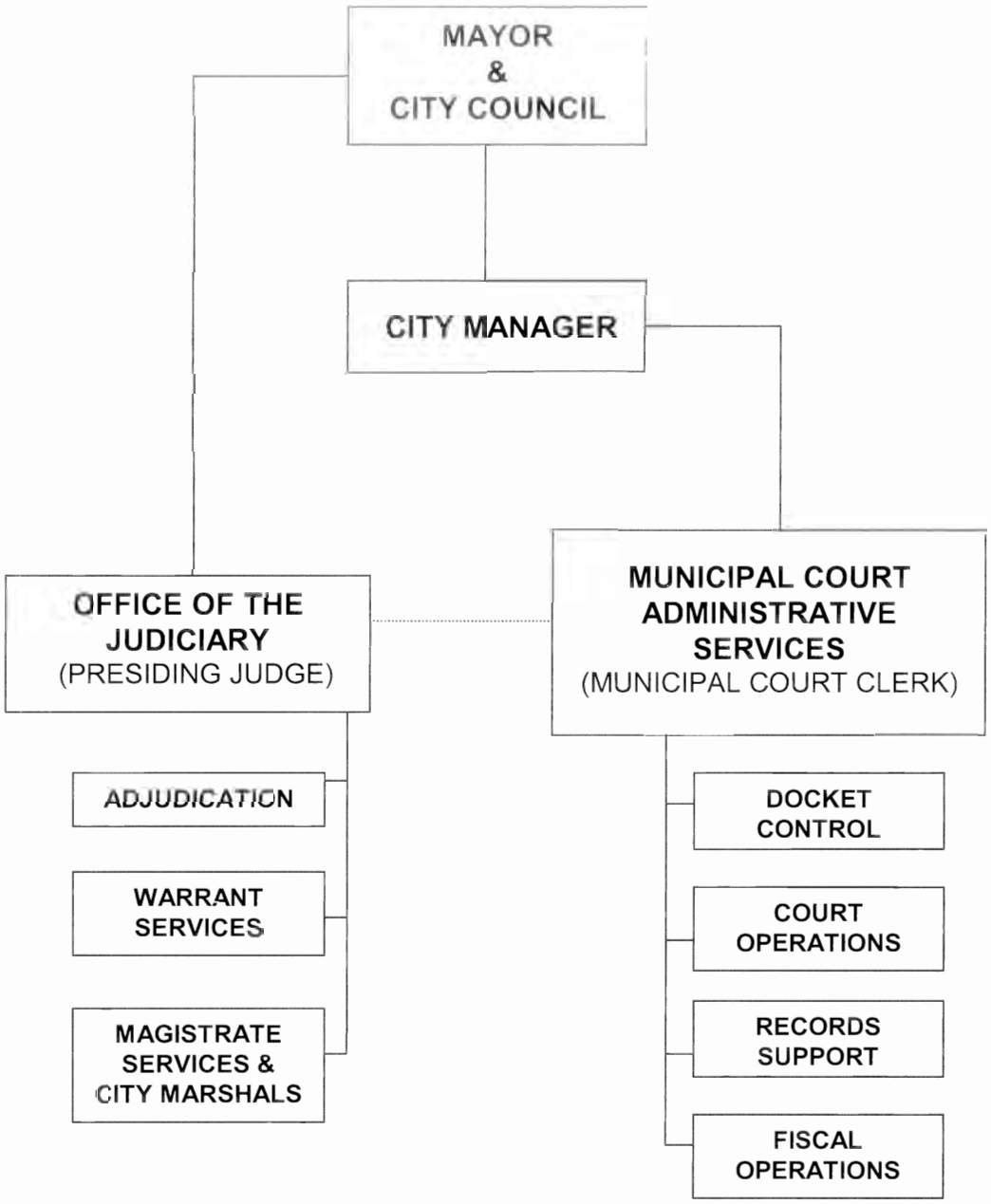
- To respond to citizen needs in a timely, professional and caring manner.
  - By exercising high standards of fairness, conduct and accountability.
  - By providing quality services through dedication and teamwork to improve effectiveness.
- To provide municipal services at the lowest possible cost to the citizens.
- To provide readily-accessible representation for citizen input into the functions of municipal government.

GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED[1] 2006-2007
PERSONAL SERVICES	$1,025,545	$1,024,029	$1,050,888	$1,109,904
CONTRACTUAL SERVICES	348,319	422,873	402,616	467,023
COMMODITIES	118,391	149,275	115,671	155,730
SELF INSURANCE / OTHER	1,848,076	2,280,160	2,047,627	2,247,158
CAPITAL OUTLAY	50,396	538	26,249	0
TOTAL EXPENDITURES	**$3,390,727**	**$3,876,875**	**$3,643,051**	**$3,979,815**
AUTHORIZED POSITIONS	**17**	**17**	**17**	**18**
FULL-TIME EQUIVALENTS	**17.00**	**17.00**	**17.00**	**18.00**

[1] Includes 4 of months of funding reserved for Mayor & City Council Officials elected in May of 2007.

MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	202.10	12,354,223
Municipal Courts Technology Fund	1.00	384,939
Municipal Court Security Fund	0.00	389,256
Total Funding	**203.10**	**13,128,418**

MISSION STATEMENT

The mission of the Courts is to serve all individuals with pride, justice and integrity by providing an impartial forum; trust and confidence; and expeditious resolution of all Court matters.

PROGRAM INFORMATION

The Municipal Courts Department represents the third branch of government for the City of San Antonio. Judicial authority resides in the eight (8) Municipal Courts of Record which are responsible for the interpretation and adjudication of City ordinances as well as other Class "C" misdemeanors enacted by the Texas Legislature. Court activities include conducting court proceedings, the hearing and adjudication of parking citation disputes, and Magistrate services for area municipalities and Bexar County. Operations are located within the Frank D. Wing Building, which houses the Office of the Judiciary and the Administrative Services Division of the Court, which also includes a 24-hour Magistrate and Detention facility.

GOALS & OBJECTIVES

- To ensure justice is accessible to the community.
  - Continue to evaluate the extended court operating hours.
  - Implement telephonic customer service strategy to improve compliance with judicial orders.
  - Improve web access for online access to defendant information and payment of fines and fees.
  - Evaluate current Community Court procedures aimed at reducing recidivism rates and promoting social services.
  - Provide Spanish-speaking court interpreter services to ensure fair and equal access to the justice system.
- To inspire public trust and confidence in the Municipal Court system.
  - Continue to offer education and training opportunities for court personnel on applicable laws and court procedures.
  - Research and implement a "best practice" approach to current court processes.
  - Ensure that all funds received are applied accurately and securely.
- To facilitate the efficient processing and adjudication of cases.
  - Cases will be brought before the judiciary without undue delay.
  - Streamline current methods of case docketing and administration of pre- and post-court processes.
  - Develop specifications for the replacement or enhancement of current case management and accounting systems.
- To increase the efficiency of the magistrate and detention services for the expeditious processing of defendants.
  - Continue to enhance operations of the Magistrate and Detention facility by exploring partnership opportunities with other agencies.
- To ensure compliance with judicial orders.
  - Continue development of the City Marshal Program.
  - Maintain and improve the collection of fines and fees through an internal compliance and collections unit and outside collections contract.
  - Conduct periodic Warrant Roundups in conjunction with the Office of Customer Service/311 and the San Antonio Police Department (SAPD), placing emphasis on the importance for the citizen to take positive action to comply and resolve cases.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide for Safety and Welfare of San Antonio**					
	Increase the efficiency of the magistration process for the expeditious movement and processing of defendants	Average Daily Detention Population in Custody[1]	200	N/A	215	221
		Percentage of Annual City Detention Population transported to Bexar County Adult Detention Center	48%	N/A	44%	42%
		No. of Defendants Booked into City Detention Center Annually	73,114	N/A	78,489	80,844
Financial	**Provide Accountability to Public**					
	The Court will ensure the timely disposition of cases by reducing inconvenience to all parties, witnesses, and jurors.	No. of Open Cases	1,249,782	1,149,739	1,304,765	1,354,189
		% of Open Cases Adjudicated and Reported to Office of Court Administration	31%	35%	28%	28%
		Avg. Revenue Collected per Case Paid	$98	$86	$106	$105
		Avg. Number of Warrant Cases Cleared per Roundup	14,946	14,404	15,593	15,670
		Avg. Warrant Revenue per Roundup	$571,019	$574,096	$432,068	$434,228
Internal Processes	**Innovative and Proactive City Government**					
	Maintenance and support of all court cases through imaging of court documents	No. of Documents Imaged	3,024,163	3,465,722	2,683,329	2,696,746
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Provide specialized training to improve job-related skills and development	No. of Training Hours[2]	1,479	1,456	2,428	1,814

EXPLANATORY INFORMATION

[1] Measure represents the average daily number of persons in custody within the City Detention Center.

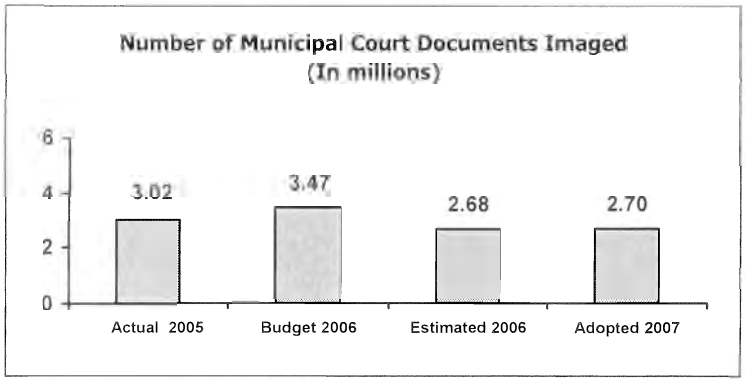
[2] Measure reflects all training hours earned by Municipal Court employees. Adopted FY 2007 decrease due to one-time training received by Detention personnel in response to FY 2006 operations review conducted by City Detention Center Assessment Team.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Municipal Courts Department for FY 2007.

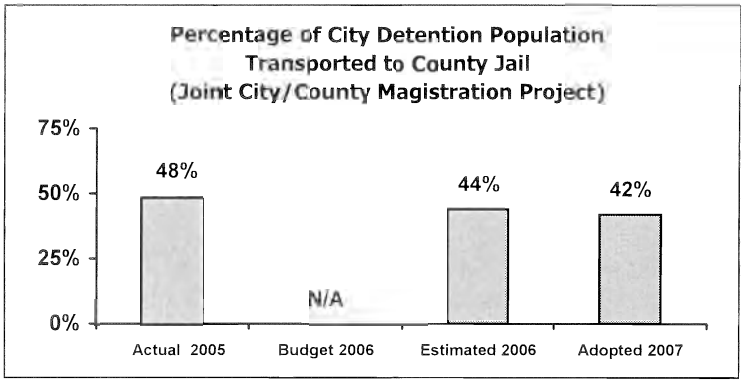
Number of Documents Imaged

This graph displays the number of all Municipal Court case documents imaged. Case documents are imaged for maintenance and support of all Municipal Court cases. The number of documents imaged is projected to decline due to a decrease in certain judicial rulings such as deferred disposition, defensive driving and community service.



Percentage of City Detention Population Transported to Bexar County Jail

This graph displays the percentage of the City's Detention population transported to the Bexar County Jail. The joint City/County Magistration Project has reduced the number of detainees transported from the City Detention Center to the County jail and thus reduced the County's jail population to comply with State requirements.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$7,851,362	$8,294,581	$8,438,154	$9,101,172
CONTRACTUAL SERVICES	875,836	824,498	632,038	900,765
COMMODITIES	186,308	126,811	172,976	126,811
SELF INSURANCE/OTHER	2,433,185	2,073,970	2,022,692	2,215,475
CAPITAL OUTLAY	69,565	9,665	1,918	10,000
TOTAL EXPENDITURES	**$11,416,256**	**$11,329,525**	**$11,267,778**	**$12,354,223**
AUTHORIZED POSITIONS	**209**	**209**	**209**	**211**
FULL-TIME EQUIVALENTS	**197.10**	**200.10**	**200.10**	**202.10**

MUNICIPAL COURTS TECHNOLOGY FUND EXPENDITURES BY CLASSIFICATION

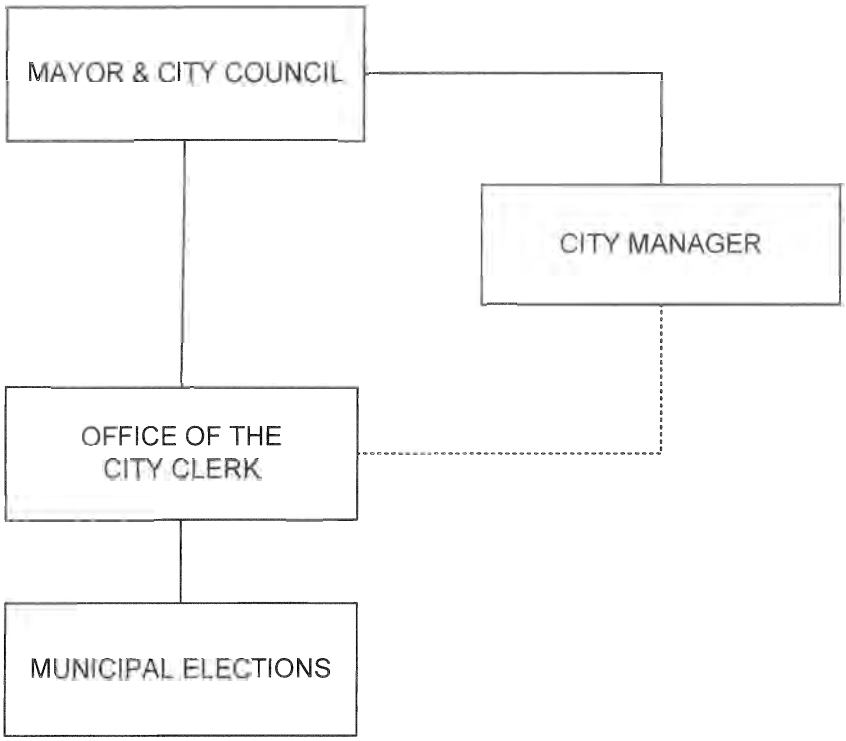
	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	N/A	$57,489	$68,986	$73,573
CONTRACTUAL SERVICES	N/A	0	471	310,969
SELF INSURANCE/OTHER	N/A	315,534	316,679	202
CAPITAL OUTLAY	N/A	0	10,708	0
TRANSFER - PREMIUM ADJ.	N/A	0	0	195
TOTAL EXPENDITURES	**N/A**	**$373,023**	**$396,844**	**$384,939**
AUTHORIZED POSITIONS	**N/A**	1	1	1
FULL-TIME EQUIVALENTS	**N/A**	1.00	1.00	1.00

MUNICIPAL COURTS SECURITY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
CONTRACTUAL SERVICES	N/A	$388,700	$344,255	$389,256
CAPITAL OUTLAY	N/A	8,000	1,584	0
TOTAL EXPENDITURES	**N/A**	**$396,700**	**$345,839**	**$389,256**
AUTHORIZED POSITIONS	**N/A**	0	0	0
FULL-TIME EQUIVALENTS	**N/A**	0.00	0.00	0.00

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2007
General Fund	0.00	$1,200,000
Total Funding	**0.00**	**$1,200,000**

MISSION STATEMENT

The Office of the City Clerk will administer all City elections including bond, city charter, referendum, initiative and the Mayoral and City Council elections as well as coordinate joint elections with various entities, whenever possible, to provide its citizens with the most efficient and cost effective elections.

PROGRAM INFORMATION

Municipal Elections is considered a special purpose division because its function is administered and staffed by the Office of the City Clerk. Expenditures reflect the cost of planning and implementing municipal elections for the City of San Antonio. Costs include personnel expenditures for overtime and temporary election workers including Presiding and Alternate Judges, Election Clerks and other specialized full and part-time workers who provide administrative support during the electoral process. The costs also include such fees as rental of facilities to be used as polling sites for early voting and election day, rental of Ivotronic™ equipment and associated transportation costs, programming costs, postage and supplies for voting by mail, and publication of election notices.

GOALS & OBJECTIVES

- To work closely with the Texas Ethics Commission as it relates to Electronic Campaign Finance reporting.
- 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 work with Bexar County to implement improvements or changes to the electoral process in order to expedite the processing of voters at the polling sites.
- To work closely with the Bexar County Elections Administrator, various school districts and other entities in a cooperative effort to present the most efficient and cost-effective election.
- To remain abreast of the Texas Election Code through the Secretary of State of the legal requirements to conduct lawful elections for the City of San Antonio, including attendance at election seminars whenever possible to ensure implementation of the latest elections procedures.
- To monitor all legislative changes affecting the procedures for the conduct of Elections, and work closely with Intergovernmental Relations staff in developing initiatives and submitting them to the Legislature effecting changes to the Texas Election Code and the Texas Ethics Commission.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Public Trust & Awareness of Citizens**					
	To make available to the public Campaign Finance reports submitted electronically in a timely manner	Turnaround Time for Posting of Campaign and Expenditure Reports to the Web[1]	N/A	N/A	N/A	5 minutes
		No. of Reports Received Electronically – Annually[2]	N/A	N/A	N/A	225
Financial	**Leverage Other Funding Sources**					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Election Contract Costs per Year	$706,298 (Two Elections)	$706,000 (One Election)	$224,678 (One Election)	$1,200,000 (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 Votes Cast and Tabulated	245,523 (Two Elections)	200,000 (One Election)	117,273 (One Election)	255,000 (Two Elections)
Employee Learning & Growth	**Improve Employee Services**					
	To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to ensure implementation of the latest elections procedures	No. of Trainings Attended by Staff[3]	N/A	N/A	N/A	2
		No. of Staff Members Trained[3]	N/A	N/A	N/A	3
	To train candidates on the use of the City's Electronic Campaign Finance Filing System	No. of Trainings Provided[4]	N/A	N/A	N/A	40
		No. of Individuals Trained[4]	N/A	N/A	N/A	50

EXPLANATORY INFORMATION

[1] The electronic posting of campaign finance reports to the City's web-site is a new performance measurement. Turn around time is based on when staff receives e-mail verification regarding completion of report and subsequently posts report to web.

[2] In non-election years, State and Municipal Campaign Finance regulations require candidates and committees to submit 2 reports a year. In election years, State and Municipal Campaign Finance regulations require the submission of more reports for candidates and committees. The number of reports posted electronically will fluctuate yearly based on the number of candidates and committees registered with the Office of the City Clerk.

EXPLANATORY INFORMATION CONTINUED

3 In previous years, the Office of the City provided performance measures on the number of election judges and clerks that were trained by Bexar County for municipal elections. From this point forward, the Office of the City Clerk will be providing Election training information only for its staff.

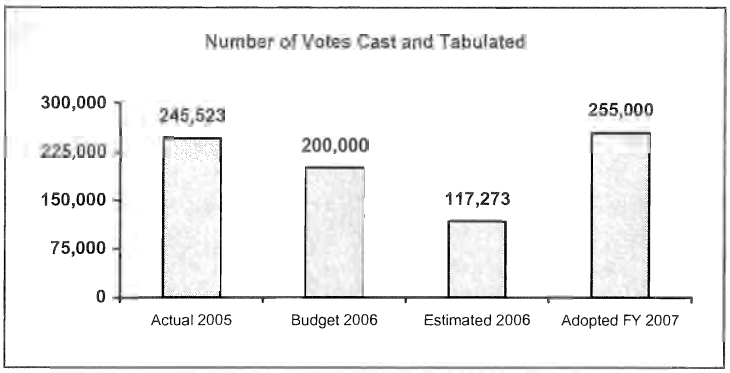
4 The training of candidates on the use of the Electronic Campaign Finance Filing System is a new performance measurement. Again, the number of trainings will fluctuate yearly based on the number of new candidates and committees registered with the Office of the City Clerk. Most trainings are conducted one-on-one.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Municipal Elections Department for FY 2007.

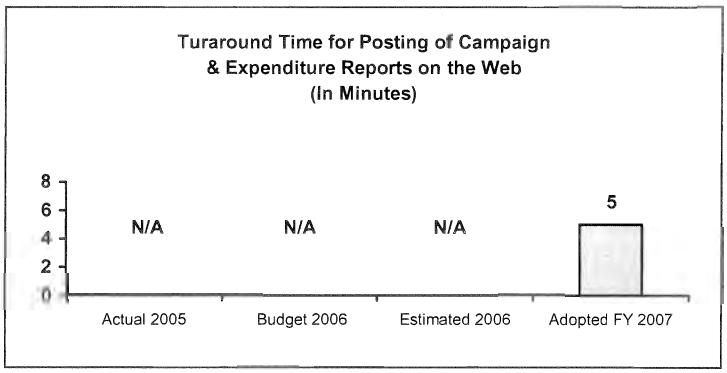
Voter Turnout

This graph represents the total number of votes cast and tabulated within the City of San Antonio. A 4 percent increase voter turnout is anticipated in FY 2007 from FY 2005 due to the Mayoral Election as well as Bond Propositions in May of 2007.



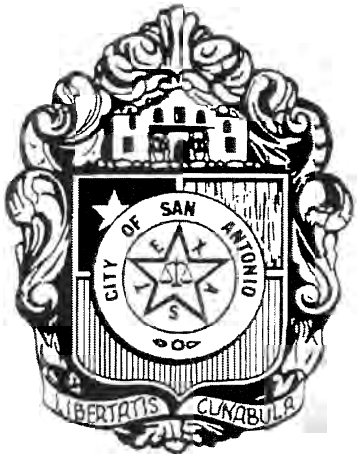
Online Posting of Campaign Reports

The electronic posting of campaign finance reports to the City's web-site is a new performance measure. Turn around time (in minutes) is based on when staff receives e-mail verification regarding completion of reports and subsequently posts reports on the web.

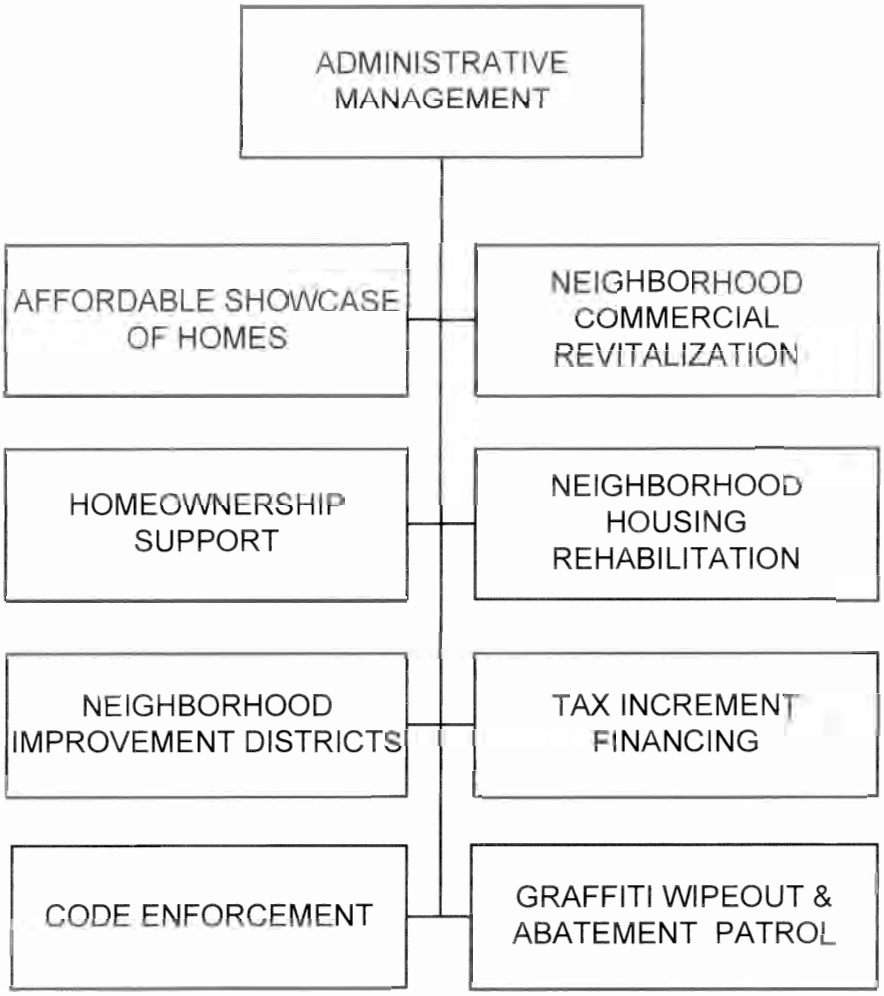


GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$1,525	$3,000	$380	$4,000
CONTRACTUAL SERVICES	1,102,854	530,240	291,266	1,169,114
COMMODITIES	1,553	2,100	1,700	4,848
SELF INSURANCE / OTHER	20,575	24,300	24,300	22,038
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	**$1,126,507**	**$559,640**	**$317,646**	**$1,200,000**
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00


CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

NEIGHBORHOOD SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	130.00	$9,461,519
Community Development Block Grant	32.00	1,763,058
Tax Increment Financing	8.00	343,292
Categorical Grant	1.00	350,000
Total Funding	**171.00**	**$11,917,869**

MISSION STATEMENT

The mission of the Neighborhood Services Department is to strategically enhance the quality of life in San Antonio neighborhoods through leveraged partnerships which assist in the development and delivery of revitalization programs, proactive and responsive code enforcement, and dynamic and quality neighborhood services which promote health, safety and general welfare of the citizens of San Antonio.

PROGRAM INFORMATION

The Neighborhood Services Department (NSD) includes programs which create and sustain partnerships with various City departments, profit/non-profit agencies, and neighborhoods engaged in community revitalization. There are four divisions which include Housing Rehabilitation, Community Development, Code Enforcement and Neighborhood Revitalization. The Housing Rehabilitation division includes housing programs such as Rental Rehabilitation, Owner-Occupied Housing Rehabilitation, Emergency Repair and Lead-Based Paint Hazard Control Programs, along with loan processing support for these programs. The Community Development division includes Tax Increment Finance, Affordable Showcase of Homes, Homeownership Incentive and Homebuyers Club Programs. The Neighborhood Revitalization division includes Graffiti Abatement, Neighborhood Target Sweeps, Neighborhood Commercial Revitalization and the CLEAN Team. The Code Enforcement division includes Code Enforcement Sector Teams, Dangerous Premises Team, Abatement Unit, and Salvage Yards. All of these programs and functions are dedicated to result-oriented and community-driven service delivery in an effort to provide opportunities for housing and neighborhood revitalization and preservation.

GOALS & OBJECTIVES

- Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing.
- Assist in revitalization and in-fill efforts in neighborhoods through the implementation of various housing programs.
- Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units.
- Restore and preserve existing housing stock.
- Educate and assist the community in the home buying process.
- Encourage homeownership and the expansion of both affordable and market-rate housing opportunities throughout the City.
- Achieve community empowerment through neighborhood-based problem solving techniques.
- Enable communities to determine and accomplish long-term property maintenance initiatives supported by neighborhood planning, community leadership development/training, and financial assistance.
- Encourage economic revitalization and development throughout the city through leveraging of private investment in inner city corridors.
- Maximize code enforcement services by creating partnerships with outside organizations including neighborhoods in order to facilitate the upkeep and revitalization of communities.
- Expedite enforcement and abatement actions through the issuance of citations and timely follow-up documentation for all service requests.
- Eradicate graffiti through the implementation of public awareness campaign and proactive coordinated volunteer opportunities.
- Provide effective proactive neighborhood-based problem solving techniques.
- To provide efficient and effective processing and servicing of loans and collection of revenues for all Department programs and services.
- To promote revitalization and neighborhood empowerment by utilizing Neighborhood Improvement Districts as a financing option for additional infrastructure and or enhanced services and amenities.
- Pursue grant and financial opportunities to further support departmental programs, initiatives and services.
- Ensure a trained, competent and professional workforce by providing and supporting appropriate training opportunities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide education and assistance to the community concerning the home buying process	No. of Home-Buyers' Club Participants	544	585	575	595
	To promote revitalization and neighborhood empowerment	Cumulative Property Owners Served by Sweeps[1]	23,672	23,000	23,505	10,000
	Expedite enforcement and abatement actions through the issuance of citations and timely follow-up documentation for all service requests	No of vacant lots cleaned	6,792	6,624	5,982	6,381
		No. of vacant structures repaired, secured or demolished	5,394	5,108	5,363	5,481
		No. of Junked Vehicles Abated, Repaired or Removed after notice given	10,189	8,223	9,456	9,792
		Total Service Requests Initiated	146,121	137,079	143,932	160,138
		Total Cases (Citations) Filed in Court	16,203	10,647	11,179	13,402
	Effective proactive neighborhood-based code enforcement programs	CLEAN Team Violations Proactively Initiated	13,620	14,985	14,775	15,595
	Effectively and efficiently satisfy all service requests in a timely manner	% of Complaints Responded to Within Service Level Agreement[2]	91%	97%	95%	97%
		Avg. number of days from initial investigation to closing of case (all complaint types)	36 Days	N/A	N/A	30 Days
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Units Completed Through All Housing Programs	681	415	450	479
	Eradicate graffiti	No. of square feet of graffiti eradicated on public and private property	712,385	1,080,249	1,080,249	820,000

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Financial	**Leverage Funding Sources**					
	Restore and preserve existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling Unit Rehabilitated/ Reconstructed	$59,286	$63,255	$62,750	$65,000
Internal Processes	**Increase Neighborhood Planning**					
	Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps	Avg. Cost for Target Sweeps	$72,429	$75,926	$75,926	$80,000
Employee Learning & Growth	**Innovative and Proactive City Government**					
	Provide continued professional development in housing and neighborhood revitalization efforts and employee training in information technology	No. of Training Opportunities in Neighborhood/Housing/ Community Development	157	163	134	163

EXPLANATORY INFORMATION

[1] The proposed number of properties per average sweeps is 800 to 1,000 (24 sweeps completed per year).

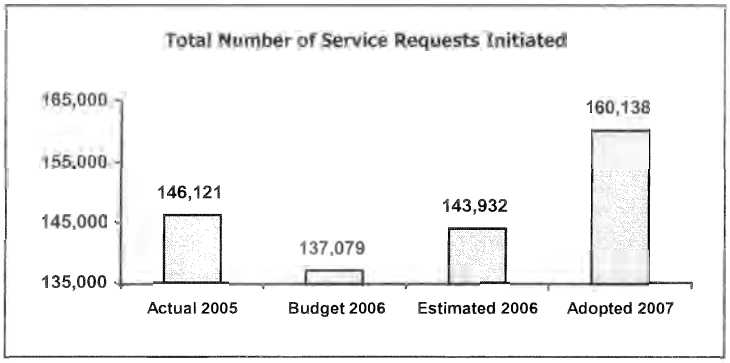
[2] Includes large multi-family complex that will be completed during each fiscal year.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Neighborhood Services Department for FY 2007.

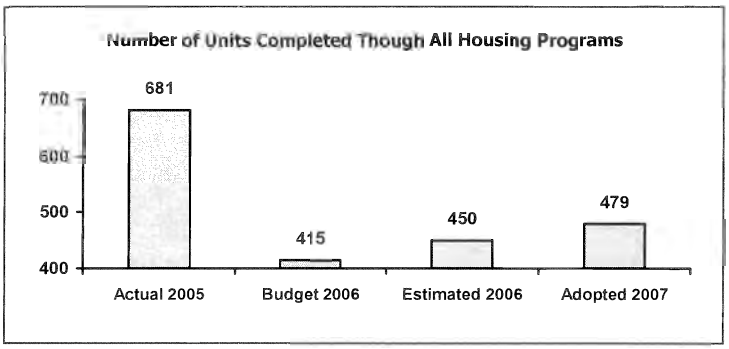
Code Compliance Enforcement

The goals and objectives for Code Enforcement are geared toward reducing environmental and structural violations through proactive and reactive neighborhood based enforcement, public awareness, citizen outreach and participation, and neighborhood collaborations.



Revitalization of San Antonio Neighborhoods

This measure represents the number of dwelling units completed through all housing programs including Owner-occupied Housing Rehabilitation Program, Affordable Showcase of Homes Program, Multi-family Rental Rehabilitation Program and the Lead Base Paint Hazard Control Program.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$5,442,281	$5,820,311	$5,866,407	$6,312,102
CONTRACTUAL SERVICES	1,075,271	1,210,336	1,010,837	1,121,203
COMMODITIES	152,536	164,933	173,925	238,915
SELF INSURANCE/OTHER	1,221,374	1,343,093	1,326,387	1,549,368
CAPITAL OUTLAY	17,356	2,726	621	239,931
TOTAL EXPENDITURES	**$7,908,818**	**$8,541,399**	**$8,378,177**	**$9,461,519**
AUTHORIZED POSITIONS	**121**	**121**	**121**	**130**
FULL-TIME EQUIVALENTS	**121.00**	**121.00**	**121.00**	**130.00**

PROGRAM INFORMATION

The Tax Increment Fund is a financing tool used to attract development or redevelopment to areas that are currently not benefiting from private-sector investment. The area in which TIF is being used is known as a Tax Increment Reinvestment Zone (TIRZ). The City of San Antonio's highest priority use of TIF is the revitalization of inner-city neighborhoods and commercial districts, particularly in those areas located inside Loop 410 and south of Highway 90. Tax Increment Reinvestment Zones act as economic stimuli to surrounding areas. By leveraging private investment for certain types of development within a targeted area, TIF can be used to finance new and/or enhanced public improvements and infrastructure. These improvements and infrastructure, in turn, attract additional private investment in surrounding areas.

GOALS AND OBJECTIVES

Goals and objectives and related performance measures for the Tax Increment Fund have been accounted for in the Neighborhood Services Department's overall General Fund summary.

TAX INCREMENT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$271,676	$288,588	$319,244	$288,424
CONTRACTUAL SERVICES	4,732	7,985	2,875	7,991
COMMODITIES	2,576	6,952	1,400	6,953
SELF INSURANCE/OTHER	19,706	36,286	16,310	38,363
TRANSFERS	0	0	0	1,561
TOTAL EXPENDITURES	**$298,690**	**$339,811**	**$339,829**	**$343,292**
AUTHORIZED POSITIONS	**8**	**8**	**8**	**8**
FULL-TIME EQUIVALENTS	**8.00**	**8.00**	**8.00**	**8.00**

Below is a comprehensive listing of the grants the Neighborhood Action Department expects to receive in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Lead Base Paint Hazard Reduction Program*	$350,000	$ -	$ -	$ -	$350,000
TOTAL	**$350,000**	**$ -**	**$ -**	**$ -**	**$350,000**

NEIGHBORHOOD SERVICES

LEAD BASE PAINT HAZARD REDUCTION GRANT

PROGRAM INFORMATION:

The City of San Antonio was awarded a grant by the U.S. Department of Housing and Urban Development, Office of Healthy Homes. The purpose of this grant is to reduce the existing lead hazards in homes where 1) children under age six reside, 2) built before 1978 and 3) located within the San Antonio City limits. Children are prioritized to receive assistance based on the blood lead levels. This grant program covers 42 months beginning October 1, 2004.

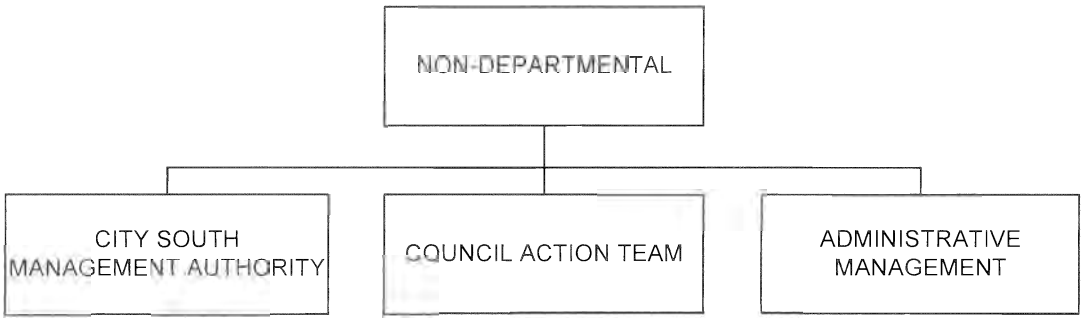
PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Total No of Units Identified for Program	56	124	20
Output:			
No. of Lead Hazard Housing Units Addressed	29	103	10
Marketing and Outreach Activities	62	136	24
Efficiency:			
Avg. Cost of Lead Reduction Work	$11,000	$11,000	$11,000
Avg. Time of Completion	2-3 weeks	2-3 weeks	2-3 weeks
Effectiveness:			
Pct. of HUD Funds Expended	18%	64%	18%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$365,300	$1,284,700	$350,000
TOTAL FUNDING	**$365,300**	**$1,284,700**	**$350,000**
EXPENDITURES			
PERSONAL SERVICES	$52,453	$49,000	$50,000
CONTRACTUAL SERVICES	302,770	1,230,600	300,000
COMMODITIES	2,332	1,900	0
SELF INSURANCE/OTHER	7,168	3,200	0
CAPITAL OUTLAY	577	0	0
TOTAL EXPENDITURES	**$365,300**	**$1,284,700**	**$350,000**
AUTHORIZED POSITIONS	**0**	**1**	**1**
FULL-TIME EQUIVALENT	**0.00**	**1.00**	**1.00**

NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	11.00	$49,481,871
Total Funding	**11.00**	**$49,481,871**

MISSION STATEMENT

The mission of the City South Management Authority Office is to provide support services to the City South Management Authority Board to ensure the implementation of the goals and objectives of the City South Initiative and Adopted Community Plan.

PROGRAM INFORMATION

The City South Management Authority Office provides staff support to the City South Management Authority by managing and coordinating proposed development activities within the City South area and works to implement the Community Plan. The City South Management Authority Office coordinates the zoning, land use and other activities of the City South Management Authority that have been granted to it by its enabling legislation.

GOALS & OBJECTIVES

- To provide zoning and plan amendment services to the City South Management Authority Board.
  - Coordinate reviews and recommendations of zoning and plan amendment cases for properties within the City South Management Authority with Development Services and Planning Department staff and develop presentations for the CSMA board.
- To review economic development proposals for job generating projects or property developments within the City South Management Authority.
  - Coordinate meetings with prospective new employers for projects within the City South Management Authority.
  - Coordinate meetings with prospective new property development projects within the City South Management Authority.
  - Solicit and coordinate input from other agencies City of San Antonio or outside agencies to implement projects.
- To coordinate financing of eligible projects within the City South Management Authority boundaries, whether the projects propose using CSMA financing or other governmental agency financing tools (County PID's or COSA TIRZ).
  - Coordinate with and provide assistance to the City South Management Authority Board regarding CSMA financing for specific development project infrastructure projects.
  - Coordinate with other public agencies regarding infrastructure financing.
  - Coordinate the economic development program created by the City South Management Authority.
- To develop education regional partnerships.
  - Work with participating school districts to develop a regional partnership agreement to include programs such as early childhood development, after school and other educational programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Community Outreach**					
	Support regular meetings of the CSMA and through those meetings and other public meetings, educate the community on the goals and objectives of the City South Management Office	Total No. of Community Meetings	N/A	5	5	12
	Promote the understanding of the Flex Code and proposed Smart Code by conducting training sessions for the development community	Total No. of Training Sessions Provided	N/A	5	5	5
Financial	**Provide Economic Development Opportunities**					
	Review economic development proposals for properties within the Authority	Total No. of Pre-Development Meetings With Potential Developers [1]	N/A	10	10	15
Internal Processes	**Improve development process**					
	Coordinate reviews and recommends zoning and plan amendment cases	Total No. of Applications Reviewed	N/A	3	5	8
Employee Learning & Growth	**Improve Employee services**					
	Promote the understanding of the Flex Code and Smart Code by conducting training sessions for city staff	Total No. of Training Sessions Provided	N/A	5	5	8

EXPLANATORY INFORMATION

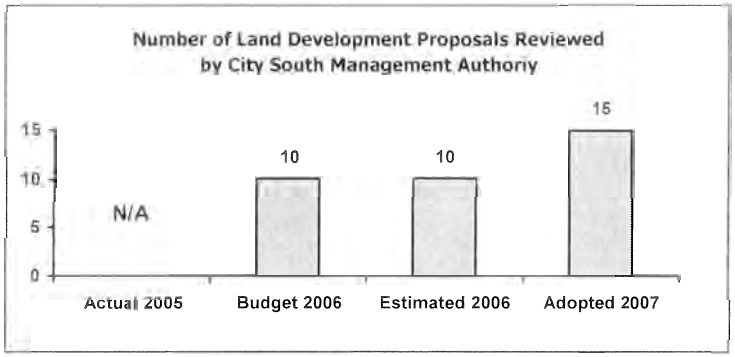
[1] In Revised Budget FY 2006, these meetings were with individual developers or engineers on specific projects.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of City South Management Authority for FY 2007.

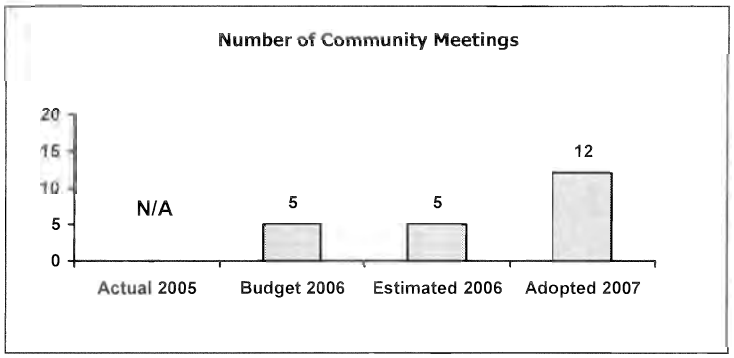
Number of Land Development Proposals Reviewed

City South Management Authority (CSMA) reviews land development proposals from developers and/or economic development projects from job generating companies within its boundaries.



Number of Community Meetings

City South Management Authority's objective is to educate the community on the goals of the CSMA by conducting numerous meetings including open board meetings and work sessions, public hearings, participating in conferences and other forums.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$22,658	$153,397	$243,142	$211,985
CONTRACTUAL SERVICES	5,650	68,157	71,878	118,157
COMMODITIES	139	1,200	5,391	4,200
SELF INSURANCE/OTHER	155	1,300	1,094	3,632
CAPITAL OUTLAY	0	1,348	11,146	0
TOTAL EXPENDITURES	**$28,602**	**$225,402**	**$332,651**	**$337,974**
AUTHORIZED POSITIONS	**2**	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**	**2.00**

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 City Council members and staff to effectively and efficiently provide complete service delivery resolution. The team members respond to calls received from citizens, attend neighborhood association meetings and take proactive steps to anticipate and resolve problems. The Council Action Team reports to an Assistant City Manager.

GOALS & OBJECTIVES

- Provide an accountable point of contact for the Council and community to better address priority service delivery issues.
- Facilitate communication between the Council members and City Departments.
- Proactively identify, address and resolve community and neighborhood issues and concerns.
- Enhance existing service delivery systems.

BALANCED SCORECARD

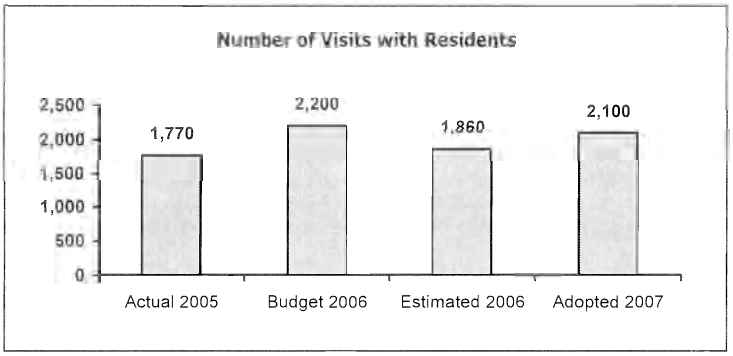
	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Provide an accountable point of contact for the City Council and community to better address priority service delivery issues	No. of Visits with Residents	1,770	2,200	1,860	2,100
		% of Issues Addressed	87%	80%	88%	88%
Financial	**Provide Accountability to the Public**					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Cost of Volunteer Hours	$56,942	$43,000	$55,000	$55,000
Internal Processes	**Innovative and Proactive City Government**					
	Provide an accountable point of contact for the City Council and community to better address priority service delivery issues	No. of Issues Investigated	2,976	3,000	3,600	3,800
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive Requests Identified in the Field	9,453	5,800	9,000	9,500
Employee Learning & Growth	**Improve Employee Services**					
	Enhance existing service delivery systems	No. of Training Hours Attended	108	90	90	90

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Council Action Team for FY 2007.

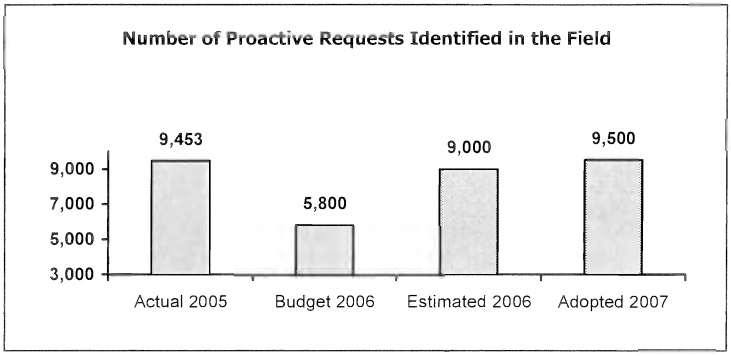
Number of Visits with Residents

One of the Council Action Team's major objectives is to provide point-of-contact accountability for the Council and community to better address priority service delivery issues. There is a projected increase of 90 in Estimated FY 2006 over the Actual FY 2005 number of visits.



Number of Proactive Requests Identified in the Field

The Council Action Team proactively identifies, addresses and resolves community and neighborhood issues.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$343,820	$343,128	$361,793	$359,635
CONTRACTUAL SERVICES	5,911	1,409	6,000	1,493
COMMODITIES	4,122	4,686	3,301	4,686
SELF INSURANCE/OTHER	22,724	22,415	22,403	27,350
CAPITAL OUTLAY	0	0	0	2,193
TOTAL EXPENDITURES	**$376,577**	**$371,638**	**$393,497**	**$395,357**
AUTHORIZED POSITIONS	**5**	**5**	**5**	**5**
FULL-TIME EQUIVALENTS	**5.00**	**5.00**	**5.00**	**5.00**

EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$137,557	$326,124	$347,367	$187,625
CONTRACTUAL SERVICES	625,966	1,263,971	1,095,413	976,286
COMMODITIES	255	1,125	2,300	2,450
SELF INSURANCE / OTHER	280,867	124,193	124,193	25,243
CAPITAL OUTLAY	1,960	200,000	200,000	200,000
TOTAL EXPENDITURES	**$1,046,605**	**$1,915,413**	**$1,769,273**	**$1,391,604**
AUTHORIZED POSITIONS	**2**	**2**	**2**	**1**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**	**1.00**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
ADMINISTRATION—PERSONNEL SERVICES	$137,557	$180,124	$185,367	$187,625
TRANSPORTATION ALLOWANCE	0	146,000	162,000	0
ADMINISTRATION—CONTRACTUAL	194,619	367,571	297,092	189,571
HOSTING OBLIGATIONS	431,347	896,400	798,321	786,715
ADMINISTRATION—COMMODITIES	255	1,125	2,300	2,450
REBATE EXPENSE	256,607	0	0	0
ADMINISTRATION – SELF INSURANCE / OTHER	24,260	21,986	21,986	25,243
RETIREMENT INCENTIVE	0	102,207	102,207	0
CAPITAL	1,960	200,000	200,000	200,000
TOTAL EXPENDITURES	**$1,046,605**	**$1,915,413**	**$1,769,273**	**$1,391,604**

NON-DEPARTMENTAL/NON-OPERATING

	ACTUAL 2004-2005	ADOPTED 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
Accrued Annual, Personal & Sick Leave	($66,584)	$266,247	$266,247	$266,247
Street Lighting Energy Charges	10,135,354	10,587,330	10,597,271	10,695,238
Traffic Signal Light Charges	554,355	771,728	788,483	771,728
Professional Fees	2,391,485	3,392,498	3,375,585	2,306,794
Business Process Unit	0	350,000	350,000	175,000
Bexar County Detention Contract	4,300	200,000	200,000	200,000
Outside Auditor Contract	330,740	300,000	300,000	675,000
Sales Tax Collection Expense	3,244,510	3,278,472	3,468,690	3,622,206
PC Lease Program	0	302,367	302,367	0
Reserve for Fringe Benefits Adjustments	445,603	378,085	295,085	378,085
Police Assessment Center	251,563	372,625	180,000	372,625
Fire Assessment Center	25,401	257,625	125,000	257,625
Reserve for Personnel Compensation Programs	0	12,887,449	5,417,606	21,031,403
Lease of Office Space	1,663,607	1,793,331	1,818,048	1,604,811
Association Dues	515,954	714,819	714,819	764,819
Domestic Violence Initiative	0	173,245	0	0
Downtown Imp. Dist./PID Assessment	88,650	97,556	97,556	97,556
Economic Development Initiatives	42,356	35,000	35,000	35,000
SAHA Lighting	5,960	8,057	8,000	7,000
Council Chamber Operations & Maint.	56,126	288,260	288,260	317,540
Council City Hall & Constituent Offices Reserve	0	0	0	128,150
Palo Alto Pool Maintenance	49,000	49,000	49,000	49,000
Reserve for Nothside Annexation Service Plans	0	503,741	0	2,305,000
Bexar Appraisal District	1,980,132	1,946,986	1,946,986	2,236,541
TOTAL	**$21,718,512**	**$38,954,421**	**$30,624,003**	**$48,297,368**

♦ **Accrued Annual, Personal & Sick Leave** $266,247

This amount represents the General Fund portion of FY 2007 estimated liability for payment of accrued annual, personal and sick leave.

♦ **Street Lighting Energy Charges** **$10,695,238**

♦ **Traffic Signal Light Energy Charges** **$771,728**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ **Professional Fees** **$2,306,794**

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 budget also includes fees paid for language skills testing to determine employee eligibility for monthly language skills pay. The budget also accounts for internal charges for enterprise-wide software agreements and building maintenance charges, including contract security services.

♦ **Business Process Unit** **$175,000**

This budget provides for one-time resources to provide contractual services to assist the Business Process Unit in assisting and supporting the City Manager with organizational review and restructuring//reengineering efforts.

♦ **Bexar County Detention Contract** **$200,000**

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

♦ **Outside Auditor Contract** **$675,000**

This budget provides for the independent audit of the City's financial records.

♦ **Sales Tax Collection Expense** **$3,622,206**

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.

♦ **Reserve for Fringe Benefits Adjustments** **$378,085**

This budget includes the annual requirement under state law for the City to fund annual cost-of-living increases for pre-1971 retired police officers and firefighters. A reserve amount is also included to offset potential additional liabilities for unemployment compensation.

♦ **Police and Fire Promotional Assessment Centers** **$630,250**

Under the terms of the respective 1995 collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association, validated examinations and assessment centers must be used as part of promotional examinations for certain positions. Under these agreements, the services of outside consultants must be acquired to prepare validated promotional examinations and administer the assessment centers.

♦ **Reserve for Personnel Compensation Programs** **$21,031,403**

This amount represents the funds available to address Uniformed and Civilian General Fund compensation enhancements to include reclassification and regrade costs, certification pay program, collective bargaining agreements, and civilian compensation package.

♦ **Lease of Office Space** **$1,604,811**

This budget consolidates the annual space rental of several General Fund departments, including Police, Health, and Community Initiatives. Also included in this amount is $1.0 million for relocation expenses for the Finance Department.

♦ **Association Dues** **$764,819**

This amount provides for the annual membership dues for associations to include the Alamo Area Council of Governments, Texas Municipal League, National League of Cities, Austin-San Antonio Corridor Council, Public Technology, Inc., the Free Trade Alliance, the TEX-21 collaborative and the San Antonio Mobility Coalition.

♦ **Downtown Improvement District** **$97,556**

The FY 2007 Adopted Budget includes $97,556 to cover the City's assessment for participating in the Public Improvement District (PID) for downtown San Antonio, approved by the City Council in April 1999.

♦ **Economic Development Initiatives** **$35,000**

The FY 2007 Adopted Budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

♦ **San Antonio Housing Authority Lighting** **$7,000**

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** **$317,540**

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. One-time costs are included for the enhancement of audio/visual equipment in the Council Chamber. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

♦ **Council City Hall & Constituent Offices Reserve** **$128,150**

These funds consist of election year capital dollars budgeted for computers and furniture for each Council District and the Mayor's Office.

♦ **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.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2007

♦ **Reserve for Northside Annexation Service Plan** **$2,305,000**

This budget provides a reserve for potential implementation of the Summerglen Areas Annexation Plan currently under litigation. City staff is actively monitoring the status of the litigation on a monthly basis to include the analysis of key decision points to determine the eventual use of the funding. The funding set aside will provide for street maintenance, police, fire, EMS and other City services. Should the Summerglen annexation move forward in FY 2007, City Council will take the final vote to either approve or disapprove the annexation. If approved, a separate ordinance will be brought to Council to create any necessary positions and to appropriate the funds in the individual department budgets.

♦ **Bexar Appraisal District** **$2,236,541**

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2007. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

PARKS & RECREATION

APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	801.05	$52,759,643
Golf Operations Special Revenue Fund	93.80	6,413,114
San Jose Burial Park Trust Fund	9.00	506,415
Categorical Grants	1.00	935,446
Recreation Athletics Special Revenue Fund	24.50	539,667
Parks Expansion 2000 Special Revenue Fund	0.00	7,061,665
Parks Expansion 2005 Special Revenue Fund	0.00	49,848,481
Capital Projects	0.00	109,530,000
Total Funding	**929.35**	**$227,594,431**

MISSION STATEMENT

The mission of the Parks and Recreation Department is to develop and maintain at the highest level a balanced, safe and easily accessible system of outstanding parks, recreational facilities and programs.

PROGRAM INFORMATION

The Parks and Recreation Department operates the City's recreational and cultural programs and develops and maintains City-owned parks, swimming pools, gymnasiums, cemeteries, sports facilities, greenways, recreation centers, municipal golf courses, and the Botanical Gardens.

GOALS & OBJECTIVES

- Plan, develop and sustain a diversified, balanced and well-conditioned citywide system of public parks and recreation facilities.
  - Continue implementation of the Parks and Recreation Strategic System Plan through the public input process, especially in underserved areas.
  - Renovate, acquire and develop park and recreation facilities through bond programs, CDBG, donations, grants, sales tax initiatives, and parkland dedications.
  - Coordinate with other public and private entities in the acquisition, development and shared use of existing and/or new park and recreation facilities when in the public's best interest. Continue enhancement of partnerships with school districts for joint school/park programs. Maximize multi-purpose use of floodplains for storm water and park/open space applications. Accomplish capital improvement projects and program partnerships with local school districts, Alamo Community College District, San Antonio River Authority, San Antonio Water System, Texas Parks and Wildlife, Parks Foundation, etc.
  - Complete the 1999 and 2003 Parks Improvement Bond Program to include coordination and partnerships with other City departments, i.e., Library, Public Works, and Downtown Operations.
  - Coordinate completion of the Sales Tax and Park Bond initiatives to acquire land along the Salado and Leon Creeks, Medina River, and other creek-based linear parks and appropriately develop, maintain, and secure these sites. This will create a unique interconnected linear park system encircling the entire City, with the San Antonio River as its central core.
  - Develop urban, neighborhood, and cultural parks adjacent to and connecting with the San Antonio River Creekways, as a means for citizens to easily access the San Antonio River, Creekways, and individual neighborhood centers.
  - Coordinate completion of the Sales Improvement Project and developed Tax Initiative to acquire land over the Edwards Aquifer Recharge Zone, and appropriately develop, maintain, and secure these sites to protect our water supply and create open park space. Link sites such as Government Canyon State Natural Area, Windgate Ranch, Rancho Diana, Friedrich Park, and any future properties into an urban open space system.
  - Effectively utilize and monitor the Unified Development Code Parkland Dedication Ordinance to ensure the availability of neighborhood parks where development is occurring.
  - Enhance automated systems in order to quantify and qualify job tasks and specific job costs in coordination with Enterprise Resource Management (ERM) systems.
  - Improve the efficiency and level of park maintenance through internal improvement, competition, and community partnerships with individuals, corporations and government agencies.
  - Improve the appearance of urban areas with the increased usage of public art, reforestation, and enhanced landscape planting and maintenance.
- Ensure equitable access and maximize usage of park and recreation facilities.
  - Assure a city-wide park system that is accessible to everyone regardless of location, physical ability, or income level, specifically addressing underserved areas.
  - Maximize appropriate usage of existing properties and develop multiple use facilities in order to increase efficiency and usage. (Natural areas, golf courses, quarries, Creekways, undeveloped parks, etc.)

GOALS & OBJECTIVES CONTINUED

- Rehabilitate and upgrade existing facilities that are not in compliance with current Americans with Disabilities Act (ADA) standards to ensure accessibility to all citizens.
- Enhance recreation programs for special populations, including youth, seniors, and the disabled.
- Enhance marketing efforts by providing easily accessible information to the public regarding the facilities and programs offered.
- Maximize the on-line reservation system and golf reservations system to facilitate customer access and maximize facility usage.
- Develop an annual customer survey for parks and recreational facilities and programs to determine community needs.

♦ 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, golf, cultural and other recreational programs, especially in regard to improving youth physical fitness.
- Modify or establish programs to meet particular community/neighborhood needs by utilizing demographic, crime, and health data, surveys, and program evaluations.
- Implement quality enhancements to the Summer Recreation Program in regard to Texas Department of Protective and Regulatory Services (TDPRS) standards.
- Expand the Therapeutic Recreation Program to offer activities for youth with disabilities and implement a more diverse program to include tennis, aquatics, golf, and wheel chair sports.
- Ensure that municipal parks and recreation facilities are safe for all users.
- Provide the level of Park Police presence needed to enforce existing ordinances such as Park Curfew, Park Alcohol Restrictions and ensure safety in City Parks.
- Increase Park Police skills by providing increased training.
- Increase the number of Park Police Officers to adequately patrol newly acquired park acreage and facilities.
- Address crime at parks and recreation facilities through coordinated security measures with other local law enforcement entities and citizen awareness and partnership programs.
- Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.

♦ Maximize financial efficiencies and ensure contractual compliance.
- Prepare Requests for Proposals (RFP's), contracts, and intergovernmental agreements to maximize service delivery and financial return to the City.
- Through organizational enhancements, improve monitoring of financial and performance milestones as stipulated in these contractual and permit obligations.
- Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and the Contract Services Department.

♦ Enhance the City's prominence as a major visitor destination.
- Coordinate operations of the San Antonio River Improvement Project as those improvements are made during the next several years, to include maintenance, river operations, security, utilities, contracts, etc.
- Working with the Botanical Society, develop a comprehensive plan for future development, expansion, programming and increased attendance for the Botanical Gardens.
- Develop and promote eco-tourism opportunities at natural areas and creeks, in conjunction with other agencies, i.e., Audubon Society, Texas Parks and Wildlife Department, San Antonio River Authority, Convention and Visitors Bureau, etc.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	To provide easily accessible information to the public regarding the programs offered by the Department	Avg. Number of Electronic Access Uses & Home Page Hits[1]	1,334,609	1,750,000	1,645,100	1,694,500
		Total Park/Facility Reservations Coordinated with Community Link Centers	12,994	14,600	13,500	14,000
	Expand Recreational and Cultural Services					
	To plan, develop and sustain a diversified, balanced, well-conditioned and accessible city-wide system of public parks and recreation facilities	No. of Parks/Facilities	203/75	221/77	212/75	210/75
		Total Park Acreage[2]	16,151	18,748	16,875	18,926
	Improve Environmental Efforts					
	To coordinate Sales Tax and Park Bond initiatives to acquire/manage land over the Edwards Aquifer and along Creekways	Edwards Aquifer Acreage Maintained/Acres Maintained per Field Employee[3]	5,320/ 665	7,387/ 739	5,490/ 549	6,190/ 619
		Creekway Miles/Miles per Field Employee[4]	14/1.00	14/1.00	16/1.14	25/2.50
Financial	**Provide Accountability to the Public**					
	To continue to ensure the financial and operational compliance of contractual obligations	No. of Contracts Monitored[5]	456	517	474	220
		% of Revenue Contracts in Arrears	2.5%	2.0%	5.1%	4.0%
	Complete the Capital Improvements Projects (CIP) Program	No. of Projects Monitored per Project Manager	23	20	18	15
	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)[6]	$2.29	$2.53	$2.41	$2.49
Internal Processes	**Maintain Existing Infrastructure**					
	To enhance automated systems in order to quantify and qualify job tasks and specific job costs	No. of High Priority Work Orders Generated/ % Completed on Schedule[7]	11,712/ 88%	8,176/ 90%	12,656/ 92%	12,385/ 92%
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square Footage of Graffiti Abated	681,116	745,831	738,880	473,900

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Improve Employee Services**					
	To enhance Park Police skills by providing increased training	Park Police Academy Completion Rate (percentage)	100%	90%	88%	90%
	To ensure a trained and competent workforce	% of Eligible Employees Receiving Certification Pay (pilot program)	7%	12%	6%	8%

EXPLANATORY INFORMATION

1 Increase in website hits is due to increased marketing of City's website and an increase in the number of Internet users relying on the website for departmental information.

2 Includes Edwards acreage of 6,484 and Linear Creekways acreage of 269 in Actual FY 2005; Edwards acreage of 6,654 and Linear Creekways acreage of 738 in Estimated FY 2006; and Edwards acreage of 7,354 and Linear Creekways acreage of 1,639 in Adopted FY 2007.

3 Edwards Aquifer acreage maintained is less than total Edwards Aquifer acreage acquired due to the exclusion of conservation easement acreage not being maintained by staff.

4 Includes Leon Creek, Salado Creek and Medina River

5 Decrease in Adopted FY 2007 contracts monitored is due to the transition to the Downtown Operations Department.

6 Actual FY 2005 = 178,501 hours worked @ $8.75/hr x 46.29% fringe benefits = $12.80/hr; Estimated FY 2006 = 188,281 hours @ $12.80/hr; Adopted FY 2007 = 194,576 hours @ $12.80/hr. Reduction in Estimated FY 2006 is due to decreased corporate participation in the Volunteer Program and the economy. In addition, Municipal Courts is now allowing restitution workers to choose the agency where they will perform their community service, thus reducing the number of clients.

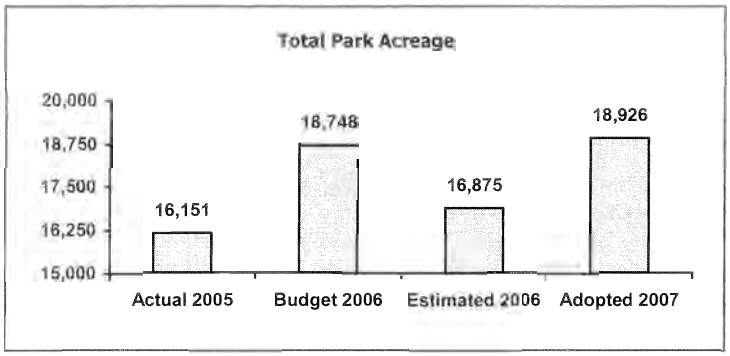
7 Decrease in Adopted FY 2007 number of high priority work orders generated is due to the transition to the Downtown Operations Department. High priority work orders: Priority I situations affecting public safety, public health, facility security, and interruption of departmental programs (response within 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). Increase in work orders generated is due to the inclusion of Horticultural Services, landscaping and tree trimming into the work order system.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Parks and Recreation Department for FY 2007.

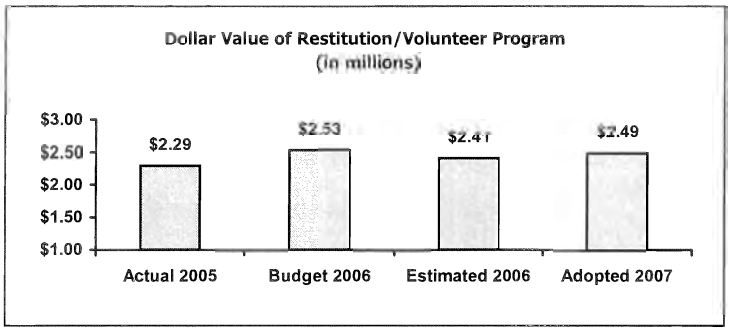
Increase Total Park Acreage

Park acreage includes land acquired through bond programs, sales tax initiatives, CDBG, donations, grants, and parkland dedications. Much of the acreage includes land over the Edwards Aquifer as well as Linear Creekways acquired through the 2000 Proposition 3 program and the 2005 Proposition 1 and 2 programs. In FY 2007, the City is projected to hold 19,181 total acres of land.



Leverage Other Funding Sources

The efficiency and level of park maintenance has improved through internal improvements, competition, and community partnerships with individuals, corporations and government agencies. Labor hours provided by restitution clients and volunteers maximize public dollars utilized for park maintenance.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$35,131,517	$38,527,672	$38,010,488	$33,238,948
CONTRACTUAL SERVICES	3,505,156	4,850,128	4,643,026	5,721,123
COMMODITIES	2,423,483	2,861,420	3,547,003	3,101,597
SELF INSURANCE/OTHER	9,076,456	9,736,468	9,134,797	9,982,842
CAPITAL OUTLAY	349,164	457,564	728,986	715,133
TOTAL EXPENDITURES	**$50,485,776**	**$56,433,252**	**$56,064,300**	**$52,759,643**
AUTHORIZED POSITIONS	**973**	**947**	**947**	**855**
FULL-TIME EQUIVALENTS	**919.05**	**893.05**	**893.05**	**801.05**

MISSION STATEMENT

The mission of Golf Operations is to serve the maximum number of golf patrons and maintain golf courses to the highest possible standards, with programs and a fee structure commensurate with local market competition while allowing for a margin of profitability.

PROGRAM INFORMATION

The Golf Course Special Revenue Fund is responsible for the operation of the City's six 18-hole golf courses, two Par 3 nine-hole courses and three golf ranges. In addition to maintaining and operating facilities, staff is responsible for the maintenance and provision of golf course equipment, golf cars and Pro-shops.

GOALS & OBJECTIVES

Serve the maximum number of golf patrons, with due consideration given to recreational and tournament golf. Maintain all golf facilities at the highest standards, based on best practices strategies, within a reasonable fee-based revenue system.

- Develop and implement a new Golf management model and begin its transition.
- Initiate capital improvements at Cedar Creek, Brackenridge and San Pedro golf facilities.
- Continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination.
- Strengthen the short and long-term financial conditions of the Golf Special Revenue Fund.
- Ensure that municipal golf course facilities are safe for all users.
- Replace maintenance equipment on a regular basis.
- Enhance an aggressive golf promotional program with hotels, convention business and local golf tournaments.
- Continue the implementation of the use of recycled water for irrigation at golf facilities.
- Work within the market of regional public and private courses.
- Strive for maximum utilization of pro shop merchandise sales and services.
- Support Food & Beverage Concessionaire through sales.
- Increase the number of employees with professional certifications.
- Increase the number of employees participating in quality management programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Strengthen Convention/Tourist Industry**					
	To continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination	Avg. Annual Ranking of Municipal Golf Courses by Golf Digest[1]	3.50	3.50	3.50	3.50
		No. of Regulation Rounds Played	243,750	230,000	243,610	220,362
Financial	**Provide Accountability to Public**					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total Revenue per round	$25.10	$28.21	$26.59	$27.25
		Total Expenses per round	$26.63	$28.11	$26.45	$27.17
Internal Processes	**Safe & Clean Community for San Antonio**					
	To ensure that municipal golf course facilities are safe for all users	No. of Safety Inspections Performed at Golf Course Facilities	95	98	100	105
Employee Learning & Growth	**Improve Employee Services**					
	To increase the number of employees with professional certifications	No. of Golf Employees with Professional Licenses and Certifications	20	20	21	21
	To increase the number of employees participating in quality management programs	% of Employees Participating in Quality Management Programs	80%	80%	82%	82%

EXPLANATORY INFORMATION

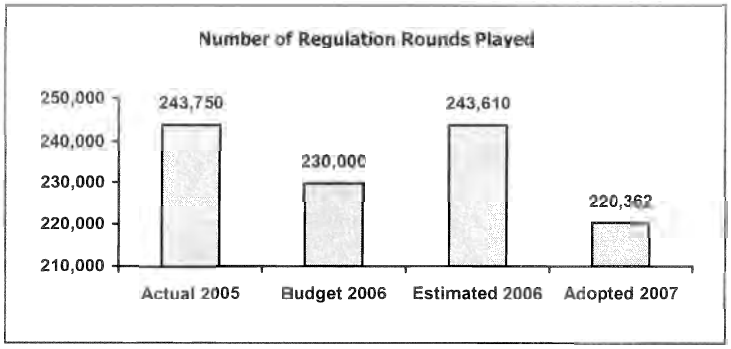
[1] Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Golf Fund for FY 2007.

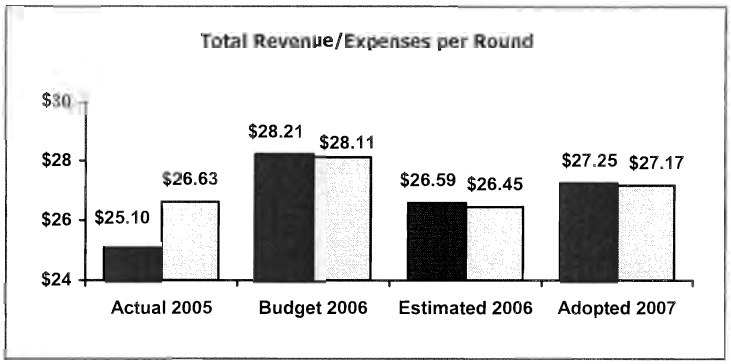
Number of Regulation Rounds Played

Golf Operations continues to support the visitor industry through golf promotional programs with hotels, convention business and local golf tournaments. Course improvements are programmed which reflect participation increases.



Revenue/Expenses per Round of Golf

While revenue per round has increased, expenses per round are also increasing due to increased personnel and commodities expenses. The Golf Fund offsets these increasing commodities and personnel costs through operational efficiencies and fees. In FY 2007, there will be a deferral of indirect charges until completion of course improvements.



GOLF FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$3,275,025	$3,542,302	$3,421,511	$3,553,268
CONTRACTUAL SERVICES	442,759	415,180	494,348	526,560
COMMODITIES	741,066	753,768	700,762	593,768
SELF INSURANCE/OTHER	1,609,061	1,509,118	1,522,366	1,737,073
CAPITAL OUTLAY	48,295	0	13,904	0
TRANSFERS	352,305	252,374	252,374	2,445
TOTAL EXPENDITURES	**$6,468,511**	**$6,472,742**	**$6,405,265**	**$6,413,114**
AUTHORIZED POSITIONS	**101**	**98**	**98**	**98**
FULL-TIME EQUIVALENTS	**96.80**	**93.80**	**93.80**	**93.80**

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 maintains 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.

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$328,819	$323,429	$353,798	$357,158
CONTRACTUAL SERVICES	20,167	10,801	20,516	11,367
COMMODITIES	25,642	12,064	17,849	12,064
SELF INSURANCE/OTHER	71,691	72,199	59,588	89,775
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	28,631	29,774	29,774	36,051
TOTAL EXPENDITURES	**$474,950**	**$448,267**	**$481,525**	**$506,415**
AUTHORIZED POSITIONS	**9**	**9**	**9**	**9**
FULL-TIME EQUIVALENTS	**9.00**	**9.00**	**9.00**	**9.00**

Below is a comprehensive listing of the grants the Parks & Recreation Department expects to receive in FY 2007.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
Botanical Garden Society	$ -	$ -	$ -	$20,000	$20,000
Center for Plant Conservation	-	-	-	3,250	3,250
Plant Research Program	-	-	-	3,000	3,000
Summer Food Services Program	-	909,196	-	-	909,196
TOTAL	**$ -**	**$909,196**	**$ -**	**$26,250**	**$935,446**

BOTANICAL GARDEN SOCIETY

PROGRAM INFORMATION:

In order to attract and retain a qualified manager of the Botanical Garden, to include management of daily operations, long-range planning, fundraising and the City/Society liaison role, the Botanical Garden Society has provided the City annual funding of $20,000 to enhance the current budgeted salary for the Botanical Garden Manager. Agreement is effective for a period of one year from the date of hire by the Parks and Recreation Department, to be renewed automatically annually upon receipt and appropriation of the grant funds.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Grant amount	0	20,000	20,000
Output:			
Salary range	N/A	20,000	20,000

EXPLANATORY INFORMATION

Society will supplement the budgeted amount for the Botanical Garden Manager position with this grant.

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
PRIVATE—Botanical Garden Society	$0	$20,000	$20,000
TOTAL FUNDING	**$0**	**$20,000**	**$20,000**
EXPENDITURES			
PERSONAL SERVICES/OTHER EXPENDITURES (BENEFITS)	$0	$20,000	$20,000
TOTAL EXPENDITURES	**$0**	**$20,000**	**$20,000**

CENTER FOR PLANT CONSERVATION

PROGRAM INFORMATION:

The Center for Plant Conservation (CPC) has awarded the Botanical Garden funding for the maintenance, monitoring, and protection of endangered species found in Texas. Effective in FY 2007, the national CPC organization reorganized its Texas regions and redirected some areas the Botanical Garden used to manage to the next closest CPC institution, which is the Lady Bird Johnson Research Center in Austin.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Plant collection maintenance	4	8	4
Output:			
No. of endangered plant species maintained	11	11	7
Efficiency:			
No. of endangered plants protected from extinction	12	12	8
Effectiveness:			
No. of educational programs	2	5	2

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$2,950	$6,000	$3,250
TOTAL FUNDING	**$2,950**	**$6,000**	**$3,250**
EXPENDITURES			
PERSONAL SERVICES	$0	$4,000	$0
CONTRACTUAL SERVICES	2,950	2,000	3,250
TOTAL EXPENDITURES	**$2,950**	**$6,000**	**$3,250**
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	**0.50**	**0.50**	**0.50**

PLANT RESEARCH PROGRAM

PROGRAM INFORMATION:

General donations from area nurseries will be given to the Botanical Garden for funding for the maintenance and development of new plant varieties.

PERFORMANCE MEASURES

	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
Plant collection maintenance	N/A	N/A	180
Output:			
No. of new plants generated	N/A	N/A	60
Efficiency:			
Plants recommended for further effort	N/A	N/A	15
Effectiveness:			
New plant varieties introduced for general production / use	N/A	N/A	1

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	$0	$275	$3,000
TOTAL FUNDING	**$0**	**$275**	**$3,000**
EXPENDITURES			
PERSONAL SERVICES	$0	$0	$0
CONTRACTUAL SERVICES	0	0	3,000
TOTAL EXPENDITURES	**$0**	**$0**	**$3,000**
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	0.50	0.50	0.50

SUMMER FOOD SERVICE PROGRAM

PROGRAM INFORMATION:

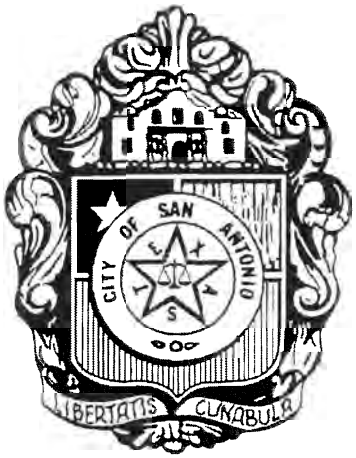
The Summer Food Service Program Grant is a federal grant that is passed through the Texas Department of Human Services. This reimbursement grant provides the funding for free lunch and snack to be provided for children between the ages of 1-18 years. It is offered at Parks and Recreation Department facilities and local area agencies in San Antonio. Additional food service providers are sponsoring the SFSP in San Antonio, which has reduced the number of meals we serve.

PERFORMANCE MEASURES

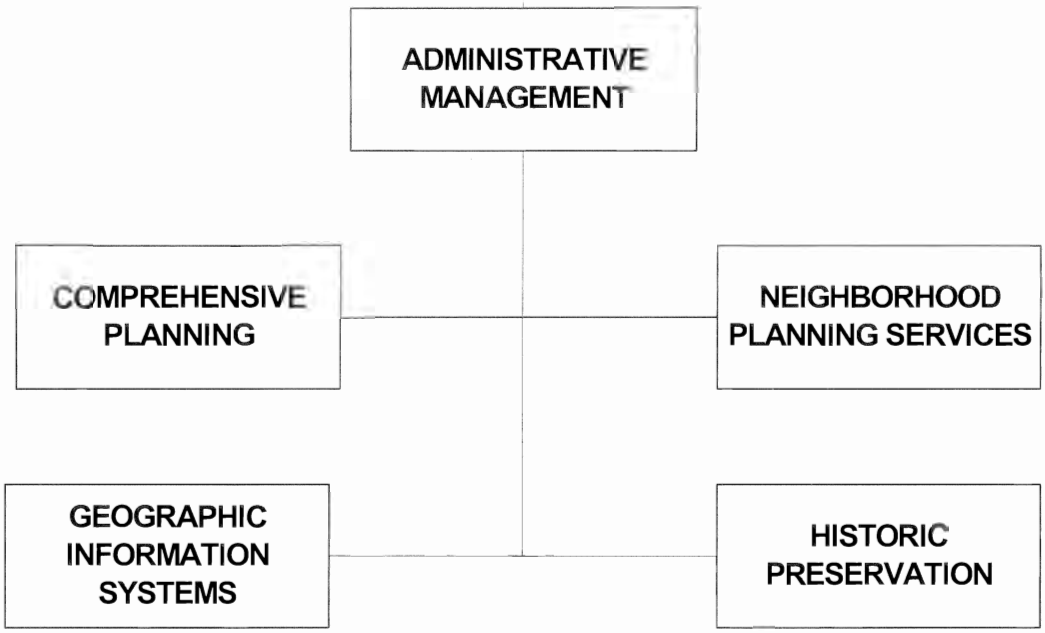
	Actual 2004-2005	Estimated 2005-2006	Adopted 2006-2007
Input:			
No. of Summer Food Service Program Sites	82	99	99
No. of serving days	39	39	39
Output:			
No. of lunches served	185,515	165,271	165,271
No. of snacks served	189,610	159,445	159,445
No. of meals served	375,125	324,716	324,716
Efficiency:			
Avg. no. of meals per site per day	117	84	84
Effectiveness:			
Annual % increase/decrease of meals served per site per day	15%	-29%	0%

FUNDING BY SOURCE & EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Authorized 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Federal fund source	$795,690	$795,690	$909,196
TOTAL FUNDING	**$795,690**	**$795,690**	**$909,196**
EXPENDITURES			
PERSONAL SERVICES	$63,824	$39,605	$39,605
CONTRACTUAL SERVICES	731,866	502,955	502,955
TOTAL EXPENDITURES	**$795,690**	**$542,560**	**$542,560**


CITY OF SAN ANTONIO
LIBERTATIS CUNABULA

PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	44.00	$3,346,044
Capital Projects	0.00	15,185,000
Total Funding	**44.00**	**$18,531,044**

PLANNING DEPARTMENT
DEVELOPMENT & PLANNING SERVICES FUND

MISSION STATEMENT

Promoting an environment to achieve a vibrant, well-planned and prosperous community to live, work, and play.

PROGRAM INFORMATION

The Planning Department coordinates the implementation of the City's Master Plan Policies through its Comprehensive Planning, Neighborhood Planning and Historic Preservation Programs. The department produces long-range transportation and open space plans and implements annual annexation programs. Additionally the department partners with the community to produce neighborhood and community plans that include goals and action steps for land use, housing, economic development, community facilities and transportation networks, as well as continues capacity building of neighborhoods through neighborhood registration. The department also works with the community in the preservation of the City's historic resources, protection and development of the San Antonio River and its surrounding area, and provides public review of city projects.

GOALS & OBJECTIVES

- Develop a transportation system of complementary transportation modes to support the efficient movement of people, goods and services.
  - Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
  - Continue participation with the MPO's Bicycle and Pedestrian Mobility Task Force to ensure San Antonio's share of federal funds for bicycle and pedestrian projects.
  - Participate in MPO Study Oversight Committees addressing various transportation issues: Rail Transportation Study; Micro-Simulation Transportation Modeling Studies; Commuter Rail Study.
- Utilize City resources and authority to manage growth and development.
  - Implement the City South Master Plan through the coordination, evaluation and administration of the Plan elements and general oversight of the applicable development codes.
  - Develop a program to adopt the SmartCode as part to the Unified Development Code, including an educational component and a process for citizen involvement.
- Pursue a systematic annexation process to promote orderly growth and development and the provision of municipal services.
  - Implement the adopted Three-Year annexation program.
  - Undertake analysis of areas that may be included in an amended Three-Year Annexation Plan.
  - Review Timberwood Park Non-Annexation Agreement.
  - Develop strategies and procedures for future annexations under the revisions imposed by the Annexation Reform Bill. (Chapter 43 LGC)
  - Evaluate and process Extra Territorial Jurisdiction boundary adjustment requests and voluntary annexation requests.
  - Review policy for protection of San Antonio's Extraterritorial Jurisdiction and develop strategies and procedures to address issues regarding release and / or exchange of ETJ with other municipalities.
- Continue to coordinate the implementation of the Master Plan.
  - Work with a subcommittee of the Planning Commission to review the application or use of Master Plan policies.
- Expand and promote the use of Geographic Information Systems (GIS) and new technologies.
  - Develop and maintain Planning/GIS databases.
  - Develop and implement Citywide GIS data standards.
  - Promote GIS Enterprise Licensing.
  - Reconcile all Planning/GIS data sets to the realigned parcel database (Zoning Parcel Realignment Project).

GOALS & OBJECTIVES CONTINUED

- Train Planning Department staff to utilize Planning/GIS custom applications.
- Develop more user-friendly internet applications utilizing Planning/GIS data.
- Develop database to reflect existing and proposed land uses of Neighborhood, Community and Perimeter Plans.
- Use new technologies to create a paperless environment to view maps and analyze data including a digital map system for meetings and conferences.

- Preserve, protect and enhance the City's historic resources including landmarks, historic districts, the River Walk, City-owned facilities and archeology.
  - Update and maintain a comprehensive database of landmarks and historic properties in San Antonio through GIS.
  - Designate historic farm and ranch buildings through a comprehensive designation.
  - Continue to assist other Departments and agencies with cultural resource reviews.
  - Develop ordinances and/or amendments to the UDC that facilitate the preservation of the unique history, culture, and diversity of San Antonio.
  - Continue a comprehensive historic survey of the original 36 square miles of the City.
  - Assist neighborhoods and individuals in creating historic districts and landmark designations.
- Improve customer service at the counter by providing consistent and timely reviews of historic permits and applications.
  - Continue timely reviews of HDRC applications and provide assistance to applicants.
  - Continue timely reviews of all permits, plans, MDPs and Plat reviews and provide excellent customer service.
  - Facilitate coordination of historic review with other departments to assist in the Section 108 historic reviews as required by the National Preservation Act.
- Provide outreach and education to the community in order to increase awareness about the various review processes and San Antonio's historic resources.
  - Continue to provide interdepartmental training as needed.
  - Continue to educate community groups about various historic preservation processes and issues.
- Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.
  - Develop and implement Neighborhood, Community and Perimeter Plans and programs to build strong, self-sustaining and revitalized neighborhoods.
  - Continue capacity building and community development services through neighborhood registration, goals and strategies reports and special studies and partnering with the Neighborhood Resource Center.
- Strengthen the use of the Neighborhood Planning Process and neighborhood plans.
  - Enhance citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption.
  - Update comprehensive perimeter, community, and neighborhood plans as warranted to incorporate any future land use changes that are anticipated.
  - Continue to review development applications for plan consistency and process plan amendments.
  - Support plan implementation through the Annual Improvement Project Report, prior to the budget planning process, the Planning Commission education programs and interdepartmental coordination meetings.
  - Coordinate with City Departments and outside agencies to implement special projects such as the Airport's Master Plan and the Olmos Creek Greenway Aquatic Ecosystem Restoration planning, design and analysis phase.
  - Prepare Strategic Revitalization plans addressed by recent Urban Land Institute Reports, Neighborhood Commercial Revitalization (NCR) areas, and other potential commercial corridors.
  - Implement the Community Action Committees through meeting coordination and strategic planning.

GOALS & OBJECTIVES CONTINUED

- Develop urban design policies and standards that preserve neighborhoods and improve the design and attractiveness of the City's highway, street, transit and pedestrian networks, and of its open spaces and greenbelts.
  - Continue timely reviews of Certificate of Compliance applications within adopted Corridor Overlay Districts and Neighborhood Conservation Districts and provide assistance to applicants.
  - Implement the Neighborhood Conservation District Program by developing zoning ordinances for neighborhoods to ensure that future development is compatible with existing neighborhood character.
- Encourage the certification of staff in the planning and urban design field through American Institute of Certified Planners (AICP) certification, American Institute of Architects (AIA) certification, and GIS certification.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Increase Neighborhood Planning**					
	Develop and implement Neighborhood and Community Plans	Cumulative City Population Included in Plans Approved by City Council	35%	38%	34%	38%
		Cumulative City Square Miles Included in Plans Approved by City Council[1, 2]	49%	43%	49%	52%
	Continue capacity building and community development services through neighborhood registration	Total No. of Neighborhood Groups Registered with the City[3]	398	400	368	375
Financial	**Provide Accountability to the Public**					
	Enhance citizen involvement in the neighborhood, community, and perimeter planning process by conducting community meetings during plan development, review and adoption	Total No. of Community Meetings for the neighborhood planning process	56	30	35	35
	Continue Historic Survey of buildings within the City's original 36 square miles	Cumulative % of buildings surveyed	29%	36%	38%	47%
Internal Processes	**Increase Neighborhood Planning**					
	Prepare Strategic Revitalization plans addressed by recent Urban Land Institute Reports, Neighborhood Commercial Revitalization (NCR) areas, proposed Urban Renewal plans and other potential commercial corridors.	No. Urban Design Plans	6	5	9	8
	Implement the Neighborhood Conservation District Program	Cumulative Square Miles of Neighborhood Conservation Districts Approved by City Council	13%	23%	18%	23%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Encourage certification of staff in the planning and urban design field through American Institute of Certified Planners (AICP) certification, American Institute of Architects (AIA) certification and GIS certification	% of Planning Staff Certified	22%	35%	30%	39%
	Promote the use of Geographic Information Systems (GIS) applications	Total No. of Staff Attending Training Classes Provided	26	33	30	40

EXPLANATORY INFORMATION

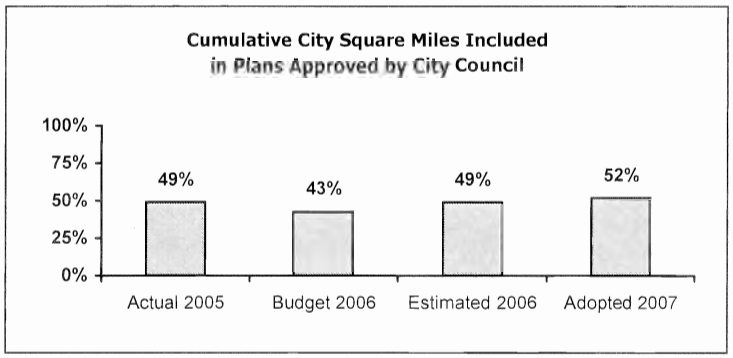
1 FY 2006 Estimate includes de-annexation of City South Areas 1, 4, 5, and 6
2 FY 2007 Adopted Budget Includes de-annexation of City South Area 7
3 FY 2006 Estimate shows forty-five groups removed due to inactive status

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Planning Department for FY 2007.

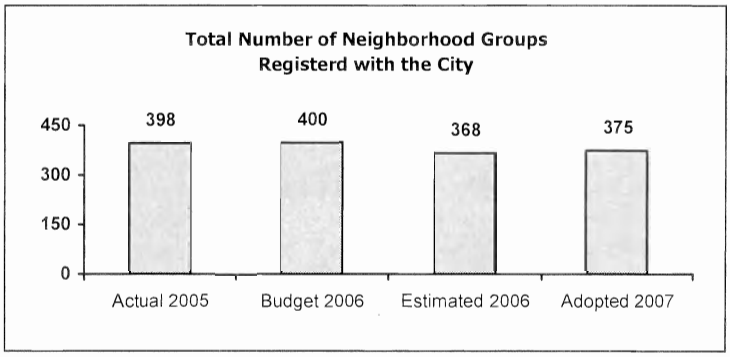
City Square Miles Included in Plans Approved by City Council

Percent of total number of City square miles covered by Neighborhood, Community and Perimeter Plans approved by City Council.



Neighborhood Groups Registered

This measure is the cumulative number of neighborhood associations registered with the City to receive services such as notification for rezoning, platting, and other city activities. The objective is to continue building and community development services through neighborhood registration.

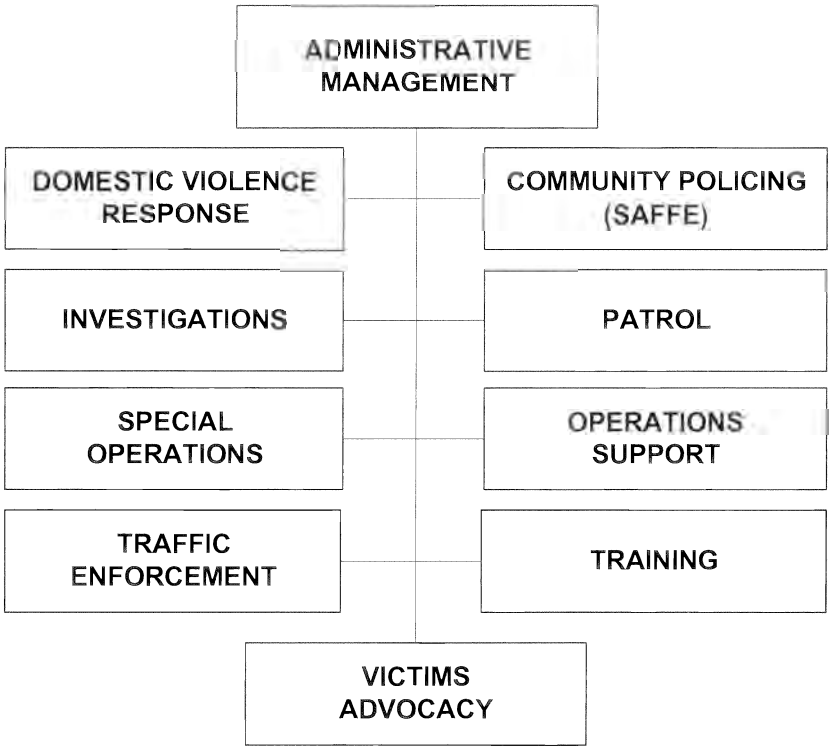


DEVELOPMENT & PLANNING SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$2,092,499	$2,143,157	$2,160,748	$2,562,545
CONTRACTUAL SERVICES	102,718	112,105	110,065	127,216
COMMODITIES	60,991	38,618	43,696	49,194
SELF INSURANCE/OTHER	390,512	413,844	385,379	591,689
CAPITAL OUTLAY	9,917	29,889	37,379	15,400
TOTAL EXPENDITURES	**$2,656,637**	**$2,737,613**	**$2,737,267**	**$3,346,044**
AUTHORIZED POSITIONS	38	37	37	44
FULL-TIME EQUIVALENTS	38.00	37.00	37.00	44.00

CITY OF SAN ANTONIO
TEXAS
BERTATIS CUNABULA

POLICE



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	2,712.00	$264,553,885
Categorical Grants	38.00	7,286,886
Confiscated Property Fund	0.00	1,832,152
Child Safety Fund	127.32	2,068,187
Capital Projects	0.00	4,199,000
Total Funding	**2,877.32**	**$279,940,110**

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 Driving While Intoxicated (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 (PAF).
- 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).
  - Child Welfare Strategic Alliance (funded by Justice Assistance Grant)
- Continue to develop and implement strategies to improve the City's Homeland Security and Bio-Terror threat posture including:
  - Maintain full time Police staffing in the City's Emergency Operations Center.
  - Maintain and implement grants from the Office of Domestic Preparedness for the purchase of equipment, training exercises, and planning related to domestic preparedness resources.
  - Maintain participation in the Joint Terrorism Task Force.
  - Maintain and implement staffing in the video monitoring room to enhance the security of City employees, City property and provide instant visual response to any area of the city that has an Internet Protocol camera infrastructure.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
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	140	120	151	160
		No. of Citizens Participating in Cellular On Patrol[1]	760	720	798	720
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement.	No. of DWI Arrests[2]	4,433	5,592	4,454	4,476
	Respond to Emergency Calls within 5 minutes.	Code 3 Response Time	5.18	5.00	5.34	5.00
	Increase Patrol Availability Factor (PAF).	Patrol Availability Factor[3]	41.07%	42.06%	39.26%	40.71%
	Maintain or increase number of expedited calls	No. of calls expedited	86,234	104,831	104,933	110,179
	Monitor and respond to Violent Crime	Murder, Rape, Robbery & Aggravated Assault [4]	8,044	8,217	7,913	7,890
	Maintain or increase Violent Crime Clearance Rate	Murder, Rape, Robbery & Aggravated Assault Cases Cleared[4]	33.7%	31.5%	32.3%	33.3%
	Monitor and respond to Property Crime	Burglary, Theft, Motor Vehicle Theft[4]	80,815	78,468	79,852	78,003
	Maintain or increase Property Crime Clearance Rate	Burglary, Theft, Motor Vehicle Theft Cases Cleared [4]	10.5%	11.4%	11.4%	11.5%
Financial	**Leverage Other Funding Sources**					
	Maximize use of volunteers to reduce workload & personnel requirements.	Avg. No. of FTE's for Volunteers Program	26.0	26.0	21.6	22.3
Internal Processes	**Provide for Safety and Welfare of San Antonio**					
	Actively address formal complaints.	No. of Formal Complaints Processed[5]	348	267	254	301

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Employee Learning & Growth	**Improve Employee**					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	Total number of Officers with Associate Degree or greater	924	921	931	938
		No. of Officers Trained in FERS (Field Entry Reporting System)[6]	948	2,004	1,878	0

EXPLANATORY INFORMATION

[1] Cellular on Patrol goals are based on 1 class of 30 participants per quarter per substation. With four classes of 30 per substation that equates to 120 participants. With six substations that equates to 720.

[2] DWI numbers for October and November of 2005 were low due to the delay in implementing the TxDOT DWI Strategic Traffic Enforcement Program (STEP) grant. The grant program began some operations in December 2005 and has been going slowly up through March 2006. This is due in part to the summer months being the most active and the desire to have more enforcement efforts during that time. Additionally relief efforts for the Hurricane Katrina and Rita victims diverted some resource thus reducing numbers in late FY2005 and early FY 2006.

[3] The PAF estimate for FY 2006 is influenced by a 12% increase in calls for service in the first six months and a higher number of vacancies than previously projected. The FY07 Proposed PAF does not consider the potential redirection of 19 Patrol Officer positions to patrol because of civilianizing the jobs currently performed by sworn staff. Including these positions will increase the Proposed PAF to 41.36%

[4] All Violent and Property crime data is based on the Universal Crime Reports (UCR). The data for FY 2006 is incomplete due to a backlog in the review and entering of police reports into the system. It is expected that the backlog will be cleared in the month of May. Due to this numbers on the Violent and Property crime are based on best estimates using the available data.

[5] This measure is difficult to estimate due to a greatly varying number of complaints received each year, from a low of 270 to a high of 352.

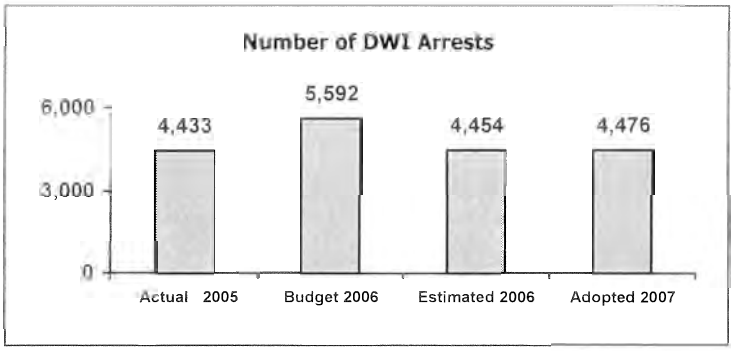
[6] Number came in lower due to the impact of retirements and personnel on military leave. New positions that came on line due to retirements did not fall under this category due to training being held in the academy. Those not trained in the system due to absences will receive On the Job Training (OJT) on the system upon their return.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Police Department for FY 2007.

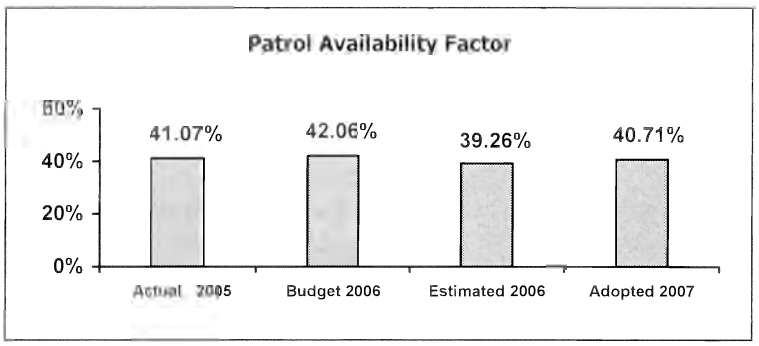
DWI Arrests

This graph shows the number of DWI arrests made by the San Antonio Police Department. FY 2005 arrests were projected to decrease due to the DWI Selective Traffic Enforcement Program starting later in the fiscal year. The FY 2006 projection is higher due to the program starting at the beginning of FY 2006.



Patrol Officer Availability

Patrol Availability measures the actual time a patrol officer is available to patrol within the community. This does not include the time needed for an officer to respond to calls for service or to perform administrative duties.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$208,241,913	$219,483,878	$220,047,696	$221,298,605
CONTRACTUAL SERVICES	8,680,152	8,218,894	8,876,218	9,158,376
COMMODITIES	2,726,412	2,340,098	2,626,848	2,751,799
SELF INSURANCE/OTHER	24,634,397	28,740,511	25,975,548	30,741,839
CAPITAL OUTLAY	895,135	383,585	389,042	603,266
TOTAL EXPENDITURES	**$245,178,009**	**$259,166,966**	**$257,915,352**	**$264,553,885**
AUTHORIZED POSITIONS	**2,862**	**2,615**	**2,615**	**2,712**
FULL-TIME EQUIVALENTS	**2,726.32**	**2,614.00**	**2,614.00**	**2,712.00**

CHILD SAFETY FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$0	$1,328,813	$1,244,121	$1,515,469
CONTRACTUAL SERVICES	869	3,454	15,976	3,467
COMMODITIES	0	33,049	19,340	33,049
SELF INSURANCE/OTHER	143,471	45,595	47,629	423,813
TRANSFERS	1,838,321	492,842	492,842	92,389
TOTAL EXPENDITURES	**$1,982,661**	**$1,903,753**	**$1,819,908**	**$2,068,187**
AUTHORIZED POSITIONS	**262**	**262**	**262**	**262**
FULL-TIME EQUIVALENTS	**127.32**	**127.32**	**127.32**	**127.32**

In FY 2006/2007, the San Antonio Police Department projects a total of $7,286,886 in grant funding with 38 authorized positions. Of the total, $2,327,462 will be Federally funded, $1,566,287 State funded, $541,747 City Cash Match, and $2,851,390 Other funds and In-Kind match. The 38 authorized positions are in the following grants: Bexar Metro 911 (5), CATA (2), Justice Assistance Grant (3), HIDTA Multi-Partnership Initiative (8), Project EASE (1), ReACT (11), and the HIDTA South Texas Intelligence Center (8).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2007. Details on each grant can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2007
BEXAR METRO 911				$200,000	$200,000
CRISIS ASSISTANCE TEAM ADMINISTRATION (CATA)		100,000	2,770	22,230	125,000
MULTI-PARTNERSHIP INITIATIVE (HIDTA)	1,253,299			623,820	1,877,119
SOUTH TEXAS INTELLIGENCE CENTER (HIDTA)	627,245				627,245
JUSTICE ASSISTANCE GRANT	446,918				446,918
PROJECT EASE		77,033		19,259	96,292
REGIONAL AUTO CRIMES TEAM (ReACT)		889,254	522,762	1,733,070	3,145,086
TXDOT DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM		500,000	16,215	253,011	769,226
TOTAL	**$2,327,462**	**$1,566,287**	**$541,747**	**$2,851,390**	**$7,286,886**

PROGRAM INFORMATION:

This is a grant from the Bexar Metro 911 Network District for the funding of five temporary call taker positions. 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 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
No. of 911 calls	92,754	93,681	94,799
Efficiency:			
Avg. Number of 911 calls per call taker	18,550	18,736	18,959
Effectiveness:			
Pct. Change in No. of 911 calls per call taker	1%	1%	1%

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
OTHER – Bexar Metro 911	$200,000	$320,000	$200,000
TOTAL FUNDING	**$200,000**	**$320,000**	**$200,000**
EXPENDITURES			
PERSONAL SERVICES	$183,760	$185,761	$200,000
CONTRACTUAL SERVICES	15,240	13,239	0
COMMODITIES	1,000	1,000	0
CAPITAL OUTLAY	0	120,000	0
TOTAL EXPENDITURES	**$200,000**	**$320,000**	**$200,000**
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00

PROGRAM INFORMATION:

The Crisis Assistance Team Administration (CATA) will oversee the coordination of crisis intervention volunteers. This program is designed primarily as a collaborative effort in the community to address the issues of violence against women. Services to be provided will include crisis intervention services to battered women and their children by a trained group of community volunteers. Two civilian positions, a Program Coordinator and an Assistant Program Coordinator, will be continued and paid from grant funds.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	4,160	4,160	4,160
Efficiency:			
No. of Volunteers	101	126	130
No. of Clients served	497	373	500
No. of Volunteer Hours	9,807	8,618	9,000
No. of Community Meetings	142	181	200
Effectiveness:			
Pct. Change in Volunteers	9%	24%	3%
Pct. Change in Clients served	-15%	-25%	34%
Pct. Change in Volunteer Hours	28%	-12%	4%
Pct. Change in Community Meetings	-39%	27%	10%

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Office of the Governor, CJ Division	$80,000	$50,000	$100,000
CITY – General Fund Cash Match	7,401	45,391	2,770
OTHER – In- Kind Match	19,260	12,500	22,230
TOTAL FUNDING	**$106,661**	**$107,891**	**$125,000**
EXPENDITURES			
PERSONAL SERVICES	$98,129	$105,121	$121,165
CONTRACTUAL SERVICES	5,604	1,570	1,835
COMMODITIES	658	1,200	2,000
CAPITAL OUTLAY	2,270	0	0
TOTAL EXPENDITURES	**$106,661**	**$107,891**	**$125,000**
AUTHORIZED POSITIONS	**2**	**2**	**2**
FULL-TIME EQUIVALENTS	**2.00**	**2.00**	**2.00**

PROGRAM INFORMATION:

The High Intensity Drug Trafficking Area grant is designed to enhance the Police Department's narcotics enforcement 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.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No of Sworn Supervisory Personnel	2	2	2
No. of Sworn Personnel	6	4	4
No. of Non-Sworn Personnel	2	2	2
Total No. of Man-Hours	17,792	14,384	14,384
Output: (In Thousands)			
Retail Value of Narcotics Seized	$23,946	$31,043	$35,699
Dollar Value of Assets/Holding Seized	1,126	2,457	1,689
Efficiency:			
Avg. Retail Value of Narcotics Seized per Officer	$3,990	$7,761	$8,925
Avg. Dollar Value of Assets/Holdings Seized per Officer	188	614	422
Effectiveness:			
Pct. Change of Retail Value of Narcotics Seized	106%	30%	15%
Pct. Change of Dollar Value of Assets/Holdings Seized	193%	118%	-31%

EXPLANATORY INFORMATION

The retail value of narcotics seized and the dollar value of assets/holdings seized increased during FY2004-2005 due to a change in the role of the sworn officers in these investigations. The SAPD HIDTA continues to work with joint task force HIDTA agencies in long-term investigations of high-level drug trafficking organizations. It is anticipated that narcotics seizures will continue to increase. The SAPD HIDTA Task Force lost two (2) sworn personnel positions due to HIDTA budget constraints in FY 2005-2006.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$1,524,853	$1,199,177	$1,253,299
OTHER	216,113	490,966	623,820
TOTAL FUNDING	**$1,740,966**	**$1,690,143**	**$1,877,119**
EXPENDITURES			
PERSONAL SERVICES	$1,020,123	$977,650	$1,031,108
CONTRACTUAL SERVICES	475,871	482,147	650,582
COMMODITIES	36,919	34,780	39,282
OTHER COMMODITIES	208,053	195,566	136,147
CAPITAL OUTLAY	0	0	20,000
TOTAL EXPENDITURES	**$1,740,966**	**$1,690,143**	**$1,877,119**
AUTHORIZED POSITIONS	**10**	**8**	**8**
FULL-TIME EQUIVALENTS	**10.00**	**8.00**	**8.00**

PROGRAM INFORMATION:

The South Texas High Intensity Drug Trafficking Area Intelligence Center is designed to enhance narcotics enforcement efforts by collecting, analyzing, and disseminating drug trafficking data and information to local, state, and federal law enforcement agencies to ensure officer safety and increase enforcement efficiency.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Non-Sworn Personnel – Supervisory	1	1	1
No. of Non-Sworn Personnel – Non Supervisory	8	7	7
Total Man-Hours	18,720	16,640	16,640
Output:			
No. of Analytical Cases Requiring Support	601	631	661
No. of Deconfliction Cases Requiring Support	5,705	6,161	6,218
No. of Inquiries	36,482	37,211	37,941
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	67	79	82
Avg. No. of Deconfliction Cases Requiring Support	634	770	777
Avg. No. of Inquires	4,053	4,651	4,743
Effectiveness:			
Pct. Change in No. of Analytical Cases Requiring Support	3%	18%	4%
Pct. Change in No. of Deconfliction Cases Requiring Support	7.0%	21.0%	0.1%
Pct. Change in No. of Inquires	0%	15%	2%

EXPLANATORY INFORMATION

Requests for support from HIDTA agencies continue to increase throughout the region each year. The South Texas Intelligence Center lost one (1) non-sworn personnel position due to HIDTA budget constraints in FY 2005-2006.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	$658,089	$627,245	$627,245
TOTAL FUNDING	**$658,089**	**$627,245**	**$627,245**
EXPENDITURES			
PERSONAL SERVICES	$323,766	$337,807	$322,759
CONTRACTUAL SERVICES	192,576	201,141	199,918
COMMODITIES	31,007	31,904	69,768
OTHER COMMODITIES	110,740	46,825	34,800
CAPITAL OUTLAY	0	9,568	0
TOTAL EXPENDITURES	**$658,089**	**$627,245**	**$627,245**
AUTHORIZED POSITIONS	**9**	**8**	**8**
FULL-TIME EQUIVALENTS	**9.00**	**8.00**	**8.00**

PROGRAM INFORMATION:

This Justice Assistance Grant (JAG) will fund one (1) Sergeant and two (2) Detective Investigator positions to investigate severe sexual assault/physical abuse cases involving children. These positions are part of a multidisciplinary team composed of personnel from the Texas Department of Family and Protective Services, the Bexar County Sheriff's Office, the District Attorney's Office, Christus Santa Rosa Children's Hospital, and the Alamo Children's Advocacy Center. The purpose is to expand the existing efforts of law enforcement, child protective services, prosecutors, medical professionals, and non-profit organizations to improve investigations, treatment, management and prosecution of sexual and physical child abuse cases and reduce the number of interviews required of a child victim minimizing the negative impact of the investigation and the re-victimization of the child. The grant period is October 1, 2005 through September 30, 2009. Expenditures below reflect FY 2007.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Sworn Personnel – Supervisory	N/A	1	1
No. of Sworn Personnel – Non Supervisory	N/A	2	2
Total Man-Hours	N/A	5,112	5,112
Output:			
No. of Cases Investigated	N/A	274	282
No. of Cases Cleared	N/A	205	211
Efficiency:			
Avg. No. of Cases Investigated per Detective	N/A	137	141
Avg. No. of Cases Cleared per Detective	N/A	102.5	105.5
Effectiveness:			
% Change in No. of Cases Investigated per Detective	N/A	N/A	2.92%
% Change in No. of Cases Cleared per Detective	N/A	N/A	2.93%

EXPLANATORY INFORMATION

This is a new grant so there are no prior years' performance measures.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
FEDERAL – Justice Assistance Grant	N/A	$446,918	$446,918
TOTAL FUNDING	**N/A**	**$446,918**	**$446,918**
EXPENDITURES			
PERSONAL SERVICES	N/A	$262,902	$127,410
CONTRACTUAL SERVICES	N/A	1,500	9,619
COMMODITIES	N/A	250	4,512
OTHER EXPENDITURES	N/A	2,748	4,587
CAPITAL OUTLAY	N/A	25,590	7,800
TOTAL EXPENDITURES	**N/A**	**$292,990**	**$153,928**
AUTHORIZED POSITIONS	**N/A**	**3**	**3**
FULL-TIME EQUIVALENTS	**N/A**	**3.00**	**3.00**

PROGRAM INFORMATION

Project Educate, Assess, Serve and Empower (EASE) utilizes professional contractors, supervised by a grant funded Program Coordinator to provide services to victims of violent crime that are deaf. Grant funds will also be used for professional translation services, community outreach and education programs, the purchase of office and project supplies, training for project personnel and support of existing computer equipment. This grant's period is from July 1, 2006 through June 30, 2007.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Non-Sworn Personnel	N/A	1	1
Total No. of Man-Hours	N/A	2,080	2,080
Efficiency:			
No. of Victims Served	58	78	100
Effectiveness:			
Pct. Chg. In Number of Victims Served	263%	24%	28%

EXPLANATORY INFORMATION

Reduction in funding for this grant period is a result of the granting agency's determination to not fund capital outlay expenditure requests.

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Office of the Governor, CJ Division	$68,635	$91,559	$77,033
CITY – In- Kind Match	17,159	22,890	19,259
TOTAL FUNDING	**$85,794**	**$114,449**	**$96,292**
EXPENDITURES			
PERSONAL SERVICES	$17,159	$66,487	$64,152
CONTRACTUAL SERVICES	54,830	39,370	28,540
COMMODITIES	2,000	1,500	1,200
OTHER EXPENDITURES	0	0	2,400
CAPITAL OUTLAY	11,805	7,092	0
TOTAL EXPENDITURES	**$85,794**	**$114,449**	**$96,292**
AUTHORIZED POSITIONS	**N/A**	**1**	**1**
FULL-TIME EQUIVALENTS	**N/A**	**1.00**	**1.00**

PROGRAM INFORMATION:

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit will work with the Texas Department of Public Safety (DPS), the Bexar County Sheriff's Office (BCSO), and the National Insurance Crime Bureau (NICB) to reduce the market for stolen vehicles and stolen vehicle parts. The grant period is September 1, to August 31.

PERFORMANCE MEASURES

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Sworn Staff[1]	9	9	9
No. of Civilian Staff[1]	2	2	2
Total No. of Man-Hours	19,496	19,496	19,496
Output:			
No. of Vehicles Reported Stolen (City wide)	5729	6230	6542
No. of Vehicles Recovered (ReACT Task Force)	173	234	250
Efficiency:			
Avg. No. of Vehicles Reported Stolen per Detective	818.43	890	934
Avg. No. of Vehicles Recovered per Detective	24.71	33.43	35.71
Effectiveness:			
Pct. Change in Vehicles Reported Stolen	-1.8%	8.8%	4.9%
Pct. Change in Vehicle Recovered	-65.1%	35.3%	6.8%

EXPLANATORY INFORMATION

In FY 2004-2005 two Detective Investigator positions were eliminated as a result of reduced funding from the grantor caused by the State legislature redirecting funds to other State projects.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE - Automobile Theft Prevention Authority (ATPA)	$848,756	$900,000	$889,254
CITY - City General Fund Cash Match	451,634	498,018	522,762
CITY – In-Kind Contribution	1,117,982	1,192,402	1,382,665
OTHER - In-Kind Contribution (DPS, BCSO, NICB)	410,069	413,692	350,405
TOTAL FUNDING	**$2,882,441**	**$3,004,112**	**$3,145,086**
EXPENDITURES			
PERSONAL SERVICES	$2,415,147	$2,481,174	$2,591,421
CONTRACTUAL SERVICES	286,947	295,719	316,419
COMMODITIES	13,522	8,034	9,879
OTHER EXPENDITURES	140,108	204,790	227,367
CAPITAL OUTLAY	26,717	14,395	0
TOTAL EXPENDITURES	**$2,882,441**	**$3,004,112**	**$3,145,086**
AUTHORIZED POSITIONS	**11**	**11**	**11**
FULL-TIME EQUIVALENTS	**11.00**	**11.00**	**11.00**

PROGRAM INFORMATION:

The grant will provide funding to continue the DWI STEP, which expands the Police Department's efforts at combating the incidence of DWI, as well as DWI-related accidents. Activity will be conducted with existing officers assigned to the program on an overtime basis and will be funded by the grant. The sixth year in-kind match ($253,011) will fund operational costs of vehicles, fringe benefit expenditures, as well fund overtime costs of officers making court appearances for DWI cases related to the grant activity. The cash match ($16,215) will fund officer overtime salaries to expand the program. Prior year funding from TxDOT has been consistent at $500,000 per year with a 10% match requirement. This year's grant requires a 35% match. Since increase in the grant budget is associated with the costs of the adjudication of cases and not increased activity, the projected number of DWI arrests remains the same.

PERFORMANCE MEASURES

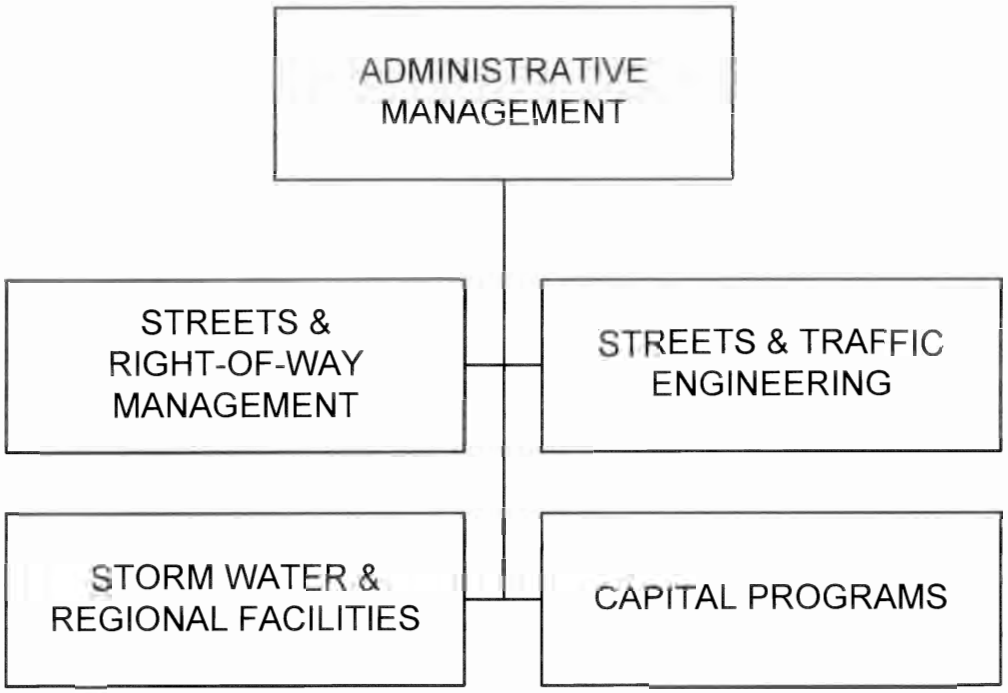
	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
Input:			
No. of Sworn Hours	11,525	11,525	11,525
No. of Supervisory Hours	1,360	1,360	1,360
Output:			
No. of DWI Arrests	1,764	1,850	1,850
Efficiency:			
No. of Hours per DWI Arrest	6	6	6

FUNDING BY SOURCE AND EXPENDITURES BY CLASSIFICATION

	Actual 2004-2005	Re-estimate 2005-2006	Adopted 2006-2007
FUNDING SOURCES			
STATE – Texas Department of Transportation	$500,000	$500,000	$500,000
OTHER - In-Kind Match	39,440	39,440	253,011
CITY – Cash Match	16,116	16,116	16,215
TOTAL FUNDING	**$555,556**	**$555,556**	**$769,226**
EXPENDITURES			
PERSONAL SERVICES	$516,116	$516,116	$729,884
COMMODITIES	39,440	39,440	39,342
TOTAL EXPENDITURES	**$555,556**	**$555,556**	**$769,226**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
General Fund	251.50	$18,494,790
Street Maintenance & Improvement Fund	282.00	59,997,364
Street Right Of Way Management Fund	20.00	1,494,401
Storm Water Operating Fund	259.00	31,226,740
Storm Water Regional Facilities Fund	20.00	18,066,664
Community Development Block Grant	0.00	20,363
Capital Projects	0.00	163,713,000
Advanced Transportation District	13.00	12,869,739
Total Funding	**845.50**	**$305,883,061**

MISSION STATEMENT

The Public Works Department is committed to providing public services and infrastructure in a quality manner through the use of modern engineering and management practices with a team of people dedicated to professional excellence and customer satisfaction. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

PROGRAM INFORMATION

This Department oversees and directs the development and maintenance of the publicly owned infrastructure of the City. The Department has operating divisions in six funds. Areas of responsibility assigned to this department include:

- General Fund
  - Office of Director - Provides oversight and direction for the Department.
  - 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 – Horizontal – design and construction of street and drainage improvements and real estate acquisition; Vertical – design, construction and renovation of City buildings.
  - Transportation Group – Plan, design, construct, operate and maintain traffic engineering functions, traffic control devices, transportation engineering, and multi-modal intelligent transportation systems.
  - Engineering - Engineering, surveying, construction inspection, and infrastructure assessment.
- Street Maintenance Special Revenue Fund
  - Street Maintenance - Street resurfacing and rehabilitation, designing and preparing contract street maintenance plans and specifications for the streets maintenance contract, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.
- 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.
- Advanced Transportation District Fund
  - Advanced Transportation District Program – Responsible for overseeing and directing the identification, coordination, funding and construction of capital projects designed to reduce traffic congestion, improve neighborhood connectivity, use technology for improved transit services and leverage available resources.

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of streets and drainage facilities and City buildings; operate traffic network safely, efficiently, and economically in a timely manner with fundamentally sound, pragmatic, and economical solutions.

- To Improve Employee Development:
  - Continue to foster an environment for employee growth and learning within the department through encouragement, coaching, and offering educational training and development opportunities such as:
    - Emergency response readiness training
    - Supervisory training for operating divisions
  - Empower staff in decision-making through three-deep leadership that enhances our ability to respond quickly to day-to-day challenges and continues investment to our most valuable resource, people.
  - 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.
  - Emphasize safety to our employees to reduce preventable accidents within the Public Works Department.
- To continue to perform services in a "Customer First" manner to meet the needs of the citizens:
  - Continue communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
  - Maintain and improve internal quality control to ensure proper delivery of services to our customers.
  - Maintain a positive image and continue to promote public trust through:
    - Community outreach education program
    - Informative community meetings
    - Continuing the Public Works Academy
    - Timely proactive and positive communication with media
- To continue to provide safe and efficient movement of people and goods through a well designed, operated and maintained, multi-modal transportation network:
  - Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
  - 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.
  - Implement technology to reduce congestion in the transportation system:
    - Expand use of emergency vehicle traffic signal preemption
  - Enhance connectivity between neighborhoods and major roadways.
  - Encourage the use of alternative modes of transposition by city employees as well as the general public where possible to improve air quality, personal health and decrease roadway congestion.
  - Increase bike ridership by creating a safe and effective network of on and off-road bikeways throughout the region connecting neighborhoods to City facilities such as parks, schools, libraries, and community centers.
  - Maintain a working partnership with members of the Bicycle and Pedestrian Mobility Advisory Committees.
  - Implement the Regional Bicycle Master Plan.
- To continue to deliver Capital Projects in a quality manner through the use of modern engineering and management practices:
  - All 2003 General Obligations Public Works projects will be substantially completed by December 31, 2007.
  - Continue to leverage outside funding through Grants, MPO, ATD, and Federal tax dollars to maximize City investment in infrastructure.
  - Complete design on all 2005 Storm Water Revenue Bond projects.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Increase communication, interaction, and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	No. of Community Meetings Held with Outside Stakeholders[1]	153	125	197	220
		% of Service Requests Meeting Service Level Agreements with Customers	90.50%	92.00%	94.18%	95.20%
	Improve Environmental Efforts					
	Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear Miles Under Construction/Complete from Capital Improvement Projects	22.37	37.28	32.90	20.30
Financial	**Provide Accountability to Public**					
	Leverage outside funding through Grants and Federal tax dollars to maximize City investment to Capital Projects	Amount of Grant Funding Leveraged for Capital Improvement Projects (In Millions)[2]	$17.04	$25.44	$27.60	$26.88
		Total Number of Projects Advertised[3]	31	55	86	55
Internal Processes	**Innovative & Proactive City Government**					
	Improve street infrastructure	Lane Miles Constructed in Capital Improvement Projects	27.18	28.95	23.90	30.02
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet Preventive Maintenance (Intersections)	900	1,120	1,120	1,120
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	No. of Accidents Occurring for Motor Vehicles and Personal Injury Resulting in a Claim	64	55	55	53

EXPLANATORY INFORMATION

1 It is anticipated that community meetings will increase due to the proposed 2007 Bond Election.

2 Funds are considered leveraged when project is advertised. Grant funded projects include Metropolitan Planning Organization, HUD 108 and CDBG projects.

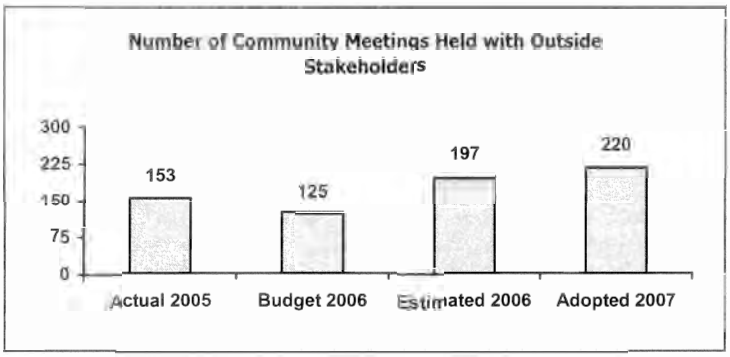
3 Projects in the 2003-2007 General Obligation Bond Program will be substantially finished in construction by the end of 2007, with the majority of projects advertising in FY 2006.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Public Works Department for FY 2007.

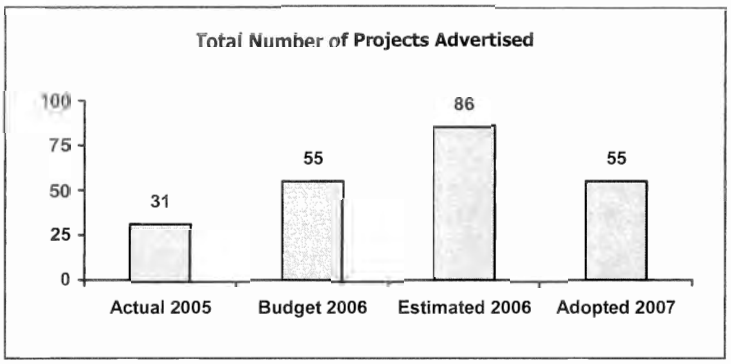
Meetings with Outside Stakeholders

The Budget FY 2006 number is lower than the Actual FY 2005 number due to meetings held as a result of the 2003 Bond Program. The Estimated FY 2006 and Adopted FY 2007 numbers are increasing due to the anticipated meetings to be held for the 2007 Bond Program.



Total Number of Projects Advertised

This measure represents the total number of construction projects advertised by the Public Works Department. Projects included in the 2003 Bond Program will be substantially completed by December 2007, with the majority of projects advertising in FY 2006.



GENERAL FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$11,648,248	$13,071,248	$13,078,760	$13,742,561
CONTRACTUAL SERVICES	549,518	793,242	875,375	575,348
COMMODITIES	899,182	1,093,542	1,207,441	1,093,592
SELF INSURANCE/OTHER	2,441,775	2,604,332	2,406,334	2,944,289
CAPITAL OUTLAY	25,390	132,483	126,767	139,000
TOTAL EXPENDITURES	**$15,564,113**	**$17,694,847**	**$17,694,677**	**$18,494,790**
AUTHORIZED POSITIONS	**254**	**254**	**254**	**252**
FULL-TIME EQUIVALENTS	**254.00**	**254.00**	**254.00**	**251.50**

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, designing and preparing contract street maintenance plans and specifications for the streets maintenance contract, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way (ROW) Management Program was established by ordinance in January 2001 and implemented in May 2001. The ROW staff is responsible for standardizing the street cutting process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination.

GOALS & OBJECTIVES

To perform the functions of planning and coordination, implementation, development, and management of the City's infrastructure system of streets, alleys, and emergency response services in a responsive manner, with a focus on quality, customer needs, and effective protection of public investment in the City's infrastructure.

STREET MAINTENANCE

- To perform all services in a "Customer First" manner to meet the needs of the citizens.
- To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- To continue to evaluate affordability, efficiency, and effectiveness of options for providing streets maintenance services.
- 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.
- To continue to utilize ATD funding for improvements in order to keep San Antonio moving.
- To continue to support the Accelerated Response Crew (ARC) and associated professional development to provide time-sensitive, special customer service requests.
- To continue to maintain strategic partnerships with governmental agencies, private construction and consulting organizations, and community-based groups to leverage resources essential to improving service delivery and maximizing efficiencies, while maintaining safe work-zone environments.
- To design, prepare plans, administrate and provide construction design services for Street Maintenance contracts to include reconstruction, asphalt overlay, hot paver laid micro surface, asphalt recycling, micro-surfacing and slurry seal applications.
- To develop and update City Construction street maintenance application specifications.
- To assist in the development, implementation and maintenance of the Pavement Management System.

ROW MANAGEMENT

- To protect the City's $7.69 billion infrastructure investment and guarantee proper street repair through improved street restoration standards.
- To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.
- Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process.
- To support GASB 34 requirements through the inventory of infrastructure using GIS.
- To provide training to all ROW staff to foster an environment for employee growth and learning.
- To educate the public (e.g. Neighborhood Associations) of the Right-of-Way Ordinance's role in public safety through the protection of the City's infrastructure investment and ensure compliance with traffic control measures.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Public Trust and Awareness of Citizens – Improve Customer Service**					
	Respond promptly to all requests for service in accord with available resources and capabilities	% of Potholes Repaired within 48 hours (2 Workdays)	94.50%	95.60%	98.50%	98.50%
	Compliance with the Right of Way Ordinance	No. of Penalties Assessed	332	N/A	150	70
		Dollar Amount Collected from Penalties	$166,250	N/A	$75,000	$35,000
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) – All Functional Classes[1]	62.50	62.00	70.20	70.26
		PCI - Arterial Streets[1]	N/A	N/A	71.35	71.33
		PCI - Collector Streets[1]	N/A	N/A	69.61	69.95
		PCI - Local Streets[1]	N/A	N/A	70.07	70.12
		Lane Miles Receiving Maintenance[2]	353.89	421.01	375.63	491.38
	Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process	% of Applications Received Using the 24-Hour Permit System Online	96.70%	99.00%	99.00%	99.00%
		No. of Permit Applications	13,505	N/A	15,500	14,100

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Public Trust and Awareness of Citizens – Maintain Existing Infrastructure**					
	Improve the City's Street Infrastructure by administering street maintenance construction contracts	No. of Linear Miles	N/A	N/A	227.01	270.39
Employee Learning & Growth	**Improve Customer Service**					
	Fill vacancies with the most qualified candidates in a timely manner	Selections Made within 90 Days of Position Being Vacant[3]	32.35%	96.00%	42.00%	94.00%
		Vacancy Rate of Entire Workforce Per Annum	6.27%	6.10%	6.00%	6.10%

EXPLANATORY INFORMATION

[1] Pavement Condition Index is an estimated number. An outside consultant is currently reviewing 33% of the Street Network annually. The overall PCI is trending downward as a result of maintenance and reconstruction not keeping up with demand.

[2] Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance. Estimated FY 2006 includes budget improvement of $5 million over the Actual FY 2005. The FY 2007 Adopted Budget includes an additional $5 million improvement.

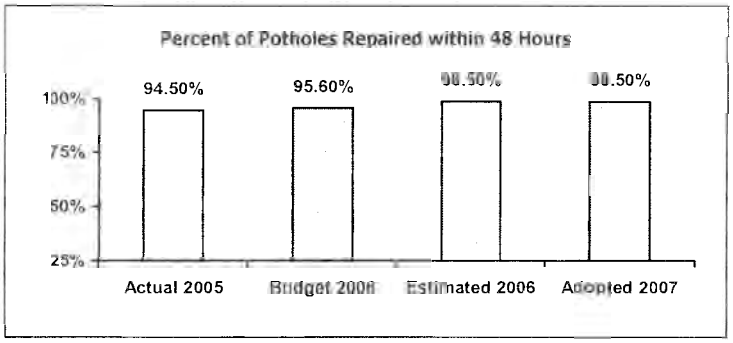
[3] Many factors contributed a slower than anticipated. Positions were being filled on an average of 117 days in FY 2005. Assumes continued implementation of Human Resources Collaborative rapid hire process. Will be effected by the reduction in force process where positions are left open to accomdate the reduction in force positions throughout the department.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Street Maintenance and Right of Way Management Funds for FY 2007.

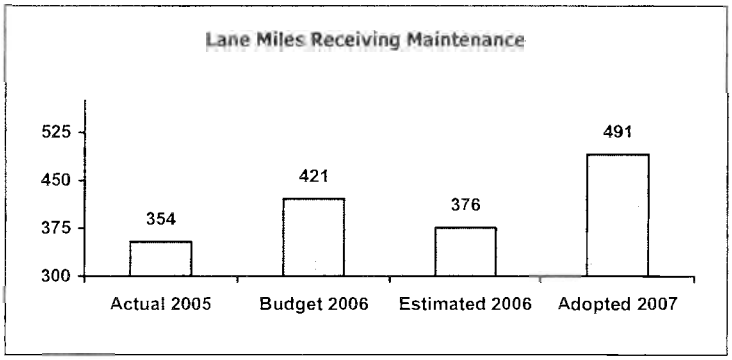
Percent of Potholes Repaired within 48 Hours

The percentage of potholes repaired within 48 hours (two workdays) has increased since FY 2005 due to improved tracking and closure of requests.



Lane Miles Receiving Maintenance

This measure represents the total number of lane miles being maintained by both City Forces and through Contractual Street Maintenance. The Adopted FY 2007 includes an additional $5 million improvement (adding approximately 67.38 lane miles of maintenance), bringing the total Contractual Street Maintenance Program to $26.7 million.



STREET MAINTENANCE FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$11,247,514	$12,422,006	$11,565,398	$12,585,635
CONTRACTUAL SERVICES	1,832,320	2,302,952	2,463,924	3,544,963
COMMODITIES	6,607,421	7,304,376	8,357,240	7,168,889
SELF INSURANCE/OTHER	5,175,268	5,995,509	5,869,756	6,830,559
CAPITAL OUTLAY	321,285	0	927	132,999
TRANSFERS	9,831,744	17,734,319	17,734,319	29,734,319
TOTAL EXPENDITURES	**$35,015,552**	**$45,759,162**	**$45,991,564**	**$59,997,364**
AUTHORIZED POSITIONS	**311**	**311**	**311**	**285**
FULL-TIME EQUIVALENTS	**311.00**	**311.00**	**311.00**	**285.00**

RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$781,171	$861,979	$865,640	$970,810
CONTRACTUAL SERVICES	119,516	70,693	90,555	248,205
COMMODITIES	23,270	48,287	34,294	48,287
SELF INSURANCE/OTHER	114,323	149,356	134,340	188,197
CAPITAL OUTLAY	3,250	0	69,858	0
TRANSFERS	0	35,000	430,350	38,902
TOTAL EXPENDITURES	**$1,041,530**	**$1,165,315**	**$1,625,037**	**$1,494,401**
AUTHORIZED POSITIONS	**20**	**20**	**20**	**20**
FULL-TIME EQUIVALENTS	**20.00**	**20.00**	**20.00**	**20.00**

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee (user fee) and through participation in the Regional Storm Water Management Program with a fee in lieu of on-site detention (development fee), performs the following primary functions:

- Administration – Direction and planning, fiscal, human resources, and community outreach.
- Open Waterway Maintenance – Concrete and underground storm sewer maintenance, maintenance in federally sponsored channels, natural waterway maintenance, lake de-silting operations, earthen and concrete channel maintenance.
- Surface Maintenance – Arterial/collector/residential street cleaning, Central Business District cleaning, median maintenance, graffiti abatement program (activities proposed to be transferred out of Public Works in 2007), volunteer/restitution program.
- Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System, underground remote camera survey.
- Storm Water Design Engineering – Project specific solutions.
- Capital Projects Review – Review all municipal infrastructure improvements.
- Floodplain Management in accordance with National Flood Insurance Program rules and regulations – Includes technical review of Floodplain Development Permits, Flood Insurance Rate Map revisions, identify, notify and help prosecute floodplain violators, storm water management review for new development and significant redevelopment.
- Regional Storm Water Management Program (RSWMP) Implementation – Administer RSWMP, active technical partner in the Bexar Regional Watershed Management program.
- To continue to support the Accelerated Response Crew (ARC) and associated professional development to provide time-sensitive, special customer service requests.

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's National Pollutant Discharge Elimination System (NPDES) permit. The Utility also facilitates new development and significant redevelopment within the City of San Antonio Storm Water Management development ordinances and the City's Floodplain ordinance, a requirement for continued participation in the National Flood Insurance Program. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private storm water infrastructure plans, participates in the master planning effort for the five major watersheds within the region. This includes implementing regional flood control facilities, engineering regional storm water facilities and floodplain management and administration.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and storm water systems. To continue to execute the tasks required for compliance with the NPDES permit, Storm Water Compliance for Construction Activities Ordinance, and to maintain good standing in the National Flood Insurance Program. To continue a holistic watershed approach to planning and implementing 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.

GOALS & OBJECTIVES CONTINUED

- Continue to evaluate, consider and pursue all available resources for improved management of the regional and local storm water infrastructure.
- Continue mapping and development procedures for assessment of the storm water infrastructure.
- Continue to facilitate orderly development using the drainage ordinances as adopted in the Unified Development Code.

♦ To maintain the requirements of the NPDES Permit through performance based services.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Public Trust and Awareness – Continue Downtown Improvements**					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Channel Improvement Program - % Maintained[1]	60%	54%	60%	58%
	Public Trust and Awareness of Citizens – Improve Customer Service					
	Provide floodplain information to citizens on request	No. of Floodplain Location Checks Provided	1,783	1,750	1,707	1,792
Financial	**Innovative and Proactive City Government – Leverage Other Funding Sources**					
	To maintain the storm water infrastructure in a financially responsible manner	No. of Hours Worked by Volunteers and Restitution Workers through the Storm Water Utility Volunteer Program[2]	12,109	16,226	16,400	13,952
	Citizens' Well-being and Human Potential – Provide Accountability to Public					
	Provide storm water reviews for municipal infrastructure capital improvements	No. of Municipal Infrastructure Capital Improvement Project Reviews Performed by Storm Water Engineer Watershed Teams[3]	129	135	243	144
Internal Processes	**Sustainable and Attractive Community – Maintain Existing Infrastructure**					
	Maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance-based services	Street Cleaning - Tons Collected per Gutter Mile	0.26	0.25	0.25	0.25
	To operate and manage the storm water infrastructure through comprehensive watershed management	River Channel and Parkway Acres Maintained[4]	22,967	22,185	23,000	23,150
	Ensure adequate storm water infrastructure is provided to keep revitalized neighborhoods safe from flooding	No. of Cost Estimates Provided to Improve Storm Water Infrastructure[5]	214	200	257	243

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Sustainable & Attractive Community – Improve Human Development Programs**					
	Provide for orderly development and redevelopment through holistic watershed management	No. of Hours Spent on Floodplain Management and Regional Storm Water Management Program Implementation Performed by Storm Water Engineering Watershed Teams	19,537	21,053	16,528	20,097
Employee Learning &	**Citizens Well Being & Human Potential – Improve Employee Services**					
	To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens	Safety Award Program – % of Employees Eligible Receiving Safety Awards	90%	91%	91%	91%

EXPLANATORY INFORMATION

1 Actual FY 2005 numbers take into account work that was accomplished and completed by U.S. Army Corp of Engineers' contractor as well as the Woodlawn Lake Outfall Recapitalization Project which began in FY 2005 and estimated to be completed in September of 2006. Estimated FY 2006 take into account improved maintenance schedule to include the mowing the entire San Antonio Channel Improvement Program (SACIP) 2 additional times per year as well as the current work on the Woodlawn Lake Outfall and current ongoing in house restoration projects.

2 Actual number of hours for FY 2005 decreased due to the delay in the annual City-wide graffiti wipe out event which yielded 1,100 volunteers in FY 2004. Number of Hours in FY 2006 increased due to the City-wide graffiti wipe out event held in June 2006.

3 In 2005, the number of capital projects completed for construction were down slightly causing a reduction in the number of reviews. In 2006 a significant number of capital projects were completed for construction causing an increase in the number of capital projects to be reviewed. This increase is proposed to continue for the remainer of 2006 and dropping in 2007 until the next bond program will have projects in full design.

4 Increase in Actual FY 2005 and Estimated FY 2006 numbers are a continued result of new equipment (batwing decks) and a re-alignment within Storm Water Operations mowing crews which will increase operational efficiency and the addition of 56 acres to the flood buyout property maintenance schedule.

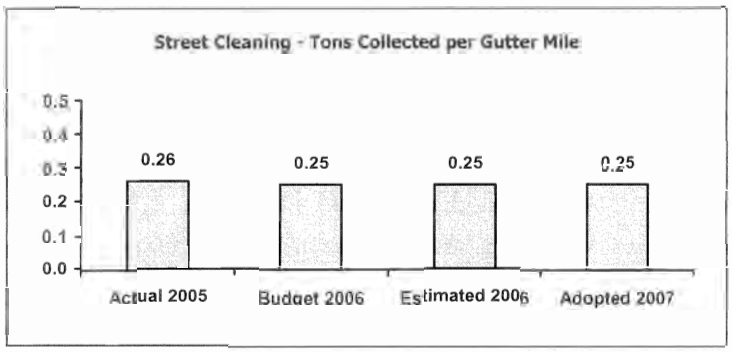
5 This measure represents the number of estimates prepared for CIP Projects. Estimated FY 2006 includes the support to the revenue bond package preparation and County bond projects.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Storm Water Operating and Regional Facilities Funds for FY 2007.

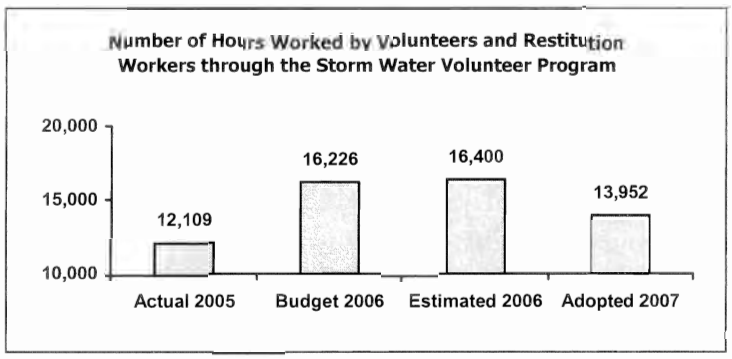
Street Cleaning – Tons Collected / Gutter Mile

The FY 2006 Adopted Budget included a street cleaning efficiency in which fewer numbers of larger pieces of street cleaning equipment were purchased. Although inventory was reduced, the department maintained current service levels. Street cleaning operations help maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance-based services.



Storm Water Utility Volunteer Program

Actual number of hours for FY 2005 decreased due to the delay in the annual City-wide graffiti wipe out event which yielded 1,100 volunteers in FY 2004. Number of hours in FY 2006 increased due to the City-wide graffiti wipe out event held in June 2006.



STORM WATER OPERATING FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$9,577,305	$10,043,639	$9,708,036	$10,616,386
CONTRACTUAL SERVICES	4,514,119	5,254,825	5,240,236	5,756,756
COMMODITIES	1,233,515	992,247	985,230	991,348
SELF INSURANCE/OTHER	3,150,253	4,155,459	4,176,068	5,017,825
CAPITAL OUTLAY	169,750	50,000	54,777	0
TRANSFERS	6,903,974	8,912,276	8,896,752	8,844,425
TOTAL EXPENDITURES	**$25,548,916**	**$29,408,446**	**$29,061,099**	**$31,226,740**
AUTHORIZED POSITIONS	**272**	**262**	**262**	**259**
FULL-TIME EQUIVALENTS	**272.00**	**262.00**	**262.00**	**259.00**

STORM WATER REGIONAL FACILITIES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$519,174	$589,933	$513,010	$1,283,263
CONTRACTUAL SERVICES	272,999	13,600	20,198	21,144
COMMODITIES	11,351	12,655	7,549	39,862
SELF INSURANCE/OTHER	49,460	69,853	224,544	374,944
CAPITAL OUTLAY	0	0	2,941	72,500
TRANSFERS	28,777	11,274,000	7,315,550	16,274,951
TOTAL EXPENDITURES	**$881,761**	**$11,960,041**	**$8,083,792**	**$18,066,664**
AUTHORIZED POSITIONS	10	10	10	20
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	20.00

PROGRAM INFORMATION

The Advanced Transportation District (ATD) Division oversees and directs the identification, coordination, funding and construction of capital projects designed to reduce traffic congestion, improve neighborhood connectivity, use technology for improved transit services and leverage available resources.

GOALS & OBJECTIVES

The ATD Division will make specialized improvements along major arterial streets throughout the city to enhance connectivity between neighborhood and major roadways.

- Reduce traffic congestion with improved traffic signal timing, additional signals, construction of new turn lanes, widenings and other mobility improvements.
- Improve sidewalks – ATD funds will be used to add or improve sidewalks with priority given to those on or adjacent to transit coordinators.
- Make ADA-compliant improvements to sidewalks, curbs, and wheelchair ramps.
- Improve and/or add crosswalks, pedestrian street markers and other facilities.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Provide For Safety and Welfare of San Antonio**					
	Complete capital projects that improve public safety and transportation mobility	Project Categories Approved for ATD Funding	N/A	N/A	16	17
		Dollar Value of Projects Approved for ATD Funding (In Millions)	N/A	N/A	$9.83	$8.20
Financial	**Provide Accountability to Public**					
	Leverage funding through City programs, federal grants and Metropolitan Planning Organization projects using ATD resources	Funding leveraged using ATD resources (In Millions)[1]	N/A	N/A	$2.28	$4.66
		Total Number of Project Categories Leveraged[1]	N/A	N/A	5	6
Internal Processes	**Innovative & Proactive City Government**					
	Improve neighborhood connectivity	ATD Funding for Traffic and Pedestrian Mobility Projects (In Millions)	N/A	N/A	$1.65	$6.02
	Improve bicycle and pedestrian facilities	Miles of Bicycle and Shared Use Facilities Created or Upgraded	N/A	N/A	5.0	8.0
Employee Learning & Growth	**Improve Customer Service**					
	Provide a trained and competent workforce	% of Staff Utilizing Training Opportunities and/or Continued Education	N/A	N/A	50%	75%

EXPLANATORY INFORMATION

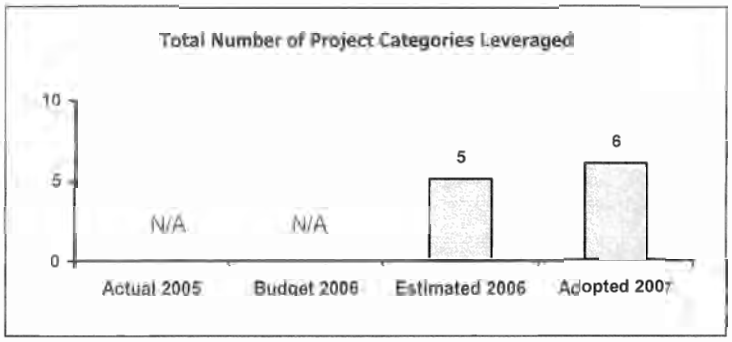
[1] Includes projects in which ATD resources are used as matching funds or to supplement funds approved for other programs.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Advanced Transportation District Fund for FY 2007.

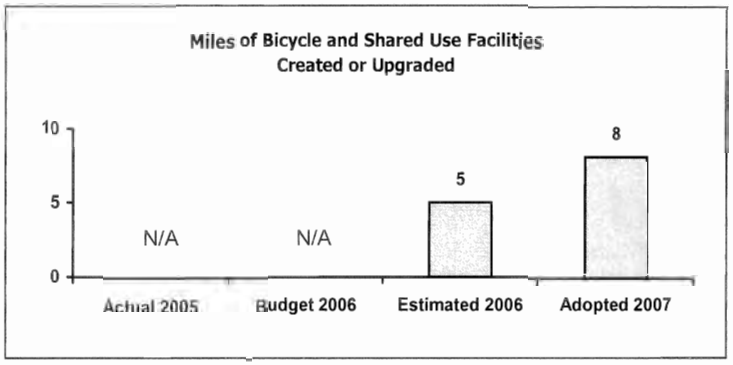
Project Categories Leveraged

Includes projects in which Advanced Transportation funds are used as matching funds or to supplement funds approved for other programs.



Miles of Bicycle and Shared Use Facilities

One goal of the Advanced Transportation Program is to reduce traffic congestion through mobility improvements such as bicycle and pedestrian facilities.

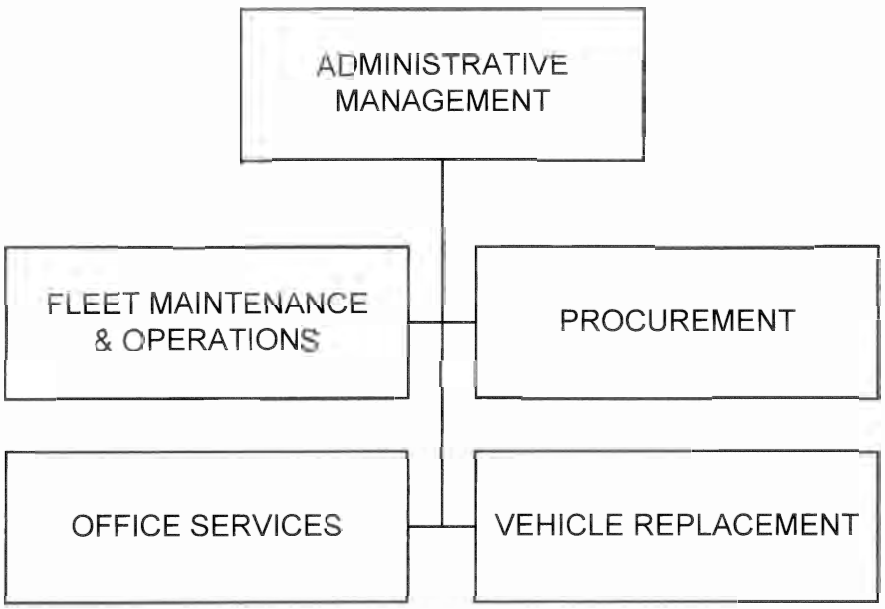


ADVANCED TRANSPORTATION DISTRICT FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$0	$507,300	$458,328	$611,206
CONTRACTUAL SERVICES	470,922	36,289	167,350	38,158
COMMODITIES	0	5,644	10,500	5,645
SELF INSURANCE/OTHER	0	76,930	5,100	28,994
CAPITAL OUTLAY	0	546,284	546,290	0
TRANSFERS	0	12,451,928	6,096,960	12,183,200
TOTAL EXPENDITURES	**$470,922**	**$13,624,375**	**$7,284,528**	**$12,867,203**
AUTHORIZED POSITIONS	**0**	**13**	**13**	**13**
FULL-TIME EQUIVALENTS	**0.00**	**13.00**	**13.00**	**13.00**

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2007
Internal Service Fund	213.00	$32,543,008
Equipment Replacement & Renewal Fund	0.00	22,440,185
Total Funding	**213.00**	**$54,983,193**

PURCHASING & GENERAL SERVICES
PURCHASING & GENERAL SERVICES FUND

MISSION STATEMENT

The mission of the Purchasing & General Services Department is to provide high-quality, low-cost support services to City departments and outside governmental agencies to achieve maximum efficiency of services and accountability of costs in the areas of vehicle fleet maintenance, printing, office and mail services, and procurement of goods and services. The department will provide for the availability of funds for the acquisition and replacement of vehicles in the fleet on a scheduled basis.

PROGRAM INFORMATION

The Purchasing Department provides support services on a charge-back basis to other City departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail services; central management of office supplies; acquisition, replacement, and maintenance of the City's vehicle and heavy equipment fleet; fuel operations and management of a centralized motor pool.

GOALS & OBJECTIVES

- Procure products and services at the best price, best value, and quality in a timely fashion with maximum opportunities for Small, Minority- and Women-owned businesses, in accordance with City Council policies.
  - Increase opportunities for participation in the Small Business Economic Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.
  - Streamline the SAP procurement process.
  - Pursue E-Commerce opportunities in the procurement and disposition process.
  - Ensure city-wide adherence to standards for purchasing and disposition of equipment.
- Support City departments by providing printing, mail services, and office supply management in an efficient, convenient, and cost-effective manner.
  - Seek greater efficiency in mail processing and provide mail piece design training in an effort to reduce cost.
  - Continue the implementation process of the Multi-Functional Device Program providing departments increased efficiencies at a reduced cost.
  - Consolidate print operations and equipment in order to reduce costs and increase efficiencies citywide.
- Support City departments by providing quality fleet services and customer satisfaction while addressing air quality and environmental issues.
  - Provide City departments with vehicle maintenance and repairs at the lowest possible cost and best quality.
  - Maximize Fleet Technician/Service Center productivity.
  - Continue to pursue and implement air quality and environmental mandates and initiatives.
  - Continue to improve and update aging fleet maintenance facilities.
  - Research, develop and review specifications on vehicles and equipment in order to utilize more efficient automotive technology to reduce maintenance repair costs.
  - Provide incentives to increase the number of staff members who obtain professional certifications.
  - Review Fleet Maintenance & Operations contracts to ensure vendor compliance and maximize service delivery from outside contractors.
- Support, analyze, and monitor departmental operations.
  - Continue to restructure departmental accounting functions as a result of SAP implementation.
  - Strategically implement vehicle replacement parameters.
  - Continue to develop strategies for cost-saving measures.
  - Continue contract compliance program.
  - Review vehicle replacement program and departmental rate structures.
  - Measure overall satisfaction through a customer service survey.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Customer	**Improve Customer Service**					
	Procure products and services at the best price, best value, and quality in a timely fashion	Avg. Time to Process Informal Bids (days)	14	14	12	10
		Avg. Time to Process Formal Bids (days)[1]	54	53	64	60
	Support City Departments by providing printing, mail services, and office supply management in an efficient, convenient, and cost-effective manner	% of Print Shop Work Orders Completed in Less Than Eight Hours	72%	75%	75%	76%
		Quality of Service – % of Central Stores Customer Satisfaction Rated Good or Excellent[2]	83%	95%	93%	94%
Financial	**Improve Environmental Efforts**					
	Expand the use of alternative fueled & hybrid vehicles	Alternative Fueled and Hybrid Vehicles[3]	239	65	255	282
	Continue the air quality inspection and maintenance programs	Emissions Testing Performed on City Vehicles[4]	1,967	1,990	1,985	2,050
	Provide Accountability to the Public					
	Provide City departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change[5]	$19.54	$19.95	$19.83	$21.49
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure)[6]	$0.18	$0.19	$0.18	$0.20
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABE's	2.8%	3.0%	3.0%	3.0%
		% of Total Dollars Awarded to MBE's	13.6%	15.0%	15.0%	15.0%
		% of Total Dollars Awarded to WBE's	12.1%	10.0%	10.0%	10.0%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 05	Budget FY 06	Estimated FY 06	Adopted FY 07
Internal Processes	**Innovative and Proactive City Government**					
	Support City departments by providing quality fleet service and customer satisfaction while addressing air quality and environmental issues.	Avg. Age of Fleet in Replacement Program-Police Vehicles (months)	20	20	21	21
		Avg. Age of Fleet in Replacement Program-Other Vehicles (months)	53	56	56	57
		Fleet Availability	96%	96%	96%	96%
		% of City Fleet in Replacement Program	71.2%	75.0%	73.3%	73.4%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent[7]	94%	93%	94%	95%
Employee Learning & Growth	**Improve Information Technology Service Delivery**					
	Continue to provide positive incentives for mechanics that obtain automotive service excellence (ASE) certifications and/or fleet maintenance training	No. of Mechanics with ASE Certifications[8]	17	27	23	25
		% of Mechanics with ASE Certifications	N/A	N/A	34.8%	35.7%
		No. of Master Mechanics (minimum of Seven ASE certifications required)	4	8	5	6

EXPLANATORY INFORMATION

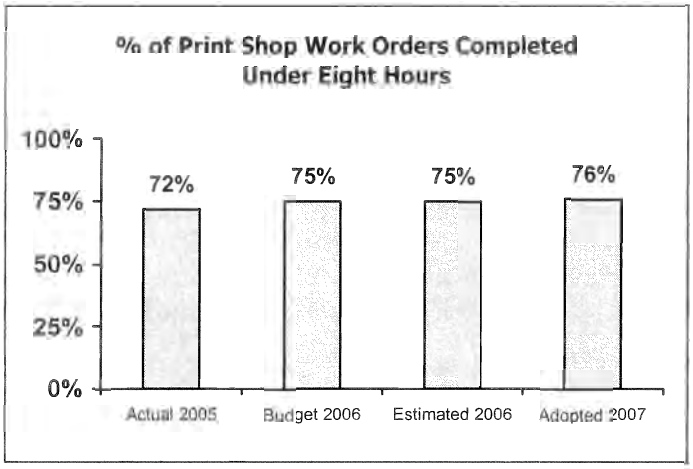
[1] Staffing and reduced City Council dates are contributing factors.
[2] Customer service questionnaires will be completed September, 2006.
[3] Adopted Budget FY 06 includes hybrids only.
[4] There are three types of emissions tests – four gas, five gas and Opacity (opacity tests for all diesel engines).
[5] The City's average is still below the market cost, currently estimated at $32.15.
[6] Calculation matches International City/County Managers Association (ICMA) computation Reported ICMA average for FY 2004 is $0.23 per mile.
[7] Customer service questionnaires completed in June, 2006.
[8] A total of 84 certifications are currently held by mechanics.

PERFORMANCE MEASURE HIGHLIGHTS

The following charts illustrate performance measure highlights of the Purchasing Department for FY 2007.

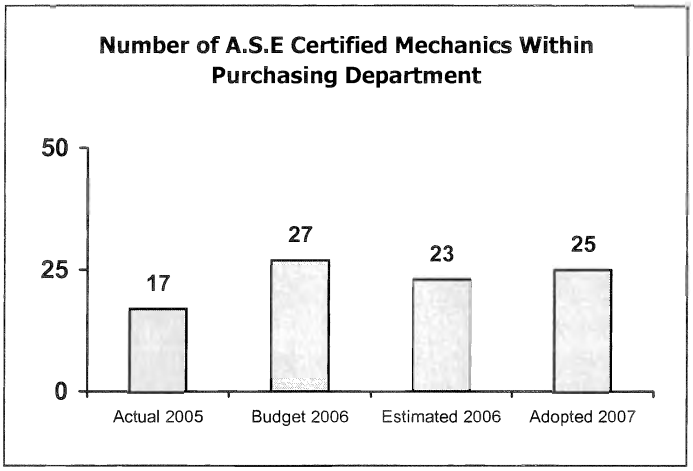
Print Shop Efficiency

The Purchasing Department supports City departments by providing printing, mail services, and office supply management in an efficient, convenient, and cost-effective manner. The Print Shop is continually striving to become more efficient with City work orders.



A.S.E. Certified Mechanics

The mission of the independent, non-profit National Institute for Automotive Service Excellence (ASE) is to improve the quality of vehicle repair and service through the testing and certification of repair and service professionals. At present, a total of 16 Fleet Maintenance employees hold current certifications. The Purchasing Department encourages its Fleet Service personnel to obtain these certifications as the department promotes quality automotive service and ensures that Fleet Operations remains current with new technologies.



PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CLASSIFICATION

	ACTUAL 2004-2005	BUDGET 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
PERSONAL SERVICES	$8,374,812	$9,052,276	$8,525,983	$9,498,829
CONTRACTUAL SERVICES	987,017	607,798	761,307	591,424
COMMODITIES	421,934	150,502	260,041	150,502
SELF INSURANCE/OTHER	2,541,161	1,821,597	1,544,458	1,659,073
CAPITAL OUTLAY	64,023	135,000	104,506	50,000
COMMODITIES FOR RESALE	16,176,609	14,415,305	18,907,422	19,990,546
TRANSFERS	884,793	759,805	622,659	602,634
TOTAL EXPENDITURES	**$29,450,349**	**$26,942,283**	**$30,726,376**	**$32,543,008**
AUTHORIZED POSITIONS	**219**	**219**	**219**	**213**
FULL-TIME EQUIVALENTS	**219.00**	**219.00**	**219.00**	**213.00**

GENERAL FUND TRANSFERS TO OTHER FUNDS

	ACTUAL 2004-2005	ADOPTED 2005-2006	ESTIMATED 2005-2006	ADOPTED 2006-2007
Arson Information Reward Program	$500	$500	$500	$500
Animal Care Services Fund	0	4,209,190	4,119,832	5,163,557
Occupational Health Fund	34,630	0	0	0
TxDOT Police Grant	0	16,116	16,152	16,152
Diez y Seis Celebration	0	30,000	30,000	30,000
Martin Luther King, Jr. Celebration	15,000	30,000	30,000	30,000
Martin Luther King, Jr. Scholarships	7,000	0	0	0
Ascend Grant (Family Save Program)	0	20,000	20,000	20,000
Criminal Justice Division Grant	59,787	45,971	45,971	2,770
Capital Improvements Reserve Fund	700,000	0	0	0
CASA San Antonio Program	338,764	349,912	349,912	353,364
Facilities Services I & C Fund	400,000	500,000	500,000	365,395
Facilities Services I & C Fund (Growden Pound)	0	0	0	580,540
Parking Fund	498,905	452,245	452,245	0
Auto Theft Prevention (ReACT) Grant	451,634	498,018	498,018	522,762
Firefighters Grant	0	156,968	156,968	177,153
Retired Employees Health Insurance Program	2,755,414	2,841,092	2,841,092	2,926,325
Comprehensive Nutrition Program Grant	1,728,803	2,642,152	2,642,152	2,642,152
Child Care Support Grant	953,593	1,200,000	1,200,000	1,346,000
Support Service to the Elderly Grant	118,334	140,987	140,987	140,987
Information Technology Services Fund	515,152	143,954	0	0
Health and Human Services Grant	104,000	0	0	0
Employee Benefits Fund (Premium Adjustment)	0	0	0	1,509,000
Development & Planning Services Fund	0	0	0	1,115,348
Environmental Services Fund	0	0	0	10,000,000
CIP Traffic Signal Installation	0	0	0	1,010,000
CIP Traffic Signal Maintenance	0	0	0	350,000
Starbright Industrial Development Corporation Fund	0	0	846,239	1,662,867
Emergency Medical Services Fund	30,676,802	33,398,242	31,651,524	34,748,882
Streets Maintenance& Improvement Fund	34,411,630	40,354,857	40,225,407	58,132,042
TOTAL	**$73,769,948**	**$87,030,204**	**$85,766,999**	**$122,845,796**

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2007

♦ **Criminal Justice Division Grant** $2,770

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** **$2,926,325**

This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

♦ **Diez y Seis Celebration** **$30,000**

This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

♦ **Streets Maintenance and Improvement Fund** **$58,132,042**

This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.

♦ **Emergency Medical Services Fund** **$34,748,882**

This transfer provides the estimated General Fund subsidy required to support operations of the Emergency Medical Services System.

♦ **Firefighters Grant** **$177,153**

This transfer represents the General Fund contribution for the Assistance to Firefighters Grant received through the Department of Homeland Security's Office of State and Local Government Coordination and Preparedness in cooperation with the United States Fire Administration. The San Antonio Fire Department would utilize these grant funds to provide enhanced training for communication inside fire structures, improving accountability at emergency incidents, and certifying Fire and EMS officers to nationally recognized standards for Fire Officers and Incident Management.

♦ **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** **$353,364**

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** **$522,762**

This transfer represents the General Fund contribution for the Regional Auto Crimes Team (ReACT) Automobile Theft Prevention Grant program administered by the state. The ReACT program was established to perform proactive auto theft prevention programs such as conducting salvage inspections, surveillance of high auto theft and recovery areas, and conducting seminars to civil groups on auto theft prevention.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2007

♦ **Martin Luther King, Jr. Celebration** **$30,000**

This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

♦ **Human Development Services Grants** **$4,129,139**

The amount shown here represents three General Fund-funded grant matches for three Human Development Services grants. First, the budget includes a $2.6 million grant match to the Comprehensive Nutrition Program. Second, the budget amount includes a $1.3 million match to the Child Care Support. Finally, the budget includes $140,987 in grant match to the Supportive Services for the Elderly Program.

♦ **TxDOT Police Grant** **$16,152**

This transfer represents the General Fund contribution for the Texas Department of Transportation grant program which expands the Police Department's efforts at combating the incidence of DWI, as well as DWI-related accidents. Activity will be conducted with existing officers assigned to the program on an overtime basis and will be funded by the grant.

♦ **Animal Care Services Fund** **$5,163,557**

This transfer provides the estimated General Fund subsidy required to support operations of the Animal Care Services Fund.

♦ **Ascend Grant (Family Save Program)** **$20,000**

This transfer leverages a $1 for $1 match from the U. S. Department of Health and Human Services, Individual Development Account (IDA) initiative. The program encourages low to moderate households to save for higher education or first-time homeownership by matching their savings.

♦ **Facilities Services I & C Fund** **$365,395**

This transfer to the Capital Improvements Reserve Fund will set aside funds for capital improvements and maintenance of City facilities.

♦ **Employee Benefits Fund (Premium Adjustment)** **$1,509,000**

This transfer from the General Fund represents the funds necessary to cover the increase in medical premiums.

♦ **Development & Planning Services Fund** **$1,115,348**

This transfer from the General Fund to the newly created Development and Planning Services Fund represents the General Fund's contribution for the Planning Department which is partially funded by the General Fund and the Development and Planning Services Fund.

♦ **Facilities Services I & C Fund (Growden Pound)** **$580,540**

This transfer to the Facilities Services I & C Fund will set aside funds for enhancements to be completed at the Police Department's Growden Road vehicle impound facility.

♦ ***Environmental Services Fund*** **$10,000,000**

This transfer to the Environmental Services Fund represents a utility rebate to Environmental Services customers to offset the costs associated with the automated garbage and recycling conversion. This General Fund transfer rebates $10,000,000 in extraordinary CPS Energy revenues to Environmental Services customers through a reduced conversion fee.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2007

- **CIP Traffic Signal Installation** **$1,010,000**

This transfer to Capital Projects would increase funding for traffic signal installation. With this recurring increased funding of $500,000, traffic signal installations would double from four to eight.

- **CIP Traffic Signal Maintenance** **$350,000**

This transfer to Capital Projects would increase funding for traffic signal maintenance essentially augmenting existing resources for traffic signal maintenance by 40%.

- **Starbright Industrial Development Corporation Fund** **$1,662,867**

The Starbright Industrial Development Corporation Fund was established to account for the proceeds from CPS Energy to be used to repay the debt service associated with the Toyota plan land purchase. The FY 2007 transfer of $1,662,867 from the General Fund represents the debt service amount required in FY 2007.

ONE-TIME PROJECTS HIGHLIGHTS - FY 2007

♦ **Mayor and City Council District Human Development Services Fund** **$569,998**

Included in the FY 2007 Adopted Budget are funds that allow the Mayor to have $51,818 and each Council District to have a total of $51,818 available to support human development programs such as senior services, childcare programs, youth services programs, scholarship programs and job training programs. As an alternative for the Mayor and each City Councilmember to consider, the additional $10,000 included in the FY 2007 allocation of $51,518 may be directed to uses other than the HDSF for the following items: 1) Contractual Street Maintenance, 2) Citywide Neighborhood Sidewalk Program, 3) Contractual Tree Planting Program, 4) San Antonio Education Partnership for Scholarships, or 5) Competitive Economic Development Funding.

♦ **Economic Development Results-Based Funding Initiative** **$700,000**

The FY 2007 Adopted Budget includes $700,000 to support an economic development results-based funding initiative. The Additional funding includes $500,000 toward supporting the San Antonio Technology Accelerator Initiative (SATAI). SATAI is a targeted economic development initiative focused on developing the regional advanced technology-based entrepreneurial economy in San Antonio from the ground up. Also included is $100,000 for Finance San Antonio and $100,000 for BioMed SA.

♦ **Main Plaza** **$2,150,000**

The FY 2007 Adopted Budget includes $2,150,000 from the General Fund to be used to address costs for the redevelopment of Main Plaza.

♦ **CPS Energy Utility Rebate Assistance** **$750,000**

The FY 2007 Adopted Budget includes an additional one-time allocation of $750,000 to the Residential Energy Assistance Program (REAP) to expand utility assistance to CPS residential ratepayers. REAP is one of two programs (WARM is the other) providing utility assistance to CPS residential ratepayers. CPS customers living at or below 125% of the federal poverty level qualify for up to $200 in utility assistance. REAP allocates credits to the City and County. The City's REAP only serves CPS customers who reside in the city. Both programs target primary assistance on four populations: 1) Families with young children, three years of age and younger, 2) Seniors, 60 years of age and older, 3) Disabled, and 4) Households dependent on critical care medical equipment. With the additional allocation, approximately 2,500 additional households may be served in FY 2007.

♦ **Port Authority Infrastructure** **$2,000,000**

Through this year's Adopted Budget, the City continues its commitment to support economic growth at the Port Authority of San Antonio by providing $2 million from the General Fund for infrastructure system upgrades at the Port. The Port Authority of San Antonio owns, operates and develops a master-planned, multi-modal property (the former Kelly Air Force Base) to facilitate economic growth. As part of this initiative, the City has appropriated funding in previous fiscal years to the Authority for capital improvements.

♦ **Denman Estate** **$50,000**

The FY 2007 Adopted Budget includes $50,000 to reserve the City's ability to purchase the Denman Estate.

♦ **Veteran's Affair Commission – Medal of Honor Memorial** **$50,000**

Included in the FY 2007 Adopted Budget is $50,000 for the site plan, design and development of a Medal of Honor Memorial in the Veterans' Memorial Plaza Historic District.

♦ **Bienestar Diabetes Prevention Program** **$100,000**

Included in the FY 2007 Adopted Budget is $100,000 to support the Bienestar Diabetes Prevention Program.

Six-Year Capital Improvement Plan

SIX-YEAR CAPITAL IMPROVEMENT PLAN

OVERVIEW

The FY 2007 through FY 2012 Six-Year Capital Improvement Plan for the City of San Antonio includes 333 projects totaling $900.3 million. The six-year program represents the City's long-range physical infrastructure development, and improvement plan. Items in the six-year scope include new streets and sidewalks, street improvements, drainage enhancement projects, park and library facility rehabilitation projects, aquifer land acquisition and linear park development, public health and safety enhancements, airport system improvements, flood control projects, and municipal facility construction and refurbishment projects.

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

REVENUES

Within the Six-Year Capital Plan for FY 2007 through FY 2012, the largest funding source is derived from Aviation revenues. Aviation revenues (See all revenue sources in Figures 1 and 2 on following page) total $367.8 million or 40.8% of the revenues in the Six-Year Plan. Of the $375.5 million to be spent on Aviation projects, $112.4 million will be funded by Airport Improvement Grants, $106.9 million will come from Airport Passenger Facility Charge Bonds, $79.4 million is funded through Airport Revenue Bonds, the Airport Improvement and Contingency Fund will provide $48.3 million, the Airport Passenger Facility Charge will contribute $19.3 million, and the Stinson Revolving Fund will provide $1.5 million. The remaining $7.7 million will be funded through grants.

Comprising 24.5% of the Six-Year Capital Plan is $220.5 million in "Other" revenues such as the CPS Lease-Back Proceeds, the Riverwalk Capital Improvement Fund, the Storm Water Facilities Fund, and Propositions 1, 2, and 3 sales tax initiatives. Propositions 1 and 2 were voted on and approved in May 2005. Proposition 1 increased the sales tax by 1/8 of 1% to establish a watershed protection project for the Edwards Aquifer at a cost of $90.0 million. Proposition 2 also increased the sales tax by 1/8 of 1% to provide $40.0 million for the planning, acquisition, establishment, development, construction, and/or the renovation of open space and linear parks along Leon Creek, Salado Creek, Medina River, and the San Antonio River. The Proposition 3 sales tax initiative, which was approved by voters in May 2000, authorized the temporary use of a 1/8 of a cent sales tax to fund $65.0 million of Parks Development and Expansion projects. Propositions 1, 2, and 3 provide $129.5 million for the Six-Year Capital Plan.

The Six-Year Capital Plan includes $146.7 million in Certificates of Obligation. Certificates of Obligation make up 16.3% of the total plan. The Certificates of Obligation total includes $41.2 million in Issued Certificates of Obligation and $105.5 million in Unissued Certificates of Obligation.

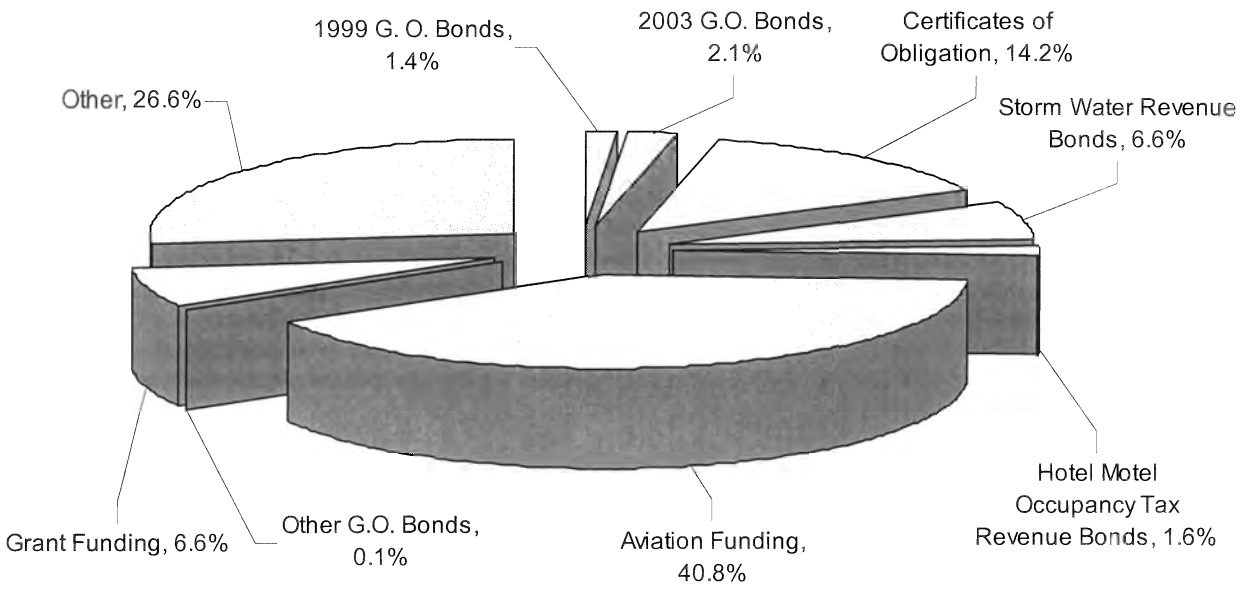
Also included in the Six-Year Capital Plan is $59.3 million (6.6%) in Storm Water Revenue Bonds. Of the Storm Water Revenue Bonds, $9.9 million comes from 2003 Storm Water Revenue Bonds and $49.4 million comes from 2005 Storm Water Revenue Bonds. Hotel-Motel Occupancy Tax Revenue Bonds supports $14.8 million (1.6%) of the six-year plan. Three other significant components of the total revenues within the Six-Year Capital Plan are $4.3 million in Community Development Block Grant (CDBG) revenues, $45.6 million in Housing and Urban Development (HUD) 108 Loan Program revenues, and $9.3 million in Texas Department of Transportation Grants.

The 2003 General Obligation bond authorization accounts for $18.5 million or 2.1% of the total Six-Year Capital Plan. Consistent with the Debt Management Plan, the Six-Year Plan also includes $12.4 million in 1999 General Obligation Bonds, and $1.1 million in Other General Obligation Bond balances.

Figure 1
FY 2007 Through FY 2012 Capital Plan by Revenue Source

Revenue Source	*Amount (000s)*	*Percentage*
Aviation Funding	$367,791	40.8%
Other	$220,502	24.5%
Certificates of Obligation	$146,657	16.3%
Storm Water Revenue Bonds	$59,279	6.6%
Grant Funding	$59,275	6.6%
2003 G.O. Bonds	$18,517	2.1%
Hotel Motel Occupancy Tax Revenue Bonds	14,833	1.6%
1999 G. O. Bonds	$12,391	1.4%
Other G.O. Bonds	$1,079	0.1%
Total	*$900,324*	*100.0%*

Figure 2
FY 2007 Through FY 2012 Capital Plan by Revenue Source



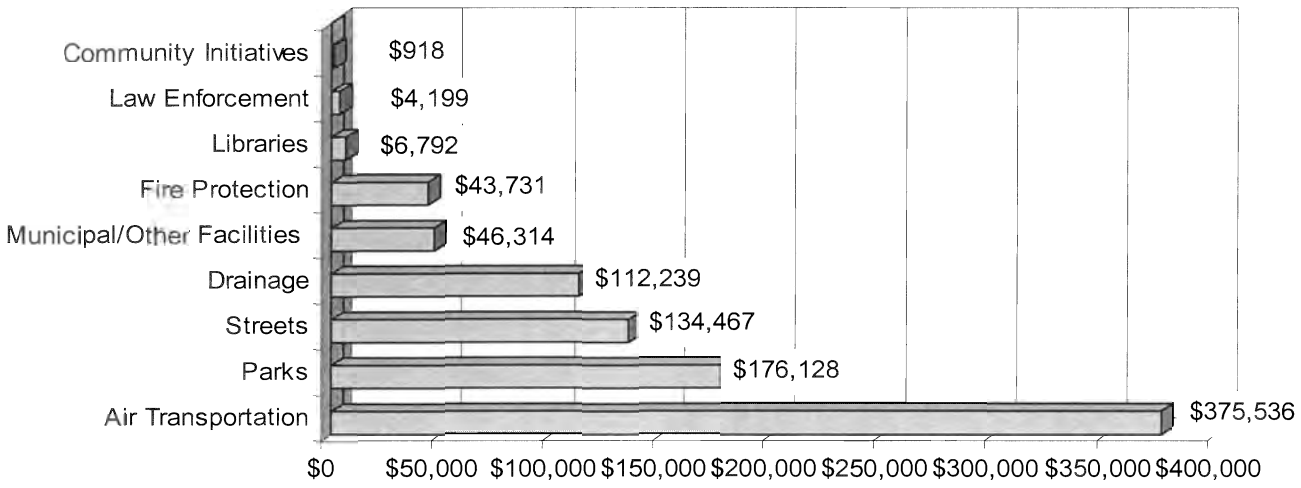
EXPENDITURES

Each capital project budget in the Six-Year Capital Improvement Program is categorized into one of nine programs. Figures 3 and 4 represent the planned budget activity for each program category in the FY 2007 through FY 2012 Capital Plan. For more detailed information regarding program expenditures in the six-year program, refer to the *Highlights* section and following tables.

Figure 3
FY 2007 Through FY 2012 Capital Plan by Program Category

Program Category	*Amount (000s)*	*Percentage*
Air Transportation	$375,536	41.7%
Parks	$176,128	19.6%
Streets	$134,467	14.9%
Drainage	$112,239	12.5%
Municipal/Other Facilities	$46,314	5.1%
Fire Protection	$43,731	4.8%
Libraries	$6,792	0.8%
Law Enforcement	$4,199	0.5%
Community Initiatives	$918	0.1%
Total Revenue	*$900,324*	*100.0%*

Figure 4
FY 2007 Through FY 2012 Capital Plan by Program Category (Amount in 000's)



HIGHLIGHTS

The following information provides a brief description of the 2007 General Obligation Bond Program, the Advanced Transportation District, 2005 Storm Water Revenue Bonds, the 2003 General Obligation Bond Program, the Housing and Urban Development (HUD) 108 Loan Program, the 1999 General Obligation Bond Program, Propositions 1, 2, and 3 Sales Tax Initiatives and selected capital projects as well as analysis relevant to the revenues and/or programs within the four functional categories of the Six-Year Capital Plan. A thorough description for each capital project, as well as its City Council District location(s), can be found in the table titled, *Adopted Capital Plan by Function, Program and Project*.

REVENUES

2007 GENERAL OBLIGATION BONDS

City staff is preparing for the 2007 General Obligation Bond Program tentatively scheduled to go to San Antonio voters in May 2007. Early estimates predict that the 2007 Bond Program could total $550 million. Working with the Mayor and City Council, City staff plans to finalize project selection, project scopes, and cost estimates by the end of 2006 or in early 2007. Should projects in the 2007 Bond Program be approved by voters, the projects will be included in the FY 2008 through FY 2013 Capital Plan.

ADVANCED TRANSPORTATION DISTRICT

On November 2, 2004, San Antonio voters approved the addition of ¼ cent to the sales tax to create an Advanced Transportation District (ATD). For the City of San Antonio, the goals of the ATD are to bring more infrastructure improvements that will result in less traffic congestion, improve sidewalks, make ADA-compliant improvements, and improve and/or add crosswalks, pedestrian street markers, and other facilities. The ATD will generate approximately $10.0 million per year for the improvements previously mentioned. The six-year plan has $62.1 million programmed to be spent through FY 2012.

2005 STORM WATER REVENUE BONDS

Effective January 1, 2005, the Storm Water Fee was increased by 19.5% across all customer classifications and tiers. The fee increase was implemented to fund eleven Regional Storm Water Projects totaling $58.1 million. The projects were picked using specific criteria to include linkage with a drainage Master Plan and increased safety for emergency personnel and the general public. Input from the public and the City Council was also taken into consideration in the final selection of these projects. As previously mentioned, the FY 2007-2012 Six-Year Capital Plan has $49.4 million in 2005 Storm Water Revenue Bonds programmed to be expended.

2003 GENERAL OBLIGATION BOND PROGRAM

San Antonio voters approved a $115 million bond issue November 4, 2003, comprised of five individual propositions that did not require a tax increase. The bond propositions include 113 projects throughout San Antonio that will improve streets, drainage, libraries, parks, and public health and safety facilities. The 2003 General Obligation Bond Program is to be completed or substantially completed by December 2007. Of the initial issuance of $115 million, $18.5 million remains programmed in the FY 2007 through FY 2012 Adopted Capital Plan.

HOUSING & URBAN DEVELOPMENT (HUD) 108 PROGRAM

The need for infrastructure and facilities improvements within the City is immense. The last two general obligation bond elections provided funding for $255.2 million in infrastructure projects yet there continued to remain a great need for additional dollars. The six-year plan includes $45.6 million of Housing & Urban Development (HUD) 108 Loan Program funds for critical capital projects that would otherwise not have been funded or would have been funded in phases over several years. The HUD 108 Loan is a debt instrument that was designed by the federal government to give municipalities the opportunity to leverage dollars in an amount sufficient to finance large HUD-eligible capital projects without having to fund them in multiple phases through annual Community Development

Block Grant (CDBG) entitlements. The program allows municipalities to leverage up to five times their annual CDBG entitlement in the form of a loan that is repaid over a twenty-year term.

1999 GENERAL OBLIGATION BOND PROGRAM

In May 1999, the San Antonio voters approved the largest general obligation bond program in the City's history. The 1999 Bond Program totaled $140.2 million in physical infrastructure development and improvement projects for the City of San Antonio. These projects were grouped within six service improvement areas: Streets and Pedestrian Improvements, Drainage Improvements, Flood Control with Park Improvements, Parks and Recreation Improvements, Public Safety Improvements, and Library System Improvements. The Bond Program consisted of 206 projects distributed throughout the City. Of the $140.2 million approved in FY 1999, approximately $12.4 million worth of project activity remains in the Capital Improvement Plan.

PROPOSITION 1 – EDWARDS AQUIFER RECHARGE ZONE

In May 2005, City of San Antonio voters approved a sales and use tax rate increase of one-eighth of one percent (1/8 of 1%) to establish a watershed protection and preservation project to acquire and preserve land or interests in land in the Edwards Aquifer Recharge and Contributing Zones both inside and outside Bexar County. Expenditures of $82.0 million are shown for Proposition 1 in this six-year plan.

PROPOSITION 2 – PARKS DEVELOPMENT AND EXPANSION

In May 2005, City of San Antonio voters approved a sales and use tax at the rate of one-eighth of one percent (1/8 of 1%) for the purpose of financing the acquisition of open space and linear parks along Leon Creek, Salado Creek, Medina River, and the San Antonio River. The funds will also be used for some operating and maintenance needs associated with these waterways. The FY 2007 through FY 2012 Capital Plan includes $38.8 million in Proposition 2 expenses.

PROPOSITION 3 – PARKS DEVELOPMENT AND EXPANSION

In May 2000, San Antonio voters approved one of four propositions as part of the "Better Future San Antonio" initiative. Proposition 3 provided for $65 million worth of Parks Development and Expansion projects for additional open space, parks, and recreational resources for the citizens of San Antonio. This initiative provided for a temporary increase of a 1/8 of one cent in the city's sales tax to be used for the acquisition of open space parks over the Edwards Aquifer Recharge Zone and the acquisition and development of linear parks along Leon Creek and Salado Creek. The sales tax increase began on October 1, 2000 and ended on July 1, 2004. The six-year plan includes $8.7 million in Proposition 3 expenditures scheduled to be utilized by the end of FY 2008.

EXPENDITURES

GENERAL GOVERNMENT

- MUNICIPAL/OTHER FACILITIES

  The Municipal Facilities Program, totaling $22.8 million in the six-year plan, addresses improvements to City-owned buildings and infrastructure. Some of the municipal facility projects include the renovation of the Alameda Theater as well as improvements to municipal office space. Funds for land acquisition for a Texas A&M campus are also included in the six-year plan.

PUBLIC HEALTH & SAFETY

- DRAINAGE

  The Six-Year Capital Plan includes 40 drainage and flood control projects totaling $112.2 million. Four significant funding sources for these drainage and flood control projects are the 2003 and 2005 Storm Water Revenue Bonds, the 2003 General Obligation (G.O.) Bonds, and the Storm Water Facilities Fund. The San

Antonio River is one significant drainage project programmed into the six-year plan. For the San Antonio River, three projects totaling $26.3 million are programmed over three years to provide flood control improvements, water treatment, and water quality and clarity.

- FIRE PROTECTION

The Six-Year Capital Plan incorporates projects detailed in the Fire Five-Year Rolling Master Plan. Included in the six-year plan is $43.7 million to address fire protection needs. Of the $43.7 million, $26.7 million is included for needs-based replacement of fire stations at various locations. The replacement dollars will be utilized for land acquisition (where appropriate) and construction. Nearly $6.0 million is also included in the six-year plan to provide for a temporary and permanent Fire Station #51 to protect newly annexed areas on the north side of San Antonio.

- LAW ENFORCEMENT

The Capital Plan includes three capital projects for Police Department facilities and technology. The total cost for these projects is $4.2 million over the next six years. Of the $4.2 million, $2.9 million has been programmed in FY 2007 for the Public Safety Integrated Technology System. This technology system will provide a comprehensive management system to increase effectiveness while enhancing customer service. Components of the system will enable officers to electronically prepare reports in the field as well as improve the filing, preparation, and storage of important case information. Also included in the Six-Year Capital Plan is $1.3 million for the training academy roof repair and the repaving of sub-station parking lots.

- MUNICIPAL FACILITIES

Municipal Facilities under Public Health and Safety include projects such as public health clinics and downtown restrooms. This program totals $7.5 million over six years. Funds in the amount of $2.0 million are included in this program to complete the Emergency Operations Center, a project approved in the 2003 General Obligation Program. Additionally, $1.4 million is also programmed in the six-year plan for completion of the Medical Center Area Senior Multi-Services and Health Center, also known as the Bob Ross Center.

RECREATION AND CULTURE

- COMMUNITY INITIATIVES

Projects included in this program are generally improvements to service learning centers or community centers. Funding for these projects totals $918 thousand through the six-year plan. The projects in this program are funded by either the Housing and Urban Development 108 Loan Program or through the Community Development Block Grant. Examples of these projects are flooring and acoustic repairs to the St. Mary's Center and replacement of the HVAC system in the Columbia Heights Literacy Learning Development Center.

- LIBRARIES

The Libraries Program in the Six-Year Capital Plan includes thirteen projects totaling $6.8 million. Of the $6.8 million planned to be expended, certificates of obligation provide approximately $3.0 million. One major Library project included in the six-year plan is the recoating of the Central Library Building's exterior. Repair of the Central Library Building's roof will also continue in FY 2007.

- PARKS

Over the six-year period from FY 2007 - FY 2012, $176.1 million is planned for park projects. Some major funding sources are the 2003 G.O. Park Bonds Program ($6.7 million), the 1999 G.O. Bond Program ($3.6 million), and the HUD 108 Loan Program ($5.0 million). The Main Plaza Development Project is one example of multiple park projects programmed in the six-year plan. With $5.0 million programmed in FY 2007, the

Main Plaza Development Project will provide for the creation of a master plan for the redevelopment of the Plaza de las Islas, the historical center of downtown, into a pedestrian plaza.

TRANSPORTATION

- AIR TRANSPORTATION

The Air Transportation Program involves projects planned or currently under construction at San Antonio International Airport (SAT) and Stinson Municipal Airport. The six-year program totals $375.5 million. The projects are consistent with the Airport Master Plan and are necessary to accommodate the projected growth in aircraft and passenger activity at SAT and to replace or rehabilitate certain facilities and equipment at SAT and Stinson Municipal Airport.

The major components of the program include projects in the New Terminal Expansion (NTE) Project. There are nine NTE projects included in the six-year plan that total $186.7 million. The NTE projects will provide for the demolition and construction of buildings and infrastructure to support the replacement of the existing Terminal 2 at SAT. The program also includes 21 Stinson Airport improvements totaling $9.2 million.

- STREETS

The six-year Streets Program totals $134.5 million. Providing funds in the amount of $62.1 million, the Advanced Transportation District will fund almost half of the streets expenditures in the six-year plan. The 16 programmed Advanced Transportation District Projects will address street projects such as pedestrian signals, school zone pavement markings, street bus pads, and traffic signal retiming throughout San Antonio. The Streets Program also includes $2.1 million for Phase II of the South New Braunfels Road Construction Project in connection with Brooks City-Base and $7.0 million for infrastructure and facilities improvements in the Medical Center.

ADOPTED FY 2007 CAPITAL BUDGET

OVERVIEW

The FY 2007 Adopted Capital Budget totals $502.1 million and is comprised of 304 capital projects. Figures 5 and 6 below depict the major revenues in the Adopted Capital Budget. On the following page, Figures 7 and 8 illustrate the expenditures planned by program category

Operating and Maintenance Costs will total $1,485,767 in FY 2007. A detailed description of Operating and Maintenance Costs to be incurred in FY 2007 can be found in the section following Figure 8.

Figure 5
FY 2007 Capital Budget by Revenue Source

Revenue Source	*Amount (000s)*	*Percentage*
Aviation Funding	$147,244	29.3%
Certificates of Obligation	$102,550	20.4%
Other	$94,235	18.8%
Storm Water Revenue Bonds	$59,279	11.8%
Grant Funding	$51,962	10.3%
2003 G.O. Bonds	$18,517	3.7%
Hotel Motel Occupancy Tax Revenue Bonds	$14,833	3.0%
1999 G. O. Bonds	$12,391	2.5%
Other G.O. Bonds	$1,079	0.2%
Total	*$502,090*	*100.0%*

Figure 6
FY 2007 Capital Budget by Revenue Source

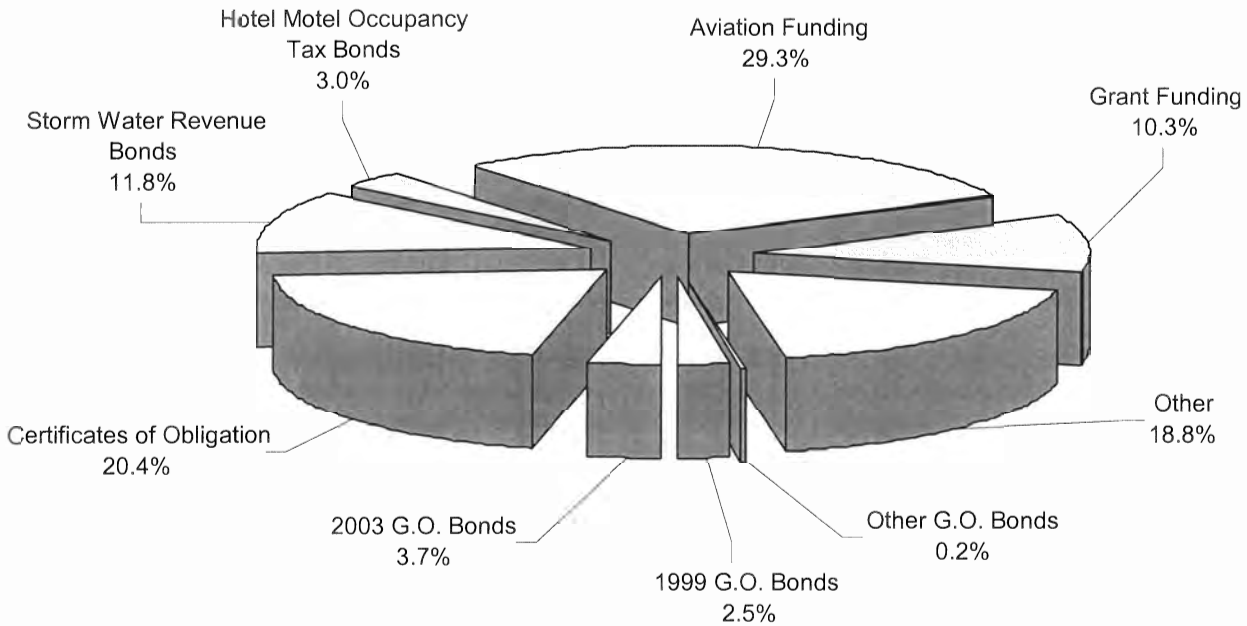
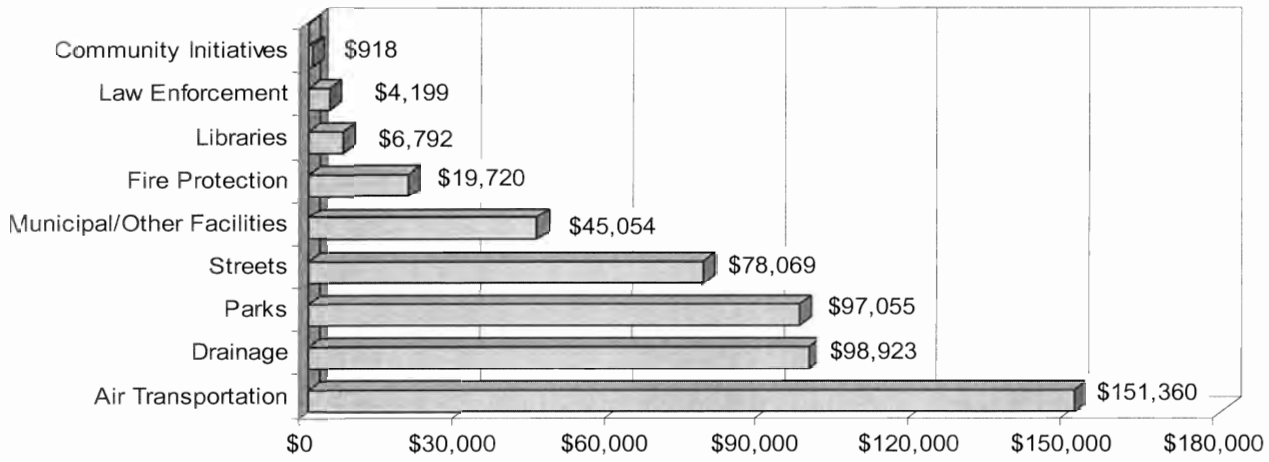


Figure 7
FY 2007 Capital Budget by Program Category

Program Category	*Amount (000s)*	*Percentage*
Air Transportation	$151,360	30.1%
Drainage	$98,923	19.7%
Parks	$97,055	19.3%
Streets	$78,069	15.6%
Municipal/Other Facilities	$45,054	9.0%
Fire Protection	$19,720	3.9%
Libraries	$6,792	1.4%
Law Enforcement	$4,199	0.8%
Community Initiatives	$918	0.2%
Total Revenue	*$502,090*	*100.0%*

Figure 8
FY 2007 Capital Budget by Program Category (Amount in 000's)



OPERATING & MAINTENANCE IMPACT

Planned Capital projects often require additional operating and maintenance needs upon completion. As capital projects near completion, operating and maintenance needs are budgeted as mandates or improvements in the year the project will come on-line. An example of such a project in FY 2007 is an improvement for the Parks and Recreation Department for maintenance and security at the newly acquired Voelcker Park. Total funds in the amount of $1,485,767 have been budgeted for operating and maintenance costs associated with capital projects included in the FY 2007 Adopted Capital Budget.

The following section summarizes, by function and program, the fiscal impact that FY 2007 capital projects will have on the City's operating and maintenance budget. Depending on the project, operating and maintenance costs are budgeted in the corresponding operating fund for the purpose of providing operating and/or maintenance services.

PUBLIC HEALTH AND SAFETY

- MUNICIPAL FACILITIES

Operating and maintenance costs totaling $503,999 are included as mandates in the FY 2007 Adopted Budget for the Medical Center Area Senior Multi-Services and Health Center, also known as the Bob Ross Senior Center. Both the Department of Community Initiatives and the San Antonio Metropolitan Health District will have personnel at the Bob Ross Senior Center. Utilizing $371,901, the Department of Community Initiatives will add six positions to provide case management and health and wellness activities to seniors ages 60 and over. The six positions include one Asst. Multi-Service Center Supervisor, one Accountant I, one Administrative Assistant II, one Nutrition Site Supervisor, one Chauffer, and one Caseworker II. At a cost of $132,098, the San Antonio Metropolitan Health District will add one Public Health Nurse Practitioner and one Health Program Specialist to perform hearing and vision assessments, administration of immunizations, and the review of medication inventory.

RECREATION AND CULTURE

- PARKS

In this year's operating budget, $900,877 is included in six mandates and one improvement for operating and maintenance costs associated with capital projects for the Parks and Recreation Department. Scheduled to come online in FY 2007, the Levi Strauss Building Renovations and Community Facility has a total of $346,151 programmed to support its operation. The former Levi Strauss Building will serve as the Parks and Recreation Department's headquarters and will centralize many Parks and Recreation divisions. One Building Maintenance Mechanic and four Maintenance Workers will be added to support the administration section of the facility. The community center portion of the Levi Strauss Building will provide to the public a fitness room, multi-purpose room, and lobby areas. One Sr. Community Center Leader, one Community Center Leader II, one Community Center Leader I, and four part-time Recreation Assistants will oversee the Levi Strauss Community Center.

A total of $126,845 is allocated for one Sr. Community Center Leader, two Community Center Leader II positions, one Community Center Leader I, and one Maintenance Worker to support operations at the Granados Park Senior Center. The new complement of personnel at Granados Park Senior Center will provide activities such as arts and crafts classes, fine arts classes, and dance classes.

As previously mentioned, $25,000 is programmed as an improvement in FY 2007 to provide maintenance and security for Voelcker Park. The funds will provide security and maintenance of 107 acres of park land located between Blanco Road and N.W. Military Highway at Wurzbach Parkway.

Land acquired through the 2003 General Obligation Bond Program has mandated the addition of three Park Police positions in FY 2007 at a cost of $230,676. The additional Park Police will patrol areas surrounding Leon Creek, Salado Creek, and the Medina River. One Maintenance Crew Leader, three Maintenance Workers, and associated capital outlay has also been allocated for FY 2007 to provide maintenance for the Medina River Trail. The operating costs for the Medina River Trail maintenance will total $86,642. Finally, funds in the amount of $85,563 have been programmed to add two Maintenance Workers to provide maintenance for land associated with the Edwards Aquifer Land Acquisition Project.

TRANSPORTATION

- AIR TRANSPORTATION

At the San Antonio International Airport, five mandated positions will be added in association with the Terminal A In-Line Baggage Capital Project. Five Sr. Building Maintenance Mechanics will be added at a cost of $80,891 to monitor and service the new automated in-line baggage security screening system.

CITY OF SAN ANTONIO
TEXAS
LIBERTATIS CUNABULA

SUMMARY OF ADOPTED CAPITAL PLAN BY REVENUE SOURCE
For FY 2007 Through FY 2012
(Dollars In Thousands)

REVENUE SOURCE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
OTHER G.O. BONDS							
DRAINAGE BOND BALANCES	688	0	0	0	0	0	688
LIBRARY BOND BALANCES	278	0	0	0	0	0	278
STREET IMPROVEMENT BOND BALANCE	113	0	0	0	0	0	113
TOTAL OTHER G.O. BONDS	*1,079*	*0*	*0*	*0*	*0*	*0*	*1,079*
1999 G.O. BONDS							
1999 G.O. DRAINAGE IMPROVEMENTS BONDS	877	0	0	0	0	0	877
1999 G.O. FLOOD CONTROL WITH PARK IMPROVEMENTS BONDS	671	0	0	0	0	0	671
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	3,599	0	0	0	0	0	3,599
1999 G.O. PUBLIC SAFETY IMPROVEMENTS BONDS	2,868	0	0	0	0	0	2,868
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	4,376	0	0	0	0	0	4,376
TOTAL 1999 G.O. BONDS	*12,391*	*0*	*0*	*0*	*0*	*0*	*12,391*
2003 G.O. BONDS							
2003 G.O. DRAINAGE IMPROVEMENT BONDS	680	0	0	0	0	0	680
2003 G.O. LIBRARY IMPROVEMENT BONDS	1,764	0	0	0	0	0	1,764
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	6,686	0	0	0	0	0	6,686
2003 G.O. PUBLIC HEALTH AND SAFETY IMPROVEMENT BONDS	2,699	0	0	0	0	0	2,699
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	6,688	0	0	0	0	0	6,688
TOTAL 2003 G.O. BONDS	*18,517*	*0*	*0*	*0*	*0*	*0*	*18,517*
CERTIFICATES OF OBLIGATION							
2002 ISSUED CERTIFICATES OF OBLIGATION	2,806	0	0	0	0	0	2,806
2004 ISSUED CERTIFICATES OF OBLIGATION	5,091	136	0	0	0	0	5,227
2005 ISSUED CERTIFICATES OF OBLIGATION	5,888	0	0	0	0	0	5,888
2005A ISSUED CERTIFICATES OF OBLIGATION	150	0	0	0	0	0	150
2006 ISSUED TAX NOTES	18,760	0	0	0	0	0	18,760
PRIOR ISSUED CERTIFICATES OF OBLIGATION	8,303	0	0	0	0	0	8,303
UNISSUED CERTIFICATES OF OBLIGATION	61,552	11,110	15,805	7,990	7,966	1,100	105,523
TOTAL CERTIFICATES OF OBLIGATION	*102,550*	*11,246*	*15,805*	*7,990*	*7,966*	*1,100*	*146,657*
STORM WATER REVENUE BONDS							
2003 STORM WATER REVENUE BONDS	9,849	0	0	0	0	0	9,849
2005 STORM WATER REVENUE BOND	49,430	0	0	0	0	0	49,430
TOTAL STORM WATER REVENUE BOND	*59,279*	*0*	*0*	*0*	*0*	*0*	*59,279*

REVENUE SOURCE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
HOTEL MOTEL OCCUPANCY TAX REVENUE							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	14,833	0	0	0	0	0	14,833
TOTAL HOTEL MOTEL OCCUPANCY TA	*14,833*	*0*	*0*	*0*	*0*	*0*	*14,833*
AVIATION FUNDING							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	16,026	2,495	20,504	2,093	2,093	5,093	48,304
AIRPORT IMPROVEMENT PROGRAM GRANT	18,545	29,450	11,225	22,575	14,000	16,600	112,395
AIRPORT PASSENGER FACILITY CHARGE	9,044	3,388	3,020	1,783	1,267	800	19,302
AIRPORT PASSENGER FACILITY CHARGE BONDS	61,766	6,063	32,700	4,605	1,750	0	106,884
AIRPORT REVENUE BONDS	41,725	10,120	26,522	1,053	0	0	79,420
STINSON REVOLVING FUND	138	668	180	0	500	0	1,486
TOTAL AVIATION FUNDING	*147,244*	*52,184*	*94,151*	*32,109*	*19,610*	*22,493*	*367,791*
GRANT FUNDING							
COMMUNITY DEVELOPMENT BLOCK GRANT	4,305	0	0	0	0	0	4,305
CONSERVATION SOCIETY GRANT	100	0	0	0	0	0	100
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	41,901	3,684	0	0	0	0	45,585
TEXAS DEPARTMENT OF TRANSPORTATION	5,656	2,009	1,620	0	0	0	9,285
TOTAL GRANT FUNDING	*51,962*	*5,693*	*1,620*	*0*	*0*	*0*	*59,275*
OTHER							
ADVANCED TRANSPORTATION DISTRICT	12,183	9,407	9,694	9,979	10,264	10,550	62,077
BEXAR COUNTY FUNDING	750	0	0	0	0	0	750
BROOKSIDE TIRZ DEVELOPMENT FUND	157	157	0	0	0	0	314
CPS LEASE - BACK PROCEEDS	5,534	0	0	0	0	0	5,534
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND	1,155	0	0	0	0	0	1,155
OTHER EVENTS TRUST FUND	1,040	0	0	0	0	0	1,040
PROP 1 - EDWARDS AQUIFER RECHARGE ZONE	30,000	40,000	6,000	2,000	2,000	2,000	82,000
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	12,891	1,610	6,199	2,741	4,366	0	27,807
PROP 2 - FY 2005 MEDINA RIVER IMPROVEMENTS	500	990	0	3,510	0	0	5,000
PROP 2 - FY 2005 SAN ANTONIO RIVER IMPROVEMENTS	6,000	0	0	0	0	0	6,000
PROP 3 - FY 2000 EDWARDS AQUIFER RECHARGE ZONE	739	0	0	0	0	0	739
PROP 3 - FY 2000 LEON CREEK AND SALADO CREEK LINEAR PARK	6,031	1,900	0	0	0	0	7,931
RIVERWALK CAPITAL IMPROVEMENT FUND	300	300	300	300	300	300	1,800
STORM WATER FACILITIES FUND	16,273	100	0	0	0	0	16,373
U.D.C. FEE IN-LIEU-OF-FUNDS	682	500	300	200	150	150	1,982
TOTAL OTHER	*94,235*	*54,964*	*22,493*	*18,730*	*17,080*	*13,000*	*220,502*
TOTAL REVENUE SOURCES	***502,090***	***124,087***	***134,069***	***58,829***	***44,656***	***36,593***	***900,324***

SUMMARY OF ADOPTED CAPITAL PLAN BY FUNCTION AND PROGRAM
For FY 2007 Through FY 2012
(Dollars In Thousands)

FUNCTION / PROGRAM	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
GENERAL GOVERNMENT							
MUNICIPAL FACILITIES	3,604	1,260	0	0	0	0	*4,864*
OTHER FACILITIES	17,923	0	0	0	0	0	*17,923*
TOTAL GENERAL GOVERNMENT	***21,527***	***1,260***	***0***	***0***	***0***	***0***	***22,787***
PUBLIC HEALTH & SAFETY							
DRAINAGE	98,923	8,316	5,000	0	0	0	*112,239*
FIRE PROTECTION	19,720	3,750	6,905	6,890	6,466	0	*43,731*
LAW ENFORCEMENT	4,199	0	0	0	0	0	*4,199*
MUNICIPAL FACILITIES	7,504	0	0	0	0	0	*7,504*
TOTAL PUBLIC HEALTH & SAFETY	***130,346***	***12,066***	***11,905***	***6,890***	***6,466***	***0***	***167,673***
RECREATION & CULTURE							
COMMUNITY INITIATIVES	918	0	0	0	0	0	*918*
LIBRARIES	6,792	0	0	0	0	0	*6,792*
MUNICIPAL FACILITIES	16,023	0	0	0	0	0	*16,023*
PARKS	97,055	45,457	15,599	8,751	6,816	2,450	*176,128*
TOTAL RECREATION & CULTURE	***120,788***	***45,457***	***15,599***	***8,751***	***6,816***	***2,450***	***199,861***
TRANSPORTATION							
AIR TRANSPORTATION	151,360	54,193	95,771	32,109	19,610	22,493	*375,536*
STREETS	78,069	11,111	10,794	11,079	11,764	11,650	*134,467*
TOTAL TRANSPORTATION	***229,429***	***65,304***	***106,565***	***43,188***	***31,374***	***34,143***	***510,003***
TOTAL CAPITAL PLAN	***502,090***	***124,087***	***134,069***	***58,829***	***44,656***	***36,593***	***900,324***

ADOPTED CAPITAL PLAN BY FUNCTION, PROGRAM AND PROJECT
WITH PROJECTED REVENUE SOURCE(S), SCOPE AND COUNCIL DISTRICT LOCATION(S)
FY 2007 Through FY 2012
(Dollars In Thousands)

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
GENERAL GOVERNMENT							
MUNICIPAL FACILITIES							
HISTORIC CIVIC CENTER FACILITY MASTER PLAN PHASE B							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	518	0	0	0	0	0	*518*
Total	***518***	***0***	***0***	***0***	***0***	***0***	***518***
Council District(s)	Project Number (24-00103) - This project will provide for the continuation of the HCC Facility Master Plan which will include the replacement of the fire sprinkler and alarm systems at City Hall.						
1							
MUNICIPAL FACILITIES OFFICE SPACE RENOVATION							
2002 ISSUED CERTIFICATES OF OBLIGATION	100	0	0	0	0	0	*100*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	246	0	0	0	0	0	*246*
Total	***346***	***0***	***0***	***0***	***0***	***0***	***346***
Council District(s)	Project Number (24-00112) - This project will fund renovation of office space in Municipal Facilities.						
1							
PLAZA DE ARMAS BUILDING RENOVATION/ROOF REPLACEMENT							
2006 ISSUED TAX NOTES	800	0	0	0	0	0	*800*
UNISSUED CERTIFICATES OF OBLIGATION	400	0	0	0	0	0	*400*
Total	***1,200***	***0***	***0***	***0***	***0***	***0***	***1,200***
Council District(s)	Project Number (24-00006) - This project will provide for the renovation of the Plaza de Armas Building to include the replacement of carpeting, HVAC equipment, and the roof.						
1							
SAMHD LAB RELOCATION PROGRAM DEVELOPMENT							
UNISSUED CERTIFICATES OF OBLIGATION	1,540	1,260	0	0	0	0	*2,800*
Total	***1,540***	***1,260***	***0***	***0***	***0***	***0***	***2,800***
Council District(s)	Project Number (36-00004) - This project will provide for the study of cost associated with the relocation of the SAMHD laboratory to Brooks City-Base.						
3							

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
GENERAL GOVERNMENT							
MUNICIPAL FACILITIES							
TOTAL MUNICIPAL FACILITIES	*3,604*	*1,260*	*0*	*0*	*0*	*0*	*4,864*
OTHER FACILITIES							
ALAMEDA THEATER							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	2,238	0	0	0	0	0	*2,238*
Total	***2,238***	***0***	***0***	***0***	***0***	***0***	***2,238***
Council District(s) 1	Project Number (24-00005) - This project will provide for restoration work for the Alameda Theater.						
HAYS STREET BRIDGE REHABILITATION							
2002 ISSUED CERTIFICATES OF OBLIGATION	27	0	0	0	0	0	*27*
2004 ISSUED CERTIFICATES OF OBLIGATION	65	0	0	0	0	0	*65*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	93	0	0	0	0	0	*93*
Total	***185***	***0***	***0***	***0***	***0***	***0***	***185***
Council District(s) 2	Project Number (50-00108) - The rehabilitation of the historic Hays Street Bridge will serve as a transportation and pedestrian facility and will facilitate a connection to downtown via the Jones Ave. and 8th Street underpasses (under IH-37). A historic hike/bike route terminating at each end of the bridge approaches will connect Eastside parks and cultural resources, such as the Carver Cultural Center and Eastside Cemeteries.						
KELLY USA - AEROSPACE INDUSTRY CAPITAL PROJECTS							
UNISSUED CERTIFICATES OF OBLIGATION	500	0	0	0	0	0	*500*
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s) 4	Project Number (16-00009) - This project will provide for capital improvements to include the replacement of the existing SAWS chilled water/steam system in order to help retain companies providing existing aerospace jobs and to help promote future expansion.						
TEXAS A&M CAMPUS LAND ACQUISITION							
UNISSUED CERTIFICATES OF OBLIGATION	15,000	0	0	0	0	0	*15,000*
Total	***15,000***	***0***	***0***	***0***	***0***	***0***	***15,000***
Council District(s)	Project Number (50-00001) - This project will provide for the acquisition of land necessary for the Texas A&M Campus located in southern San Antonio.						
TOTAL OTHER FACILITIES	***17,923***	***0***	***0***	***0***	***0***	***0***	***17,923***
TOTAL GENERAL GOVERNMENT	***21,527***	***1,260***	***0***	***0***	***0***	***0***	***22,787***

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
ANSLEY PHASE 1 (COMMERCIAL TO MOURSUND)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	1,597	0	0	0	0	0	1,597
Total	***1,597***	***0***	***0***	***0***	***0***	***0***	***1,597***
Council District(s) 3	Project Number (23-00200) - This project will reconstruct the street with curbs, sidewalks, driveway approaches, and necessary drainage. Additional phases of this project will be identified as needed.						
AVE MARIA DRAINAGE							
UNISSUED CERTIFICATES OF OBLIGATION	883	0	0	0	0	0	883
Total	***883***	***0***	***0***	***0***	***0***	***0***	***883***
Council District(s) 1	Project Number (23-00907) - This project provides for the construction of a concrete channel starting at the low water crossing downstream of Jackson Keller continuing south to 300 block of Ave Maria and installation of an underground drainage system along Ave Maria to existing channel. Funded for design and construction. Rebuild street from Jackson Keller South to Melliff.						
BROADWAY CORRIDOR PHASE I, PART II							
2005 STORM WATER REVENUE BOND	1,087	0	0	0	0	0	1,087
Total	***1,087***	***0***	***0***	***0***	***0***	***0***	***1,087***
Council District(s) 2	Project Number (23-03728) - This project will provide for the construction of drainage outfalls to alleviate flooding at the intersections of Broadway, Cunningham, and Alamo.						
CALLAGHAN ROAD LOW WATER CROSSING (FARRAGUT TO INGRAM)							
2005 STORM WATER REVENUE BOND	2,945	0	0	0	0	0	2,945
Total	***2,945***	***0***	***0***	***0***	***0***	***0***	***2,945***
Council District(s) 6	Project Number (23-00166) - This project will replace low water crossings and complete road improvements from Farragut to Ingram.						
CALLAGHAN ROAD LOW WATER CROSSING (HEMPHILL TO FARRAGUT)							
2005 STORM WATER REVENUE BOND	2,970	0	0	0	0	0	2,970
Total	***2,970***	***0***	***0***	***0***	***0***	***0***	***2,970***
Council District(s) 6	Project Number (23-00167) - This project will replace low water crossings and complete road improvements from Hemphill to Farragut.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
CARDIFF (ARANSAS TO DEAD END)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	997	0	0	0	0	0	997
Total	***997***	***0***	***0***	***0***	***0***	***0***	***997***
Council District(s) 2	Project Number (23-03729) - This project will reconstruct streets to 30' widths (2 lanes) including curbs, sidewalks, driveway approaches and necessary drainage improvements and also replace water and sewer mains as needed.						
COMMERCIAL TRIBUTARY TO 6 MILE CREEK PHASE I							
2005 STORM WATER REVENUE BOND	2,517	0	0	0	0	0	2,517
Total	***2,517***	***0***	***0***	***0***	***0***	***0***	***2,517***
Council District(s) 4	Project Number (23-00170) - This multi-phase project will design and construct the drainage channel and drainage structures at cross streets from Six Mile Creek/Aviation Blvd to IH-35 for a 100 ultimate year storm event. This project will also develop an overall master plan and construct a portion of the channel.						
CULEBRA CREEK RSWF							
STORM WATER FACILITIES FUND	3,000	0	0	0	0	0	3,000
Total	***3,000***	***0***	***0***	***0***	***0***	***0***	***3,000***
Council District(s) CW	Project Number (23-00114) - This project will design and construct a regional storm water facility in the vicinity of Culebra Creek.						
DAM STRUCTURES: UPGRADES AND REPAIRS							
STORM WATER FACILITIES FUND	1,500	0	0	0	0	0	1,500
Total	***1,500***	***0***	***0***	***0***	***0***	***0***	***1,500***
Council District(s) CW	Project Number (23-00125) - This project provides funding for physical upgrades and repairs at Elemendorf, Olmos, and 19th Street Dams from the analysis provided in the Dam Structures and Repair report.						
EMERGENCY ACTION PLANNING							
STORM WATER FACILITIES FUND	400	100	0	0	0	0	500
Total	***400***	***100***	***0***	***0***	***0***	***0***	***500***
Council District(s) CW	Project Number (23-00215) - This project provides funding for development of emergency action plans for Elemendorf, Olmos, and 19th Street Dams.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
FRENCH CREEK BUYOUT (NORTH OF PRUE)							
STORM WATER FACILITIES FUND	363	0	0	0	0	0	*363*
Total	***363***	***0***	***0***	***0***	***0***	***0***	***363***
Council District(s) CW	Project Number (23-00171) - This project removes habitable structures in the French Creek floodplain north of Prue Road.						
FRENCH CREEK BUYOUTS - SOUTH OF PRUE							
2003 STORM WATER REVENUE BONDS	518	0	0	0	0	0	*518*
Total	***518***	***0***	***0***	***0***	***0***	***0***	***518***
Council District(s) 7	Project Number (23-00122) - This project provides for the buyout of properties in the floodplain of French Creek.						
GOLIAD ROAD OUTFALL PHASE III							
2003 STORM WATER REVENUE BONDS	1,090	0	0	0	0	0	*1,090*
Total	***1,090***	***0***	***0***	***0***	***0***	***0***	***1,090***
Council District(s) 3	Project Number (23-00465) - This project will provide for the construction of a detention pond between Goliad Road and IH-37 to address erosion control.						
LADDIE PLACE RSWF PHASE II (SPENCER LANE DETENTION)							
2005 STORM WATER REVENUE BOND	7,640	0	0	0	0	0	*7,640*
Total	***7,640***	***0***	***0***	***0***	***0***	***0***	***7,640***
Council District(s) 1	Project Number (23-03725) - This project will provide for the construction of a regional storm water detention pond to reduce flooding of the adjacent residential neighborhoods and businesses.						
LINDA LOU (PRESA TO HACKBERRY)							
2003 G.O. DRAINAGE IMPROVEMENT BONDS	33	0	0	0	0	0	*33*
Total	***33***	***0***	***0***	***0***	***0***	***0***	***33***
Council District(s) 3	Project Number (23-00155) - This project will provide underground drainage on Linda Lou to eliminate standing water; rehabilitate pavement and curbs.						
LOOP 410 AT NACOGDOCHES DRAINAGE IMPROVEMENTS							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	384	0	0	0	0	0	*384*
Total	***384***	***0***	***0***	***0***	***0***	***0***	***384***
Council District(s) 9 10	Project Number (23-00938) - This project will provide for drainage improvements from Loop 410 to Haskins including reconstruction of bridges at Nacogdoches and Haskins. TxDOT project.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
MENGER CREEK CHANNEL RECAPITALIZATION							
2005 STORM WATER REVENUE BOND	469	0	0	0	0	0	469
Total	***469***	***0***	***0***	***0***	***0***	***0***	***469***
Council District(s) 2	Project Number (23-03722) - This project will provide for the construction of a concrete-lined channel along Menger Creek beginning at Walters and continuing east for 450 feet.						
MILITARY DITCH #65							
1999 G.O. DRAINAGE IMPROVEMENTS BONDS	155	0	0	0	0	0	*155*
2003 G.O. DRAINAGE IMPROVEMENT BONDS	25	0	0	0	0	0	*25*
2003 STORM WATER REVENUE BONDS	5,437	0	0	0	0	0	*5,437*
DRAINAGE BOND BALANCES	361	0	0	0	0	0	*361*
STORM WATER FACILITIES FUND	69	0	0	0	0	0	*69*
Total	***6,047***	***0***	***0***	***0***	***0***	***0***	***6,047***
Council District(s) 4	Project Number (23-00186) - This project provides for drainage improvements to the Six Mile Creek channel from the north side of Zarzamora (end of Upper Six Mile Creek project) to Wagner. Project length is 3,500 feet.						
OLYMPIA DRAINAGE AREA PHASE I							
UNISSUED CERTIFICATES OF OBLIGATION	246	0	0	0	0	0	*246*
Total	***246***	***0***	***0***	***0***	***0***	***0***	***246***
Council District(s) 1	Project Number (23-00158) - This project improves the drainage outfall in the Warner and Olympia area; first phase of a multi-phase project.						
PLUMNEAR BUYOUTS (LEON CREEK)							
2003 STORM WATER REVENUE BONDS	159	0	0	0	0	0	*159*
Total	***159***	***0***	***0***	***0***	***0***	***0***	***159***
Council District(s) 4	Project Number (23-01004) - This project will acquire flooded properties in the flood plain near Leon Creek.						
PROVIDIAN REGIONAL DETENTION FACILITY							
STORM WATER FACILITIES FUND	4,000	0	0	0	0	0	*4,000*
Total	***4,000***	***0***	***0***	***0***	***0***	***0***	***4,000***
Council District(s) CW	Project Number (23-01009) - This project will design and construct a regional storm water facility in the vicinity of Lee's Park.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
PRUE ROAD LOW WATER CROSSING							
2003 STORM WATER REVENUE BONDS	1,864	0	0	0	0	0	*1,864*
Total	***1,864***	***0***	***0***	***0***	***0***	***0***	***1,864***
Council District(s) 8	Project Number (23-00115) - This project will reconstruct the low water crossing at Huebner Creek.						
RANDOLPH/WEIDNER DRAINAGE (SHERI ANN -RANDOLPH TO WEIDNER)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	0	2,371	0	0	0	0	*2,371*
Total	***0***	***2,371***	***0***	***0***	***0***	***0***	***2,371***
Council District(s) 10	Project Number (23-00224) - This project will improve drainage through total reconstruction of the street with curbs, sidewalks, and necessary drainage.						
RIP RAP #69 PHASE II C							
1999 G.O. DRAINAGE IMPROVEMENTS BONDS	722	0	0	0	0	0	*722*
2004 ISSUED CERTIFICATES OF OBLIGATION	98	0	0	0	0	0	*98*
Total	***820***	***0***	***0***	***0***	***0***	***0***	***820***
Council District(s) 3	Project Number (23-00819) - This project will provide drainage improvements on Southcross and Burcham from Pleasanton Rd. to Commercial; Noble, Tupper and Tabor from Gerald to Southcross and Marney Plaza from Burcham to Canavan to include street reconstruction, sidewalks, and driveway approaches. This project was previously designed utilizing CDBG funds.						
RIP RAP #69 PHASE II D (CANAVAN, BRUNSWICK, FITCH)							
2005 STORM WATER REVENUE BOND	6,182	0	0	0	0	0	*6,182*
Total	***6,182***	***0***	***0***	***0***	***0***	***0***	***6,182***
Council District(s) 4	Project Number (23-00599) - This project will provide 30 foot street sections and drainage improvements for Brunswick, Fitch and Canavan from IH-35 to drainage channel and Bruhn, Bodie and Donegan from the drainage channel to Canavan. This project will also improve the existing earthen channel from Canavan to IH-35.						
ROOSEVELT DRAINAGE (ROOSEVELT DR AT MARCH AVE)							
COMMUNITY DEVELOPMENT BLOCK GRANT	60	0	0	0	0	0	*60*
Total	***60***	***0***	***0***	***0***	***0***	***0***	***60***
Council District(s) 3	Project Number (23-03738) - This project addresses the drainage problems at the intersection of Roosevelt and March. This funding is for design only.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
SALADO CREEK HIKE AND BIKE PHASE 1							
1999 G.O. FLOOD CONTROL WITH PARK IMPROVEMENTS BONDS	671	0	0	0	0	0	*671*
Total	***671***	***0***	***0***	***0***	***0***	***0***	***671***
Council District(s): 2 CW	Project Number (23-00904) - This project will construct a hike and bike trail along Salado Creek from Comanche Park to Willow Springs Golf Course.						
SAN ANTONIO RIVER IMPROVEMENTS							
2003 STORM WATER REVENUE BONDS	146	0	0	0	0	0	*146*
CPS LEASE - BACK PROCEEDS	2,534	0	0	0	0	0	*2,534*
PROP 2 - FY 2005 SAN ANTONIO RIVER IMPROVEMENTS	6,000	0	0	0	0	0	*6,000*
TEXAS DEPARTMENT OF TRANSPORTATION	1,540	0	0	0	0	0	*1,540*
UNISSUED CERTIFICATES OF OBLIGATION	4,788	5,000	5,000	0	0	0	*14,788*
Total	***15,008***	***5,000***	***5,000***	***0***	***0***	***0***	***25,008***
Council District(s): CW 3	Project Number (23-00946) - This project provides funding to assist Bexar County and US Army Corp of Engineers in making flood control improvements, dams, and amenities along the San Antonio River from Brackenridge Park to Mission Espada. City Funding sources of $37.8 million will be combined with the Flood Control Tax and private resources for an estimated ten-year project total of $140 million.						
SAN ANTONIO RIVER PRE-TREATMENT PROJECT							
UNISSUED CERTIFICATES OF OBLIGATION	1,000	0	0	0	0	0	*1,000*
Total	***1,000***	***0***	***0***	***0***	***0***	***0***	***1,000***
Council District(s): 1	Project Number (26-00091) - This project will provide for the development of water treatment systems for water emanating from the San Antonio Zoo into the San Antonio River in Brackenridge Park.						
SAN ANTONIO RIVER WATER QUALITY AND CLARITY IMPROVEMENT PROJECT							
STORM WATER FACILITIES FUND	250	0	0	0	0	0	*250*
Total	***250***	***0***	***0***	***0***	***0***	***0***	***250***
Council District(s): CW	Project Number (23-00089) - This project will provide for structural and non-structural best management practices to be implemented in the San Antonio River (SAR) between gates 3 and 4 to improve water quality and clarify in the San Antonio River. The improvements will have an impact on the river from gate 4 through gates 5 & 6 and continuing downstream.						
SLICK RANCH CREEK REGIONAL STORM WATER FACILITIES							
STORM WATER FACILITIES FUND	4,000	0	0	0	0	0	*4,000*
Total	***4,000***	***0***	***0***	***0***	***0***	***0***	***4,000***
Council District(s): 6	Project Number (23-01060) - This project will design and construct a regional storm water facility.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
TIMBERHILL LOW WATER CROSSING #57							
2005 STORM WATER REVENUE BOND	7,829	0	0	0	0	0	*7,829*
Total	***7,829***	***0***	***0***	***0***	***0***	***0***	***7,829***
Council District(s) 7	Project Number (23-03726) - This project will replace low water crossings and complete road improvements in the Timberhill area.						
UPPER LEON CREEK RSWF							
2005 STORM WATER REVENUE BOND	2,337	0	0	0	0	0	*2,337*
STORM WATER FACILITIES FUND	2,500	0	0	0	0	0	*2,500*
Total	***4,837***	***0***	***0***	***0***	***0***	***0***	***4,837***
Council District(s) 8	Project Number (23-03730) - This project will acquire properties necessary for the construction of regional detention facilities.						
UPPER OLMOS CREEK							
2003 G.O. DRAINAGE IMPROVEMENT BONDS	95	0	0	0	0	0	*95*
Total	***95***	***0***	***0***	***0***	***0***	***0***	***95***
Council District(s) 8	Project Number (23-00161) - These funds provide the City match to purchase 5 residential properties and 10 vacant residential lots on Sleepy Hollow which are in the Olmos Creek floodplain area.						
VALLEY VIEW ACRES BUYOUTS (HUESTA)							
2003 STORM WATER REVENUE BONDS	635	0	0	0	0	0	*635*
Total	***635***	***0***	***0***	***0***	***0***	***0***	***635***
Council District(s) 8	Project Number (23-00123) - This project provides for the buyout of flooded homes in Valley View Acres near Huesta Creek.						
W.W. WHITE AREA OUTFALL PHASE I, PART I							
2005 STORM WATER REVENUE BOND	8,497	0	0	0	0	0	*8,497*
Total	***8,497***	***0***	***0***	***0***	***0***	***0***	***8,497***
Council District(s) 2	Project Number (23-03723) - This project will provide for the upgrading of a drainage system along Diane Road (from Glen Oak to Rigsby Rd.) along Glen Oak (W.W. White Rd. to Semlinger Rd.), and along Holmgreen to Diane.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
DRAINAGE							
W.W. WHITE AREA OUTFALL PHASE I, PART II							
2003 G.O. DRAINAGE IMPROVEMENT BONDS	300	0	0	0	0	0	300
2005 STORM WATER REVENUE BOND	3,187	0	0	0	0	0	3,187
STORM WATER FACILITIES FUND	191	0	0	0	0	0	191
Total	***3,678***	***0***	***0***	***0***	***0***	***0***	***3,678***
Council District(s) 2	Project Number (23-03724) - This project includes street reconstruction and drainage improvements along Covington and Grobe Dr. from the dead-end to Rigsby with an outfall drain across Rigsby to Salado Creek.						
WEIDNER LOW WATER CROSSING WARNING SYSTEM							
2003 G.O. DRAINAGE IMPROVEMENT BONDS	227	0	0	0	0	0	227
Total	***227***	***0***	***0***	***0***	***0***	***0***	***227***
Council District(s) 10	Project Number (23-00162) - This project supports an advanced flood warning system with flashing lights on Weidner Road at Leonhardt Road.						
ZARZAMORA DRAINAGE PROJECT #83A PHASE I							
2005 STORM WATER REVENUE BOND	3,770	0	0	0	0	0	3,770
Total	***3,770***	***0***	***0***	***0***	***0***	***0***	***3,770***
Council District(s) 4	Project Number (23-00178) - This project will provide for the upgrade of the existing drainage channels from the end of the Ansley Blvd Drainage #1091 project to Zarzamora.						
ZARZAMORA DRAINAGE PROJECT #83A PHASE II (HUTCHINS TO ANSLEY)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	655	845	0	0	0	0	1,500
Total	***655***	***845***	***0***	***0***	***0***	***0***	***1,500***
Council District(s) 4	Project Number (23-03734) - This project will rebuild Zarzamora to a five lane section including two five foot bike lanes. Asphalt millings will be used to supplement existing roadway materials in the full-depth reclaimed base treatment. Existing bar ditches will be regraded. This project does not include drainage improvements or storm sewers. The length of this reconstruction is approximately 3,600 feet.						
TOTAL DRAINAGE	***98,923***	***8,316***	***5,000***	***0***	***0***	***0***	***112,239***
FIRE PROTECTION							
FIRE STATION #1 (E HOUSTON) STABLIZATION							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	1,216	0	0	0	0	0	1,216
Total	***1,216***	***0***	***0***	***0***	***0***	***0***	***1,216***
Council District(s) 1	Project Number (20-00101) - The existing cast-stone three-story Fire Station was constructed in 1938. This project will include the stabilization of the existing facility to current Building and Environmental Codes and Regulations.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
FIRE PROTECTION							
FIRE STATION #50 PERMANENT							
2006 ISSUED TAX NOTES	58	0	0	0	0	0	*58*
UNISSUED CERTIFICATES OF OBLIGATION	3,583	0	0	0	0	0	*3,583*
Total	***3,641***	***0***	***0***	***0***	***0***	***0***	***3,641***
Council District(s) 3	Project Number (20-00110) - This project will provide permanent facilities to house fire department resources in the newly annexed area on the south side of San Antonio.						
FIRE STATION #51 PERMANENT							
UNISSUED CERTIFICATES OF OBLIGATION	5,578	0	0	0	0	0	*5,578*
Total	***5,578***	***0***	***0***	***0***	***0***	***0***	***5,578***
Council District(s) 9	Project Number (20-00113) - This project will provide permanent facilities to house fire department resources in the newly annexed area on the City's north side.						
FIRE STATION #51 TEMPORARY							
UNISSUED CERTIFICATES OF OBLIGATION	381	0	0	0	0	0	*381*
Total	***381***	***0***	***0***	***0***	***0***	***0***	***381***
Council District(s) 9	Project Number (20-00114) - This project will provide temporary facilities to house fire department resources in the newly annexed area on the City's north side.						
FIRE STATION RENOVATIONS							
2005 ISSUED CERTIFICATES OF OBLIGATION	1,619	0	0	0	0	0	*1,619*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	165	0	0	0	0	0	*165*
UNISSUED CERTIFICATES OF OBLIGATION	916	0	0	0	0	0	*916*
Total	***2,700***	***0***	***0***	***0***	***0***	***0***	***2,700***
Council District(s) CW	Project Number (20-00108) - This project consists of providing high priority renovation improvements within each of the 18 fire station facilities in accordance with the recommendations of the 2003 Fire Departments Renovation Study. This work will cover improvements including paving repair, roofing, mechanical, electrical and plumbing modifications, minor repairs to interior finishes, and fire & life safety improvements. (Fire Stations 4,15,17,22,26,27,28,29,30,31,33,34,37,40,41,42,43,44)						
FIRE STATION REPLACEMENT							
UNISSUED CERTIFICATES OF OBLIGATION	2,643	3,750	6,905	6,890	6,466	0	*26,654*
Total	***2,643***	***3,750***	***6,905***	***6,890***	***6,466***	***0***	***26,654***
Council District(s) CW	Project Number (20-00115) - This project will provide for land acquisition and the construction of new facilities as needed.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
FIRE PROTECTION							
SERVICES FACILITY							
2006 ISSUED TAX NOTES	356	0	0	0	0	0	356
UNISSUED CERTIFICATES OF OBLIGATION	3,205	0	0	0	0	0	3,205
Total	***3,561***	***0***	***0***	***0***	***0***	***0***	***3,561***
Council District(s) 5	Project Number (20-00123) - This project will increase space requirements of the Services facility including four additional repair bays, expansion of the breathing apparatus shop, and increase of administrative and storage areas.						
TOTAL FIRE PROTECTION	***19,720***	***3,750***	***6,905***	***6,890***	***6,466***	***0***	***43,731***
LAW ENFORCEMENT							
POLICE TRAINING ACADEMY ROOF REPAIR							
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND	400	0	0	0	0	0	400
PRIOR ISSUED CERTIFICATES OF OBLIGATION	258	0	0	0	0	0	258
Total	***658***	***0***	***0***	***0***	***0***	***0***	***658***
Council District(s) 3	Project Number (17-00001) - This project requires the repair of the existing 35,000 sq. ft. metal roof at the Police Training Academy including repair of panels that are rusted through and seal existing metal panels. This is required due to many leaks throughout the building as well as rusting through the metal in numerous places in the roof. Water seeps into the building, causing damage with each substantial rainfall.						
PUBLIC SAFETY INTEGRATED TECHNOLOGY SYSTEM							
1999 G.O. PUBLIC SAFETY IMPROVEMENTS BONDS	2,868	0	0	0	0	0	2,868
Total	***2,868***	***0***	***0***	***0***	***0***	***0***	***2,868***
Council District(s) CW	Project Number (17-00003) - This project is an integrated data management system designed to improve the efficiency of police officers and investigative staff. The remaining funds will be allocated to complete the Optical Disk Storage & Retrieval System and to purchase the necessary electronic storage capacity to ensure 5-year availability. In addition, the funds will provide for the wireless broadband and microwave data networks envisioned in the original system design to improve the flow of data to and from police vehicles and facilities.						
REPAVE SUB-STATION PARKING LOTS							
UNISSUED CERTIFICATES OF OBLIGATION	673	0	0	0	0	0	673
Total	***673***	***0***	***0***	***0***	***0***	***0***	***673***
Council District(s) CW	Project Number (17-00022) - Substation Parking Lots, This project will provide for the re-pavement of parking lots at the East, South, West, North, and Northwest Substations.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
LAW ENFORCEMENT							
TOTAL LAW ENFORCEMENT	*4,199*	*0*	*0*	*0*	*0*	*0*	*4,199*
MUNICIPAL FACILITIES							
DOWNTOWN RESTROOM PROJECT							
2006 ISSUED TAX NOTES	246	0	0	0	0	0	*246*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	200	0	0	0	0	0	*200*
UNISSUED CERTIFICATES OF OBLIGATION	254	0	0	0	0	0	*254*
Total	***700***	***0***	***0***	***0***	***0***	***0***	***700***
Council District(s): 1	Project Number (24-00007) - This project will provide for the construction of restrooms near Riverbend Garage.						
EASTSIDE BRANCH CLINIC							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	71	0	0	0	0	0	*71*
Total	***71***	***0***	***0***	***0***	***0***	***0***	***71***
Council District(s) 2	Project Number (36-00002) - This project will remodel the reception, waiting areas, and restrooms as well as provide for external renovations to the clinic located at 210 N. Rio Grande.						
EMERGENCY OPERATIONS CENTER							
2003 G.O. PUBLIC HEALTH AND SAFETY IMPROVEMENT BONDS	2,019	0	0	0	0	0	*2,019*
Total	***2,019***	***0***	***0***	***0***	***0***	***0***	***2,019***
Council District(s) CW	Project Number (23-02036) - This project will construct a facility to be utilized by City/County personnel, as well as other local officials and local military officials in times of natural (floods) or man-made disasters. Will replace existing EOC and provide major regional upgrade to local emergency communications systems.						
HIGHWAY 90 CLINIC							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	298	0	0	0	0	0	*298*
Total	***298***	***0***	***0***	***0***	***0***	***0***	***298***
Council District(s) 6	Project Number (36-00003) - This project will remodel the waiting area, restrooms, HVAC and repair the roof at the clinic located at 911 Old Highway 90.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
MUNICIPAL FACILITIES							
LANDFILL SLOPE REPAIR							
2006 ISSUED TAX NOTES	800	0	0	0	0	0	*800*
UNISSUED CERTIFICATES OF OBLIGATION	400	0	0	0	0	0	*400*
Total	***1,200***	***0***	***0***	***0***	***0***	***0***	***1,200***
Council District(s)	Project Number (55-00008) - This project will repair a slope failure at the Pearsall Landfill.						
CW							
MEDICAL CENTER AREA SENIOR MULTI-SERVICES AND HEALTH CENTER							
2003 G.O. PUBLIC HEALTH AND SAFETY IMPROVEMENT BONDS	680	0	0	0	0	0	*680*
BEXAR COUNTY FUNDING	750	0	0	0	0	0	*750*
Total	***1,430***	***0***	***0***	***0***	***0***	***0***	***1,430***
Council District(s)	Project Number (38-00110) - This project will provide for the acquisition, construction, and outfitting of new community multi-use center. (These funds will be combined with $750,000 from the County.)						
8							
METROPOLITAN HEALTH DISTRICT BUILDING							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	238	0	0	0	0	0	*238*
Total	***238***	***0***	***0***	***0***	***0***	***0***	***238***
Council District(s)	Project Number (36-00001) - This project will clean, stabilize and build up the exterior and interior of the building which is located at 332 W. Commerce St.						
1							
NACO PERRIN MULTI-USE HEALTH FACILITY							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	1,065	0	0	0	0	0	*1,065*
Total	***1,065***	***0***	***0***	***0***	***0***	***0***	***1,065***
Council District(s)	Project Number (36-00105) - This project will provide for the development of an inter-departmental, multi-use facility to include health-related functions. The building is located at 4020 Naco Perrin and is approximately 8,400 square feet.						
10							
SOUTH FLORES CLINIC							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	142	0	0	0	0	0	*142*
Total	***142***	***0***	***0***	***0***	***0***	***0***	***142***
Council District(s)	Project Number (36-00104) - This project will remodel the reception and waiting areas, restrooms and roof repair at the clinic located at 7902 South Flores Street.						
3							

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
PUBLIC HEALTH & SAFETY							
MUNICIPAL FACILITIES							
ZARZAMORA CLINIC							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	341	0	0	0	0	0	341
Total	***341***	***0***	***0***	***0***	***0***	***0***	***341***
Council District(s) 5	Project Number (36-00103) - This project will remodel the reception, waiting areas, restrooms, and roof repair at the clinic located at 4503 South Zarzamora Street.						
TOTAL MUNICIPAL FACILITIES	***7,504***	***0***	***0***	***0***	***0***	***0***	***7,504***
TOTAL PUBLIC HEALTH & SAFETY	***130,346***	***12,066***	***11,905***	***6,890***	***6,466***	***0***	***167,673***
RECREATION & CULTURE							
COMMUNITY INITIATIVES							
ALBERT J. BENAVIDES LITERACY LEARNING DEVELOPMENT CENTER HVA							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	22	0	0	0	0	0	22
Total	***22***	***0***	***0***	***0***	***0***	***0***	***22***
Council District(s) 5	Project Number (38-00003) - This project will replace the HVAC system in the Albert J. Benavides Literacy Learning Development Center.						
BILLA LEARNING CENTER FACILITY IMPROVEMENTS							
COMMUNITY DEVELOPMENT BLOCK GRANT	105	0	0	0	0	0	105
Total	***105***	***0***	***0***	***0***	***0***	***0***	***105***
Council District(s) 3	Project Number (38-00010) - This project is includes facility improvements to the Billa Learning and Leadership Center. These facility improvements include: foundation leveling and sidewalk replacement.						
COLUMBIA HEIGHTS CENTER FACILITY IMPROVEMENTS							
COMMUNITY DEVELOPMENT BLOCK GRANT	25	0	0	0	0	0	25
Total	***25***	***0***	***0***	***0***	***0***	***0***	***25***
Council District(s) 4	Project Number (38-00008) - This project is includes facility improvements to the Columbia Heights Learning and Leadership Center. These facility improvements include: parking lot leveling and related landscaping for drainage, and a new marquee.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
COMMUNITY INITIATIVES							
COLUMBIA HEIGHTS LITERACY LEARNING DEVELOPMENT CENTER HVAC							
COMMUNITY DEVELOPMENT BLOCK GRANT	25	0	0	0	0	0	25
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	22	0	0	0	0	0	22
Total	***47***	***0***	***0***	***0***	***0***	***0***	***47***
Council District(s) 4	Project Number (38-00004) This project will replace the HVAC system in the Columbia Heights Literacy Learning Development Center.						
MARGARITA HUANTES LITERACY LEARNING DEVELOPMENT CENTER							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	22	0	0	0	0	0	22
Total	***22***	***0***	***0***	***0***	***0***	***0***	***22***
Council District(s) 5	Project Number (38-00005) - This project will replace the HVAC system in the Margarita Huantes Literacy Learning Development Center.						
ST. MARY'S CENTER FACILITY IMPROVEMENTS							
COMMUNITY DEVELOPMENT BLOCK GRANT	60	0	0	0	0	0	60
Total	***60***	***0***	***0***	***0***	***0***	***0***	***60***
Council District(s) 7	Project Number (38-00009) - This project includes facility improvements to the St Mary's Center. These facility improvements include new flooring and acoustic corrections.						
WEST END PARK SENIOR CENTER							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	168	0	0	0	0	0	168
Total	***168***	***0***	***0***	***0***	***0***	***0***	***168***
Council District(s)	Project Number (38-00006) - This project will refurbish and rearrange restrooms and add a unisex restroom for ADA accessibility at the West End Park Senior Nutrition Center. This Center serves citizens from Council Districts 1, 5, and 7.						
WILLIE VELASQUEZ LITERACY LEARNING DEVELOPMENT CENTER							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	469	0	0	0	0	0	469
Total	***469***	***0***	***0***	***0***	***0***	***0***	***469***
Council District(s) 1	Project Number (38-00007) - This project will expand the floor space at the literacy center and will replace the HVAC system at the center.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
COMMUNITY INITIATIVES							
TOTAL COMMUNITY INITIATIVES	***918***	***0***	***0***	***0***	***0***	***0***	***918***
LIBRARIES							
BAZAN BRANCH LIBRARY							
LIBRARY BOND BALANCES	159	0	0	0	0	0	*159*
Total	***159***	***0***	***0***	***0***	***0***	***0***	***159***
Council District(s) 5	Project Number (04-00002) - This project will provide for replacement or roof upgrades to the Bazan Branch Library Building as recommended by the City-Wide Facility Condition Analysis Study.						
CARVER BRANCH LIBRARY UPGRADES							
COMMUNITY DEVELOPMENT BLOCK GRANT	39	0	0	0	0	0	*39*
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	537	0	0	0	0	0	*537*
Total	***576***	***0***	***0***	***0***	***0***	***0***	***576***
Council District(s) 2	Project Number (04-00008) - This project upgrades the parking and lighting at the Carver Branch Library building as recommended by the City-Wide Facility Condition Analysis Study.						
CENTRAL LIBRARY BUILDING ROOF REPLACEMENT							
UNISSUED CERTIFICATES OF OBLIGATION	1,500	0	0	0	0	0	*1,500*
Total	***1,500***	***0***	***0***	***0***	***0***	***0***	***1,500***
Council District(s) 1	Project Number (04-00108) - This project will provide for the replacement of the roof, skylight, and exterior leaks at the Central Library as recommended by the City-Wide Facility Condition Analysis Study and a 2004 Survey and Analysis by the Arizpe Group, Inc.						
CENTRAL LIBRARY EXTERIOR RECOATING							
UNISSUED CERTIFICATES OF OBLIGATION	1,530	0	0	0	0	0	*1,530*
Total	***1,530***	***0***	***0***	***0***	***0***	***0***	***1,530***
Council District(s) 1	Project Number (04-00018) - This project would provide for the recoating of the Central Library's exterior.						
CODY BRANCH LIBRARY							
2003 G.O. LIBRARY IMPROVEMENT BONDS	27	0	0	0	0	0	*27*
Total	***27***	***0***	***0***	***0***	***0***	***0***	***27***
Council District(s) 8	Project Number (04-00009) - This project will provide for upgrades to the Cody Branch Library Building. The upgrades may include HVAC, plumbing, electrical, and roofing upgrades as recommended by the City-Wide Facility Condition Analysis Study.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
LIBRARIES							
CORTEZ BRANCH LIBRARY UPGRADES							
2003 G.O. LIBRARY IMPROVEMENT BONDS	101	0	0	0	0	0	*101*
COMMUNITY DEVELOPMENT BLOCK GRANT	200	0	0	0	0	0	*200*
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	100	0	0	0	0	0	*100*
Total	***401***	***0***	***0***	***0***	***0***	***0***	***401***
Council District(s) 7	Project Number (04-00010) - This project will provide for an expansion of the Cortez Branch Library meeting room by approximately 2,000 sq. ft. and will provide the necessary upgrades to the physical structure which may include HVAC, plumbing and roof upgrades as recommended by the City-Wide Facility Analysis Study.						
FOREST HILLS BRANCH LIBRARY UPGRADES							
2003 G.O. LIBRARY IMPROVEMENT BONDS	177	0	0	0	0	0	*177*
Total	***177***	***0***	***0***	***0***	***0***	***0***	***177***
Council District(s) 7	Project Number (04-00011) - This project provides the necessary upgrades to the physical structure which may include HVAC, plumbing, and roof as recommended on City-Wide Facility Analysis Study.						
HERTZBERG LIBRARY MASTER PLAN AND STABILIZATION PROJECT							
2003 G.O. LIBRARY IMPROVEMENT BONDS	426	0	0	0	0	0	*426*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	25	0	0	0	0	0	*25*
Total	***451***	***0***	***0***	***0***	***0***	***0***	***451***
Council District(s) 1	Project Number (04-00112) - This project will provide architectural engineering services to stabilize the structure and will develop a master plan for the Hertzberg Library in order to determine the best use of the building.						
MCCRELESS BRANCH LIBRARY UPGRADES							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	41	0	0	0	0	0	*41*
Total	***41***	***0***	***0***	***0***	***0***	***0***	***41***
Council District(s) 3	Project Number (04-00013) - This project will upgrade the McCreless Branch Library building, which may include parking lot, roof, fire and security upgrades, as well as, HVAC, plumbing, and electrical as recommended by the City-Wide Facility Condition Analysis Study.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
LIBRARIES							
MEMORIAL BRANCH LIBRARY UPGRADES							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	370	0	0	0	0	0	*370*
LIBRARY BOND BALANCES	69	0	0	0	0	0	*69*
Total	***439***	***0***	***0***	***0***	***0***	***0***	***439***
Council District(s) 5	Project Number (04-00014) - This project will provide for upgrades to the Memorial Branch Library Building, which may include HVAC, plumbing, electrical and roofing upgrades as recommended by the City-Wide Facility Condition Analysis Study.						
NORTHEAST LIBRARY (ROOSEVELT HIGH SCHOOL)							
2003 G.O. LIBRARY IMPROVEMENT BONDS	900	0	0	0	0	0	*900*
Total	***900***	***0***	***0***	***0***	***0***	***0***	***900***
Council District(s) 2	Project Number (04-00006) - This project will provide funds which will be used to provide library services to the community through a joint project between the City and NEISD at the new Roosevelt High School facility depending on the passage of the NEISD Bond.						
PAN AMERICAN BRANCH LIBRARY							
2003 G.O. LIBRARY IMPROVEMENT BONDS	133	0	0	0	0	0	*133*
LIBRARY BOND BALANCES	50	0	0	0	0	0	*50*
Total	***183***	***0***	***0***	***0***	***0***	***0***	***183***
Council District(s) 4	Project Number (04-00015) - This project will provide for upgrades to the Pan American Branch Library Building, which may include HVAC, plumbing, electrical and roofing upgrades as recommended by the City-Wide Facility Condition Analysis Study.						
SAN PEDRO BRANCH LIBRARY RENOVATIONS							
COMMUNITY DEVELOPMENT BLOCK GRANT	408	0	0	0	0	0	*408*
Total	***408***	***0***	***0***	***0***	***0***	***0***	***408***
Council District(s) 1	Project Number (04-00116) - This project will provide for the renovation of the existing San Pedro Branch Library structure including windows, walls, ceiling, wiring, plumbing, exterior finishes, building access, as well as, structural changes needed to bring the building into ADA compliance.						
TOTAL LIBRARIES	***6,792***	***0***	***0***	***0***	***0***	***0***	***6,792***
ALAMODOME AUDIO RENOVATION							
OTHER EVENTS TRUST FUND	1,040	0	0	0	0	0	*1,040*
Total	***1,040***	***0***	***0***	***0***	***0***	***0***	***1,040***
Council District(s) 1	Project Number (45-00002) - This project will provide for the design and upgrade to the Alamodome's sound system.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
MUNICIPAL FACILITIES							
ALAMODOME ROOF REPAIR							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	1,693	0	0	0	0	0	*1,693*
Total	***1,693***	***0***	***0***	***0***	***0***	***0***	***1,693***
Council District(s): 1	Project Number (45-00004) - This project will provide for the repair of the hypalon flat roof, all roof hip conditions, mast expansion joint and enlarged battens repair.						
ALAMODOME UPPER SEATING BANNER SYSTEM							
2005A ISSUED CERTIFICATES OF OBLIGATION	150	0	0	0	0	0	*150*
Total	***150***	***0***	***0***	***0***	***0***	***0***	***150***
Council District(s): 1	Project Number (45-00006) - This project will provide for the design and construction of additional banners to be used to visually block the upper seating area.						
CONVENTION CENTER ADMINISTRATIVE OFFICES							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	2,434	0	0	0	0	0	*2,434*
Total	***2,434***	***0***	***0***	***0***	***0***	***0***	***2,434***
Council District(s) 1	Project Number (42-00005) - This project will consolidate and renovate existing Convention Facilities space to include construction, architectural design, furniture and fixtures, carpeting, refinishing elevators, and renovating of first floor lobby.						
CONVENTION CENTER CONCESSION STAND IMPROVEMENTS							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	400	0	0	0	0	0	*400*
Total	***400***	***0***	***0***	***0***	***0***	***0***	***400***
Council District(s) 1	Project Number (42-00007) - This project will provide for concession stand improvements at the Convention Center to enhance sales.						
CONVENTION CENTER EXTERIOR RENOVATION							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	8,886	0	0	0	0	0	*8,886*
Total	***8,886***	***0***	***0***	***0***	***0***	***0***	***8,886***
Council District(s) 1	Project Number (42-00009) - This project will provide exterior upgrades, construction and architectural and engineering work at the Convention Center.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
MUNICIPAL FACILITIES							
FUTURE CONVENTION CENTER EXPANSION							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	955	0	0	0	0	0	955
Total	***955***	***0***	***0***	***0***	***0***	***0***	***955***
Council District(s) 1	Project Number (42-00012) - This project will provide funds for the purchase of real property and other expenses related to the future expansion of the Convention Center.						
UNAM ROOF REPLACEMENT							
HOTEL MOTEL OCCUPANCY TAX REVENUE BONDS	465	0	0	0	0	0	465
Total	***465***	***0***	***0***	***0***	***0***	***0***	***465***
Council District(s) 1	Project Number (42-00013) - This project will provide funding needed to replace the roof at UNAM lease space in Hemisfair Park in anticipation of the renewal of the lease.						
TOTAL MUNICIPAL FACILITIES	***16,023***	***0***	***0***	***0***	***0***	***0***	***16,023***
PARKS							
ARROYO VISTA LINEAR PARK							
COMMUNITY DEVELOPMENT BLOCK GRANT	229	0	0	0	0	0	229
Total	***229***	***0***	***0***	***0***	***0***	***0***	***229***
Council District(s) 6	Project Number (26-00049) - This project will provide for the development of a linear park between the Arroyo Vista housing development to Monterrey Park along Zarzamora Creek.						
BOTANICAL GARDENS ADA & FUNSTON ACQUISITIONS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	435	0	0	0	0	0	435
Total	***435***	***0***	***0***	***0***	***0***	***0***	***435***
Council District(s) 9	Project Number (26-00230) - This project will upgrade the ADA path of travel to buildings and garden areas, paving and walkway repairs, and acquisition of parcels of property on Funston to expand the facility.						
BROOKS PARK IMPROVEMENTS							
BROOKSIDE TIRZ DEVELOPMENT FUND	157	157	0	0	0	0	314
Total	***157***	***157***	***0***	***0***	***0***	***0***	***314***
Council District(s) 3 4	Project Number (26-00087) - Provides for the Development of a Neighborhood Park.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
DAWSON PARK PARKING LOT EXPANSION							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	234	0	0	0	0	0	*234*
Total	***234***	***0***	***0***	***0***	***0***	***0***	***234***
Council District(s) 2	Project Number (26-00318) - This project will expand the Dawson Park parking lot.						
DISTRICT 6 PARK LAND ACQUISITION AND DEVELOPMENT							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	239	0	0	0	0	0	*239*
Total	***239***	***0***	***0***	***0***	***0***	***0***	***239***
Council District(s) 6	Project Number (26-00333) - This project provides for park land acquisition and development in Council District 6.						
DISTRICT 9 NEIGHBORHOOD PARK (SPORTS FIELD LAND ACQUISITION)							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	500	0	0	0	0	0	*500*
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s) 9	Project Number (26-00337) - This project provides for the acquisition and development of property for neighborhood parks and sports facilities in association with NEISD projects.						
EDWARDS AQUIFER LAND ACQUISITION							
PROP 1 - EDWARDS AQUIFER RECHARGE ZONE	30,000	40,000	6,000	2,000	2,000	2,000	*82,000*
Total	***30,000***	***40,000***	***6,000***	***2,000***	***2,000***	***2,000***	***82,000***
Council District(s) CW	Project Number (26-00053) - This project will provide for the acquisition of sensitive land over the recharge zone.						
EDWARD'S AQUIFER LAND ACQUISITION AND PARK DEVELOPMENT							
PROP 3 - FY 2000 EDWARDS AQUIFER RECHARGE ZONE	739	0	0	0	0	0	*739*
Total	***739***	***0***	***0***	***0***	***0***	***0***	***739***
Council District(s) CW	Project Number (26-00037) - This project provides for the installation of fencing around the Natural Areas.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
EISENHOWER PARK & FRIEDRICH PARK WATER SERVICE IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	416	0	0	0	0	0	*416*
Total	***416***	***0***	***0***	***0***	***0***	***0***	***416***
Council District(s) 8	Project Number (26-00340) - This project will provide for an upgrade to the existing water service including the drilling of new water well if necessary.						
GARZA PARK PEDESTRIAN BRIDGE							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	39	0	0	0	0	0	*39*
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	205	0	0	0	0	0	*205*
Total	***244***	***0***	***0***	***0***	***0***	***0***	***244***
Council District(s) 7	Project Number (26-00354) - This project will provide a pedestrian bridge connecting the aquatics facility to the community center side of the park.						
GRANADOS PARK SENIOR CENTER							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	868	0	0	0	0	0	*868*
Total	***868***	***0***	***0***	***0***	***0***	***0***	***868***
Council District(s) 1	Project Number (26-00510) - This project will provide for the design and construction of improvements and rehabilitation to property and home donation for use as a community senior center.						
HIKE & BIKE TRAIL AT ABANDONED RR TRACK (VALLEY HI-SKY HARBOR)							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	360	0	0	0	0	0	*360*
Total	***360***	***0***	***0***	***0***	***0***	***0***	***360***
Council District(s) 4	Project Number (26-00275) - This project will acquire abandoned RR right-of-way and develop trails and/or will further enhance the existing trail network within the Miller's Pond Park property.						
HILLSIDE ACRES GARDEN DEVELOPMENT							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	100	0	0	0	0	0	*100*
Total	***100***	***0***	***0***	***0***	***0***	***0***	***100***
Council District(s) 4	Project Number (26-00117) - This project will provide for the development of city property into a community gardens and park.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
INGRAM HILLS PARK DEVELOPMENT							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	12	0	0	0	0	0	12
U.D.C. FEE IN-LIEU-OF-FUNDS	14	0	0	0	0	0	14
Total	***26***	***0***	***0***	***0***	***0***	***0***	***26***
Council District(s)	Project Number (26-00266) - This project will provide for the development of a covered park pavilion.						
7							
LEE'S CREEK PARK IMPROVEMENTS PHASE II							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	48	0	0	0	0	0	48
Total	***48***	***0***	***0***	***0***	***0***	***0***	***48***
Council District(s)	Project Number (26-00137) - This project will develop landscaping, irrigation, fencing and trails. Park Development is to be coordinated with storm water improvements in the area.						
7							
LEON CREEK GREENWAY							
PROP 3 - FY 2000 LEON CREEK AND SALADO CREEK LINEAR PARK	2,850	1,850	0	0	0	0	4,700
Total	***2,850***	***1,850***	***0***	***0***	***0***	***0***	***4,700***
Council District(s)	Project Number (26-00061) - This project will provide for the acquisition of creekway property along the Leon Creek to support the Greenway project.						
CW							
LEON CREEK GREENWAY - DISTRICT 7							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	500	0	0	0	0	0	500
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s)	Project Number (26-00138) - This project will acquire and develop greenway facilities along Leon Creek south of Bandera Road.						
7							
LEON CREEK GREENWAY - DISTRICT 8							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	165	0	0	0	0	0	165
Total	***165***	***0***	***0***	***0***	***0***	***0***	***165***
Council District(s)	Project Number (26-00139) - This project will acquire land and develop greenway facilities along Leon Creek north of Prue Road.						
8							

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
LEON CREEK GREENWAY (BANDERA RD TO LOOP 410)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	1,830	0	1,750	0	1,750	0	*5,330*
Total	***1,830***	***0***	***1,750***	***0***	***1,750***	***0***	***5,330***
Council District(s) 6 7	Project Number (26-00077) - Designs and constructs hike and bike trails along the Leon Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 5.3 miles in length.						
LEON CREEK GREENWAY (HIGHWAY 151 TO CAMARGO PARK)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	871	0	0	1,809	0	0	*2,680*
Total	***871***	***0***	***0***	***1,809***	***0***	***0***	***2,680***
Council District(s) 6	Project Number (26-00078) - Designs and constructs hike and bike trails along the Leon Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 2.7 miles in length.						
LEON CREEK GREENWAY (LOOP 1604 TO BANDERA ROAD)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	4,357	0	2,643	0	0	0	*7,000*
PROP 3 - FY 2000 LEON CREEK AND SALADO CREEK LINEAR PARK	831	0	0	0	0	0	*831*
Total	***5,188***	***0***	***2,643***	***0***	***0***	***0***	***7,831***
Council District(s) 7 8	Project Number (26-00079) - Designs and constructs hike and bike trails along the Leon Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 7 miles in length.						
LEON CREEK GREENWAY (S.W. MILITARY DR. TO HIGHWAY 16)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	390	1,610	0	0	0	0	*2,000*
Total	***390***	***1,610***	***0***	***0***	***0***	***0***	***2,000***
Council District(s) 4	Project Number (26-00076) - Designs and constructs hike and bike trails along the Leon Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 2 miles in length.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
LEVI STRAUSS BUILDING RENOVATIONS AND COMMUNITY FACILITY							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	727	0	0	0	0	0	*727*
2002 ISSUED CERTIFICATES OF OBLIGATION	310	0	0	0	0	0	*310*
2005 ISSUED CERTIFICATES OF OBLIGATION	3,500	0	0	0	0	0	*3,500*
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	1,065	0	0	0	0	0	*1,065*
Total	***5,602***	***0***	***0***	***0***	***0***	***0***	***5,602***
Council District(s) 6	Project Number (26-00069) - This project will provide for the rehabilitation of the Levi Strauss Building on Old Highway 90 at Callaghan into a Parks Department headquarters and community center facility. This project will include the construction of offices, lobby, restrooms, warehouse, conference rooms, recreation spaces, HVAC, parking lot improvements, and a city nursery to include tree growing operations.						
LINCOLN PARK COMMUNITY CENTER							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	209	0	0	0	0	0	*209*
Total	***209***	***0***	***0***	***0***	***0***	***0***	***209***
Council District(s) 2	Project Number (26-00401) - This project will provide for the replacement of the older section roof of the Lincoln Park Community Center.						
LORENCE CREEK LINEAR PARK & UPPER SALADO CREEK GREENWAY DEVE							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	760	0	0	0	0	0	*760*
Total	***760***	***0***	***0***	***0***	***0***	***0***	***760***
Council District(s) CW	Project Number (26-00148) - This project will acquire land and develop trails along Salado Creek between Blanco Rd. and Huebner Rd.						
MAIN PLAZA DEVELOPMENT							
CPS LEASE - BACK PROCEEDS	3,000	0	0	0	0	0	*3,000*
UNISSUED CERTIFICATES OF OBLIGATION	2,000	0	0	0	0	0	*2,000*
Total	***5,000***	***0***	***0***	***0***	***0***	***0***	***5,000***
Council District(s) 4	Project Number (23-00947) - This project provides for the development of a master plan and landscape design and construction plans and documents for the redevelopment of the Plaza de las Islas, the historical center of downtown, as a pedestrian plaza. This work will improve drainage, pedestrian accessibility, ASA accessibility for the disabled, and reinforce the historical nature of the Plaza.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
MCALLISTER PARK REHABILITATION AND IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	537	0	0	0	0	0	537
Total	***537***	***0***	***0***	***0***	***0***	***0***	***537***
Council District(s): 9	Project Number (26-00158) - This project will provide for the rehabilitation to pavilions, playgrounds, trails, make ADA modifications, make improvements to youth athletic practice fields, and also make other general park improvements.						
MEDINA RIVER GREENWAY							
PROP 2 - FY 2005 MEDINA RIVER IMPROVEMENTS	500	990	0	3,510	0	0	5,000
Total	***500***	***990***	***0***	***3,510***	***0***	***0***	***5,000***
Council District(s): 3 4	Project Number (26-00055) - This project will provide for the acquisition and development of properties along the Medina River.						
MIRAFLORES BRACKENRIDGE PARK IMPROVEMENT							
CONSERVATION SOCIETY GRANT	100	0	0	0	0	0	100
FACILITY SERVICES IMPROVEMENT & CONTINGENCY FUND	755	0	0	0	0	0	755
Total	***855***	***0***	***0***	***0***	***0***	***0***	***855***
Council District(s)	Project Number (26-00089) - Development of a master plan and design and construction of a bridge access from the park, ADA modifications, and facility general renovations to include lighting electrical, irrigation, landscape, and artwork restoration and stabilization.						
MISSION TRAILS FACILITY IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	1,033	0	0	0	0	0	1,033
Total	***1,033***	***0***	***0***	***0***	***0***	***0***	***1,033***
Council District(s): 3 5	Project Number (23-00190) - This project will provide for the construction of a hike and bike trail along the San Antonio River from Lone Star Blvd to Eagleland Drive near Brackenridge High school and associated street improvements.						
MITCHELL LAKE/LAND HERITAGE INSTITUTE							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	1,004	0	0	0	0	0	1,004
Total	***1,004***	***0***	***0***	***0***	***0***	***0***	***1,004***
Council District(s): 3	Project Number (26-00071) - This project provides for the acquisition and improvements of land for continuous open space and buffer between the two properties and development of a hike and bike trail system along the Medina River from the Medina River Park to the Land Heritage Institute.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
MONTICELLO PARK IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	39	0	0	0	0	0	39
U.D.C. FEE IN-LIEU-OF-FUNDS	65	0	0	0	0	0	65
Total	***104***	***0***	***0***	***0***	***0***	***0***	***104***
Council District(s) 7	Project Number (26-00170) - This project provides for park development and improvements to include a gazebo.						
MUNICIPAL GOLF COURSES IMPROVEMENTS							
UNISSUED CERTIFICATES OF OBLIGATION	3,800	0	2,800	0	0	0	6,600
Total	***3,800***	***0***	***2,800***	***0***	***0***	***0***	***6,600***
Council District(s) CW	Project Number (26-00090) - This project will provide for maintenance and enhancements at multiple municipal golf courses. The enhancements associated with this project, along with increased advertising, are expected to increase volume of play and yield additional revenue.						
NEIGHBORHOOD PARK ACQUISITION AND DEVELOPMENT							
U.D.C. FEE IN-LIEU-OF-FUNDS	500	500	300	200	150	150	1,800
Total	***500***	***500***	***300***	***200***	***150***	***150***	***1,800***
Council District(s) CW	Project Number (26-00056) - This project will provide for the acquisition and development of neighborhood park land through fees collected by U.D.C. fee-in-lieu requirements.						
OLMOS BASIN PARK IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	600	0	0	0	0	0	600
Total	***600***	***0***	***0***	***0***	***0***	***0***	***600***
Council District(s) 1	Project Number (26-00190) - This project provides matching funds for a Corps of Engineers grant for improvements in portions of the park to include habitat restoration, trails and interpretive features along the creekway.						
OLMOS BASIN PARK REHABILITATION & TRAIL SYSTEM DEVELOPMENT							
1999 G.O. PARK & RECREATION IMPROVEMENT BONDS	1,000	0	0	0	0	0	1,000
Total	***1,000***	***0***	***0***	***0***	***0***	***0***	***1,000***
Council District(s) 1 9	Project Number (26-00192) - This project provides additional parking for sports fields at Basse and McCullough, rehabilitate parking lots and roads, picnic area, playground, and provides for trails development within the Olmos Basin north of Hildebrand.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
PALM HEIGHTS PARK PLAYGROUND							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	157	0	0	0	0	0	*157*
Total	***157***	***0***	***0***	***0***	***0***	***0***	***157***
Council District(s)	Project Number (26-00196) - This project will replace the park playground and surfacing and will make ADA modifications.						
5							
PALO ALTO TERRACE PLAYGROUND IMPROVEMENTS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	250	0	0	0	0	0	*250*
Total	***250***	***0***	***0***	***0***	***0***	***0***	***250***
Council District(s)	Project Number (26-00205) - This project will provide for the development of park improvements to include a new playground, walking trail, and ADA modifications.						
2							
REGIONAL YOUTH SPORTS FACILITY IMPROVEMENTS							
2003 G.O. PARKS & RECREATION IMPROVEMENT BONDS	1,771	0	0	0	0	0	*1,771*
Total	***1,771***	***0***	***0***	***0***	***0***	***0***	***1,771***
Council District(s)	Project Number (26-00303) - This project provides for improvements to existing city-owned sports fields and acquisition of property and development of new city-owned sports fields at nine locations city-wide.						
CW							
RIVERWALK ACCESS AT FOOTBRIDGE							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	81	0	0	0	0	0	*81*
Total	***81***	***0***	***0***	***0***	***0***	***0***	***81***
Council District(s)	Project Number (26-00229) - This project will ramp a series of steps on the north side of the river in order to provide access from the river area to the north channel.						
1							
RIVERWALK REHABILITATION AND IMPROVEMENTS							
RIVERWALK CAPITAL IMPROVEMENT FUND	300	300	300	300	300	300	*1,800*
Total	***300***	***300***	***300***	***300***	***300***	***300***	***1,800***
Council District(s)	Project Number (26-00233) - This project will provide for the rehabilitation and repair to wallways, retaining walls, river walls, electrical, lighting, and other riverwalk infrastructure in the main loop.						
1							
SALADO CREEK GREENWAY							
PROP 3 - FY 2000 LEON CREEK AND SALADO CREEK LINEAR PARK	1,850	50	0	0	0	0	*1,900*
Total	***1,850***	***50***	***0***	***0***	***0***	***0***	***1,900***
Council District(s)	Project Number (26-00062) - This project will provide for the acquisition of creekway property along the Salado Creek to support the Greenway project.						
CW							

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
SALADO CREEK GREENWAY (BLANCO RD TO WALKER RANCH PARK)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	390	0	0	0	810	0	*1,200*
Total	***390***	***0***	***0***	***0***	***810***	***0***	***1,200***
Council District(s) 9	Project Number (26-00081) - Designs and constructs hike and bike trails along the Salado Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 1.2 miles in length.						
SALADO CREEK GREENWAY (LOOP 410 TO EISENHOWER RD)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	2,867	0	0	0	0	0	*2,867*
Total	***2,867***	***0***	***0***	***0***	***0***	***0***	***2,867***
Council District(s) 2 10	Project Number (26-00082) - Designs and constructs hike and bike trails along the Salado Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 2.8 miles in length.						
SALADO CREEK GREENWAY (MCALLISTER PARK TO LOOP 410)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	1,738	0	1,806	0	1,806	0	*5,350*
Total	***1,738***	***0***	***1,806***	***0***	***1,806***	***0***	***5,350***
Council District(s) 9 10	Project Number (26-00083) - Designs and constructs hike and bike trails along the Salado Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 5.5 miles in length.						
SALADO CREEK GREENWAY (RIGSBY RD TO S.S. LIONS PARK)							
PROP 2 - FY 2005 LEON CREEK AND SALADO CREEK LINEAR	448	0	0	932	0	0	*1,380*
Total	***448***	***0***	***0***	***932***	***0***	***0***	***1,380***
Council District(s) 9 10	Project Number (26-00080) - Designs and constructs hike and bike trails along the Salado Creek area including all associated trailheads, trails and amenities for a stretch of creek approximately 1.4 miles in length.						
SALADO CREEK HIKE AND BIKE PHASE II							
PROP 3 - FY 2000 LEON CREEK AND SALADO CREEK LINEAR PARK	500	0	0	0	0	0	*500*
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s) 2	Project Number (23-00181) - This project will construct a hike and bike trail along the Salado Creek from Willow Springs Golf Course to Binz-Engelman Road.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
SAN ANTONIO NATATORIUM BLEACHERS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	65	0	0	0	0	0	65
Total	***65***	***0***	***0***	***0***	***0***	***0***	***65***
Council District(s): 5	Project Number (26-00509) - This project will replace bleachers and repair the flooring at the natatorium.						
SKYLINE PARK IMPROVEMENTS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	126	0	0	0	0	0	126
Total	***126***	***0***	***0***	***0***	***0***	***0***	***126***
Council District(s): 2	Project Number (26-00428) - This project will provide for the development of park improvements which may include a covered basketball court and ADA improvements.						
SOUTHSIDE LIONS PARK DAM AND SPILLWAY							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	1,348	0	0	0	0	0	1,348
Total	***1,348***	***0***	***0***	***0***	***0***	***0***	***1,348***
Council District(s): 3	Project Number (26-00255) - This project will repair the Southside Lions Park lake dam and spillway and provide associated civil engineering work.						
SOUTHSIDE LIONS PARK DRAINAGE							
COMMUNITY DEVELOPMENT BLOCK GRANT	95	0	0	0	0	0	95
Total	***95***	***0***	***0***	***0***	***0***	***0***	***95***
Council District(s): 4	Project Number (26-00429) - The project will provide for a drainage improvement for the park behind the community center and the alleyway/roadway.						
SOUTHSIDE LIONS PARK POOL DRAINAGE							
COMMUNITY DEVELOPMENT BLOCK GRANT	117	0	0	0	0	0	117
Total	***117***	***0***	***0***	***0***	***0***	***0***	***117***
Council District(s): 3	Project Number (26-00041) - This project will connect the pool facility drainage lines to the sanitary sewer system.						
SPICEWOOD PARK PLAYGROUND							
U.D.C. FEE IN-LIEU-OF-FUNDS	53	0	0	0	0	0	53
Total	***53***	***0***	***0***	***0***	***0***	***0***	***53***
Council District(s): 4	Project Number (26-00086) - Provides for the development of park playground.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
RECREATION & CULTURE							
PARKS							
SUNRISE PARK BASKETBALL COURT							
U.D.C. FEE IN-LIEU-OF-FUNDS	50	0	0	0	0	0	*50*
Total	***50***	***0***	***0***	***0***	***0***	***0***	***50***
Council District(s) 2	Project Number (26-00085) - Provides for the development of basic park amenities including a basketball court.						
VOELCKER PROPERTY PARK LAND ACQUISITION							
2006 ISSUED TAX NOTES	16,500	0	0	0	0	0	*16,500*
Total	***16,500***	***0***	***0***	***0***	***0***	***0***	***16,500***
Council District(s) 9	Project Number (26-00075) - Acquisition of 107 acres of park land in area located between Blanco Road and N.W. Military Highway at Wurzbach Parkway.						
WESTSIDE YMCA STRUCTURAL REPAIRS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	456	0	0	0	0	0	*456*
Total	***456***	***0***	***0***	***0***	***0***	***0***	***456***
Council District(s) 5	Project Number (26-00435) - This project will complete structural repairs to the flooring in a portion of the building.						
TOTAL PARKS	***97,055***	***45,457***	***15,599***	***8,751***	***6,816***	***2,450***	***176,128***
TOTAL RECREATION & CULTURE	***120,788***	***45,457***	***15,599***	***8,751***	***6,816***	***2,450***	***199,861***
TRANSPORTATION							
AIR TRANSPORTATION							
3DI NEW TERMINAL EXPANSION							
AIRPORT REVENUE BONDS	546	136	0	0	0	0	*682*
Total	***546***	***136***	***0***	***0***	***0***	***0***	***682***
Council District(s) 9	Project Number (33-00103) - Architectural, engineering and planning services for the Terminal Expansion Program at International Airport to include Concourse B and C, elevated roadway system, utility infrastructure, central plant upgrade and airside aprons.						
AIRSTAR SEWER & DRAINAGE IMPROVEMENTS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	380	0	0	0	0	0	*380*
Total	***380***	***0***	***0***	***0***	***0***	***0***	***380***
Council District(s) 9	Project Number (33-00181) - The sewer improvements consist of a pump station and force main to the SAWS system and the removal of the current septic tank & drainfield. The drainage improvements will facilitate the construction of new planned tenant facilities.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
ARFF RING DOWN & PAGING SYSTEM							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	150	0	0	0	0	0	*150*
Total	***150***	***0***	***0***	***0***	***0***	***0***	***150***

Council District(s)
9

Project Number (33-00002) - Replacement of the Ringdown and Paging System (RPS) at San Antonio International Airport. The RPS will provide a communication link between the control tower and the Airport Fire Station in case of emergencies. The RPS will also provide a paging system at the Airport Fire Station. By replacing the current system, SAT seeks to enhance the safety of the Airport and meet federal, state and local laws governing airport operations.

AUTOMATIC VEHICLE IDENTIFICATION EMPLOYEE LOT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	120	0	0	0	0	*120*
Total	***0***	***120***	***0***	***0***	***0***	***0***	***120***

Council District(s)
9

Project Number (33-00150) - This project includes the installation of an Automatic Vehicle Identification (AVI) system at the employee lot to replace the current badge ID system.

AVIATION PROJECT MANAGEMENT							
AIRPORT REVENUE BONDS	22,330	0	0	0	0	0	*22,330*
Total	***22,330***	***0***	***0***	***0***	***0***	***0***	***22,330***

Council District(s)
9

Project Number (33-00101) - This work consists of program and construction management of the ongoing Expansion Program at International Airport. The New Terminal Expansion program consists of several major projects, including two new terminals, a 3,000-space five-level parking garage, two- level roadway system, utility improvements, aircraft parking apron, and demolition of Terminal 2.

BUILDING EVALUATION & RENOVATIONS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	100	100	100	100	100	100	*600*
Total	***100***	***100***	***100***	***100***	***100***	***100***	***600***

Council District(s)
3 9

Project Number (33-00106) - The project provides for the inspection of City-owned tenant occupied facilities on airport grounds to insure they meet code requirements and are suitable for leasing. Renovations will be performed where and when necessary.

BUILDING UPGRADES AND IMPROVEMENTS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	500	500	500	0	500	0	*2,000*
Total	***500***	***500***	***500***	***0***	***500***	***0***	***2,000***

Council District(s)
9

Project Number (33-00111) - The project includes building modifications and capital improvements to City-owned facilities throughout airport property.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
CAPITAL PROJECTS - SURVEYING AND PLATTING FEES							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	110	110	110	110	110	110	*660*
Total	***110***	***110***	***110***	***110***	***110***	***110***	***660***
Council District(s): 3 9	Project Number (33-00125) - This project is for the participation in the "Fee-In-Lieu Of" Onsite Detention Pond Policy. This is required in order to plat the undeveloped property on airport in support of the economic development policy.						
CONSOLIDATED OPERATIONS FACILITY							
AIRPORT REVENUE BONDS	400	4,000	0	0	0	0	*4,400*
Total	***400***	***4,000***	***0***	***0***	***0***	***0***	***4,400***
Council District(s): 9	Project Number (33-00157) - This project includes the construction of a new facility to accommodate the Aviation Department's divisions displaced by the new terminal construction.						
EAST AIR CARGO EXPANSION PHASE III							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	0	181	0	0	*181*
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	325	3,700	0	0	*4,025*
AIRPORT REVENUE BONDS	0	0	108	1,053	0	0	*1,161*
Total	***0***	***0***	***433***	***4,933***	***0***	***0***	***5,367***
Council District(s): 9	Project Number (33-00158) - This project includes the third expansion to the East Air Cargo Facility at the International Airport. This continues the policy of providing adequate cargo handling facilities.						
EAST AIR CARGO EXPANSION PHASE IV							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	0	0	1,233	0	*1,233*
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	0	3,700	0	*3,700*
Total	***0***	***0***	***0***	***0***	***4,933***	***0***	***4,933***
Council District(s): 9	Project Number (33-00169) - This project includes the fourth expansion to the East Air Cargo Facility at the International Airport. This continues the policy of providing adequate cargo handling facilities.						
EMERGENCY CALL STATIONS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	150	0	0	0	0	*150*
Total	***0***	***150***	***0***	***0***	***0***	***0***	***150***
Council District(s): 9	Project Number (33-00171) - This project will provide for the installation of emergency call stations throughout the new parking lots in order to enhance security.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
ENVIRONMENTAL ASSESSMENT /CLEANUP							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	150	150	150	150	150	150	*900*
Total	***150***	***150***	***150***	***150***	***150***	***150***	***900***
Council District(s) 3 9	Project Number (33-00121) - This project provides for the assessment and remediation of any soil and/or groundwater contamination, asbestos, lead-based paint, or any other environmental concerns located at either International or Stinson Airport.						
EXTEND RUNWAY 21 & TAXIWAY N							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	11,400	3,150	0	0	0	*14,550*
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	3,800	1,050	0	0	0	*4,850*
Total	***0***	***15,200***	***4,200***	***0***	***0***	***0***	***19,400***
Council District(s) 9	Project Number (33-00160) - This project extends Runway 21 and Taxiway "N" a distance of 1,000 feet in support of increased air traffic and will enhance the airport's capacity.						
FINANCIAL MANAGEMENT SYSTEM							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	1,000	0	0	0	0	0	*1,000*
Total	***1,000***	***0***	***0***	***0***	***0***	***0***	***1,000***
Council District(s) 3 9	Project Number (33-00162) - Due to the unique aspect of Airport revenue contracts, additional software is required to interface with the City-Wide ERM System, which will provide for the complex accounting needs inherent to the aviation industry. The cost will include the interfaces.						
LAND ACQUISITION (281 AND LOOP 410)							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	3,000	0	0	0	0	0	*3,000*
Total	***3,000***	***0***	***0***	***0***	***0***	***0***	***3,000***
Council District(s) 9	Project Number (33-00164) - With the acquisition of the 281/410 Interchange ROW by TxDOT, there are remnants contiguous with airport property. This project provides for the acquisition of these parcels to be integrated into the North Loop Service Redevelopment.						
LAND ACQUISITION (VARIOUS SITES)							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	500	0	0	0	0	0	*500*
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s) 9	Project Number (33-00172) - This project will provide for the acquisition of various land parcels surrounding the International Airport.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
LAND ACQUISITION RW 12R/30L RPZ							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	0	3,800	2,400	*6,200*
AIRPORT PASSENGER FACILITY CHARGE	0	0	0	0	1,267	800	*2,067*
Total	***0***	***0***	***0***	***0***	***5,067***	***3,200***	***8,267***
Council District(s) 9	Project Number (33-00175) - This project will provide for the first year of a program to acquire parcels that are located within the Runway Protection Zone (RPZ) of Runway 12R/30L as identified in the Land Use Study project. The Airport currently owns the majority of the property within the RPZ. This project would address the remaining parcels.						
LAND RECLAMATION & DEVELOPMENT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	0	0	0	2,500	*2,500*
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	0	0	7,500	*7,500*
Total	***0***	***0***	***0***	***0***	***0***	***10,000***	***10,000***
Council District(s) 9	Project Number (33-00143) - This project is a multi-year effort to re-align Salado Creek located on the north side of the airport. This re-alignment and reclamation will open this area to future aviation related development.						
LAND USE STUDY							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	30	0	0	0	0	0	*30*
AIRPORT IMPROVEMENT PROGRAM GRANT	120	0	0	0	0	0	*120*
Total	***150***	***0***	***0***	***0***	***0***	***0***	***150***
Council District(s) 9	Project Number (33-00116) - The update of the land use study to reflect changes in the noise contours resulting from the Noise Compatibility Program Update. This will be used then to re-assess the program as presented in the current Study.						
MASTER PLAN UPDATE AT SAN ANTONIO INTERNATIONAL AIRPORT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	0	667	0	0	*667*
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	2,000	0	0	*2,000*
Total	***0***	***0***	***0***	***2,667***	***0***	***0***	***2,667***
Council District(s) 9	Project Number (33-00146) - This project updates the 1998 Airport Master Plan for San Antonio International Airport. This update will be used as a planning and programming tool for future capital development.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
NEW FREIGHT FACILITIES							
AIRPORT REVENUE BONDS	451	5,984	0	0	0	0	*6,435*
Total	***451***	***5,984***	***0***	***0***	***0***	***0***	***6,435***
Council District(s) 9	Project Number (33-00108) - This project provides for the construction of a new freight logistics facility building, parking lot, and storage areas to replace the west cargo facility, which is nearly 25 years old and is approaching its useful life cycle.						
NEW PARKING FACILITY							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	61	0	0	0	0	0	*61*
AIRPORT REVENUE BONDS	3,712	0	0	0	0	0	*3,712*
Total	***3,773***	***0***	***0***	***0***	***0***	***0***	***3,773***
Council District(s) 9	Project Number (33-00100) - This project provides construction of a new parking garage in order to accommodate increases in parking demand consistent with the master plan.						
NEW TERMINAL EXPANSION - PROJECT 5 - TERMINAL C							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	15,906	775	0	0	*16,681*
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	0	27,481	1,180	0	0	*28,661*
AIRPORT REVENUE BONDS	0	0	25,483	0	0	0	*25,483*
Total	***0***	***0***	***68,870***	***1,955***	***0***	***0***	***70,825***
Council District(s) 9	Project Number (33-00154) - This project includes construction of a new five-gate terminal to be integrated with Terminal B. The construction is consistent with the master plan and is the second phase of the Terminal Expansion project. While this project is scheduled for FY08, the actual start date will be dictated by enplanements and gate demands.						
NEW TERMINAL EXPANSION - PROJECT 6 - ROADWAY AND UTILITIES							
AIRPORT PASSENGER FACILITY CHARGE	27	0	0	0	0	0	*27*
AIRPORT PASSENGER FACILITY CHARGE BONDS	32	0	0	0	0	0	*32*
Total	***59***	***0***	***0***	***0***	***0***	***0***	***59***
Council District(s) 9	Project Number (33-00153) - This project includes construction of a bi-level roadway system to serve the upper and lower levels of Terminals B & C. It also includes construction of a utility corridor located primarily within the roadway alignment.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
NEW TERMINAL EXPANSION - PROJECT 7 - TERMINAL 2 DEMOLITION							
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	50	2,943	0	0	0	*2,993*
Total	***0***	***50***	***2,943***	***0***	***0***	***0***	***2,993***

Council District(s)

9

Project Number (33-00204) - This project is the demolition of Terminal 2 upon the completion of Terminal B. This demolition will permit the construction of Terminal C and the second phase construction of the aircraft parking apron.

NEW TERMINAL EXPANSION - PROJ 3 - UTILITIES AND DEMOLITION							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	59	0	0	0	0	0	*59*
AIRPORT PASSENGER FACILITY CHARGE BONDS	124	0	0	0	0	0	*124*
AIRPORT REVENUE BONDS	5	0	0	0	0	0	*5*
Total	***188***	***0***	***0***	***0***	***0***	***0***	***188***

Council District(s)

9

Project Number (33-00208) - This project includes construction of temporary and permanent utilities to maintain service to Terminals 1 & 2 during construction of Terminal B. This project also includes demolition of surplus buildings and covered walkways in preparation of Terminal B and the new roadway system.

NEW TERMINAL EXPANSION - PROJ 9 - CENTRAL PLANT MODIFICATION							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	956	0	0	0	0	0	*956*
AIRPORT PASSENGER FACILITY CHARGE	1,020	0	0	0	0	0	*1,020*
AIRPORT PASSENGER FACILITY CHARGE BONDS	1,545	0	0	0	0	0	*1,545*
Total	***3,521***	***0***	***0***	***0***	***0***	***0***	***3,521***

Council District(s)

9

Project Number (33-00156) - This project includes the installation of a new chiller and associated equipment to serve the new Terminals B & C. Modifications and upgrades to existing equipment will also be performed to increase capacity and meet code requirements.

NEW TERMINAL EXPANSION - PROJECT 11 - WAYFINDING & SIGNAGE							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	385	110	0	0	*495*
Total	***0***	***0***	***385***	***110***	***0***	***0***	***495***

Council District(s)

9

Project Number (33-00147) - This project is an airport-wide conversion of all wayfinding and signage in support of the opening of Terminal B, and subsequent renaming of Terminal 1 to Terminal A. Following phases of this work will be required to support the demolition of Terminal 2, and opening of Terminal C.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
NEW TERMINAL EXPANSION - PROJECT 12-TERMINAL 1 MODIFICATIONS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	1,338	0	0	0	*1,338*
AIRPORT PASSENGER FACILITY CHARGE	0	0	590	0	0	0	*590*
AIRPORT PASSENGER FACILITY CHARGE BONDS	9,105	0	309	0	0	0	*9,414*
AIRPORT REVENUE BONDS	0	0	931	0	0	0	*931*
Total	***9,105***	***0***	***3,168***	***0***	***0***	***0***	***12,273***

Council District(s)

9

Project Number (33-00152) - This project will modify Terminal 1 airline tenant areas and cover other relocation costs associated with the demolition of Terminal 2. In addition, this project will expand the check- point security area to provide an additional service lane and modify the existing baggage handling system to allow the removal of the large security screening equipment from the ticketing lobby.

NEW TERMINAL EXPANSION - PROJECT 4 - TERMINAL B							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	6,130	725	0	0	0	0	*6,855*
AIRPORT PASSENGER FACILITY CHARGE	3,590	0	1,180	0	0	0	*4,770*
AIRPORT PASSENGER FACILITY CHARGE BONDS	50,060	0	0	0	0	0	*50,060*
AIRPORT REVENUE BONDS	10,369	0	0	0	0	0	*10,369*
Total	***70,149***	***725***	***1,180***	***0***	***0***	***0***	***72,054***

Council District(s)

9

Project Number (33-00151) - This project includes construction of a new seven-gate terminal, integral with and west of Terminal 1. The construction is consistent with the master plan and is the first of a multi- phase terminal expansion program.

NEW TERMINAL EXPANSION - PROJECT 8 - AIRSIDE APRON AND UTILI							
AIRPORT IMPROVEMENT PROGRAM GRANT	5,400	12,825	0	0	0	0	*18,225*
AIRPORT PASSENGER FACILITY CHARGE	900	2,137	0	0	0	0	*3,037*
AIRPORT PASSENGER FACILITY CHARGE BONDS	900	2,138	0	0	0	0	*3,038*
Total	***7,200***	***17,100***	***0***	***0***	***0***	***0***	***24,300***

Council District(s)

9

Project Number (33-00004) - This project consists of the second phase of apron and utility work, which includes construction of aircraft parking apron supporting the new Terminals B & C. It also includes demolition and relocation of utilities located underneath the existing apron pavement. This second phase of construction will begin upon completion of the demolition of Terminal 2.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
NORTH LOOP SERVICE CENTER SITE REDEVELOPMENT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	500	0	2,000	0	0	0	*2,500*
Total	***500***	***0***	***2,000***	***0***	***0***	***0***	***2,500***
Council District(s) 9	Project Number (33-00166) - This project provides for the infrastructure development in support of the redevelopment of the North Loop Service Center.						
PARKING REVENUE CONTROL SYSTEM							
AIRPORT REVENUE BONDS	3,913	0	0	0	0	0	*3,913*
Total	***3,913***	***0***	***0***	***0***	***0***	***0***	***3,913***
Council District(s) 9	Project Number (33-00196) - This project replaces the existing system with an integrated revenue control system for parking and other ground transportation operations. This system will accommodate future development, such as the new parking facility, and have flexibility to accommodate changes to the ground transportation operations as they occur.						
PAY ON FOOT CAMERAS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	15	0	0	0	*15*
Total	***0***	***0***	***15***	***0***	***0***	***0***	***15***
Council District(s) 9	Project Number (33-00177) - This project includes the installation of security cameras for surveillance of the parking pay on foot facilities.						
PERIMETER ROAD RECONSTRUCTION AT SAIA							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	1,600	0	0	*1,600*
AIRPORT PASSENGER FACILITY CHARGE	0	0	0	534	0	0	*534*
Total	***0***	***0***	***0***	***2,134***	***0***	***0***	***2,134***
Council District(s) 9	Project Number (33-00005) - This project includes the reconstruction of approximately 5,500 feet of perimeter road from 410 to East Air Cargo with concrete pavement. This portion of perimeter road is a vital link between the terminal area and the cargo facility.						
RECONSTRUCT TAXIWAY E							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	0	1,500	0	*1,500*
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	0	0	0	500	0	*500*
Total	***0***	***0***	***0***	***0***	***2,000***	***0***	***2,000***
Council District(s) 9	Project Number (33-00194) - This project includes the reconstruction of a portion of Taxiway E, located east of Runway 3/21.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
RESIDENTIAL ACOUSTICAL TREATMENT PROGRAM							
AIRPORT IMPROVEMENT PROGRAM GRANT	10,000	5,000	5,000	5,000	5,000	0	30,000
AIRPORT PASSENGER FACILITY CHARGE	2,500	1,250	1,250	1,250	0	0	6,250
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	0	0	0	1,250	0	1,250
Total	***12,500***	***6,250***	***6,250***	***6,250***	***6,250***	***0***	***37,500***

Council District(s)
9 10

Project Number (33-00170) - This project is the ongoing construction for the Residential Acoustical Treatment Program whereby residences located within eligible noise exposure levels will be renovated to reduce interior noise.

RUNWAY 12R HOLDING BAY EXTENSION							
AIRPORT IMPROVEMENT PROGRAM GRANT	1,000	0	0	0	0	0	1,000
AIRPORT PASSENGER FACILITY CHARGE	333	0	0	0	0	0	333
Total	***1,333***	***0***	***0***	***0***	***0***	***0***	***1,333***

Council District(s)
9

Project Number (33-00184) - The implementation of the new FAA POFZ by January 1, 2007 has resulted in the need to reconfigure this holding bay. This together with a need to increase operational efficiency drives the need for this project. The new POFZ requirements will be handled by Aviation Dept. Staff by Jan. 1st; the holding bay work is not tied to the Jan 1st deadline.

RUNWAY 12R REHABILITATION							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	0	0	0	0	2,233	2,233
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	0	0	0	6,700	6,700
Total	***0***	***0***	***0***	***0***	***0***	***8,933***	***8,933***

Council District(s)
9

Project Number (33-00178) - This project provides for the rehabilitation to primary Runway 12R resulting from life cycle analysis. Portions of this runway are approaching 30 years old.

RUNWAY SAFETY ACTION TEAM (RSAT) AIRFIELD IMPROVEMENTS							
AIRPORT IMPROVEMENT PROGRAM GRANT	2,025	0	0	0	0	0	2,025
AIRPORT PASSENGER FACILITY CHARGE	675	0	0	0	0	0	675
Total	***2,700***	***0***	***0***	***0***	***0***	***0***	***2,700***

Council District(s)
9

Project Number (33-00180) - This project will fund the reconfiguration of the Runway 3, Taxiway N, Taxiway G, Taxiway E intersection as a recommendation from FAA's Runway Safety Action Team (RSAT). This will improve safety by reducing the potential of runway incursions.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
SKY PLACE SITE IMPROVEMENTS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	200	0	0	0	0	0	200
Total	***200***	***0***	***0***	***0***	***0***	***0***	***200***
Council District(s) 9	Project Number (33-00182) - This project provides infrastructure improvements in support of new tenant construction. This project is contingent upon completion of the Sky Place Box Culvert project.						
STINSON (SSF) COMPASS CALIBRATION PAD							
STINSON REVOLVING FUND	8	0	0	0	0	0	8
TEXAS DEPARTMENT OF TRANSPORTATION	67	0	0	0	0	0	67
Total	***75***	***0***	***0***	***0***	***0***	***0***	***75***
Council District(s) 3	Project Number (33-00006) - This project includes the site selection and construction of a compass calibration pad that will be used to properly adjust aircraft instruments. Airport tenants have requested that an approved compass calibration pad be installed at Stinson.						
STINSON (SSF) HANGER 7 RENOVATION							
STINSON REVOLVING FUND	0	0	0	0	500	0	500
Total	***0***	***0***	***0***	***0***	***500***	***0***	***500***
Council District(s) 3	Project Number (33-00008) - This project will provide for the renovation of the historically recognized Hanger 7 at Stinson Airport.						
STINSON (SSF) HANGERS 1 AND 2 PAINTING							
STINSON REVOLVING FUND	30	0	0	0	0	0	30
TEXAS DEPARTMENT OF TRANSPORTATION	30	0	0	0	0	0	30
Total	***60***	***0***	***0***	***0***	***0***	***0***	***60***
Council District(s) 3	Project Number (33-00007) - This project will provide for the replacement of rotten wood end gables and painting of Hangers 1 and 2 at Stinson Airport.						
STINSON (SSF) LAND ACQUISITION & UTILITIES							
STINSON REVOLVING FUND	0	411	0	0	0	0	411
TEXAS DEPARTMENT OF TRANSPORTATION	0	389	0	0	0	0	389
Total	***0***	***800***	***0***	***0***	***0***	***0***	***800***
Council District(s) 3	Project Number (33-00183) - This project includes the acquisition of approximately 70 acres of additional property for Stinson and the utility infrastructure necessary to support aviation development in this area.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
STINSON (SSF) NEW ENTRANCE AND DIRECTIONAL SIGNAGE							
STINSON REVOLVING FUND	0	50	0	0	0	0	*50*
Total	***0***	***50***	***0***	***0***	***0***	***0***	***50***
Council District(s) 3	Project Number (33-00011) - This project includes the installation of landside entrance and directional signs at Stinson Airport.						
STINSON (SSF) PAPIS (APPROACH NAVIGATIONAL AIDES)							
TEXAS DEPARTMENT OF TRANSPORTATION	164	0	0	0	0	0	*164*
Total	***164***	***0***	***0***	***0***	***0***	***0***	***164***
Council District(s) 3	Project Number (33-00185) - This project includes the installation of PAPIs (approach navigational aids) on both runways to replace the old VASI systems.						
STINSON (SSF) PCC JOINT REPLACEMENT							
STINSON REVOLVING FUND	0	30	0	0	0	0	*30*
TEXAS DEPARTMENT OF TRANSPORTATION	0	30	0	0	0	0	*30*
Total	***0***	***60***	***0***	***0***	***0***	***0***	***60***
Council District(s) 3	Project Number (33-00013) - This project will provide for the routine maintenance of concrete pavement at Stinson Airport by replacing the joint materials and extending the pavement's useful life.						
STINSON (SSF) PILOT LOUNGE WEATHER EQUIPMENT							
STINSON REVOLVING FUND	30	0	0	0	0	0	*30*
TEXAS DEPARTMENT OF TRANSPORTATION	30	0	0	0	0	0	*30*
Total	***60***	***0***	***0***	***0***	***0***	***0***	***60***
Council District(s) 3	Project Number (33-00014) - This project will provide for grant-eligible equipment to be used by pilots for weather planning.						
STINSON (SSF) RELOCATE LOCALIZER							
STINSON REVOLVING FUND	0	0	60	0	0	0	*60*
TEXAS DEPARTMENT OF TRANSPORTATION	0	0	540	0	0	0	*540*
Total	***0***	***0***	***600***	***0***	***0***	***0***	***600***
Council District(s) 3	Project Number (33-00015) - This project will provide for the relocation of the localizer currently placed approximately 1 mile south of Stinson Airport. The localizer will be moved onto airport property, to facilitate improved approaches into Stinson Airport.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
STINSON (SSF) RUNWAY 14 REILS (APPROACH NAVIGATIONAL AIDES)							
TEXAS DEPARTMENT OF TRANSPORTATION	47	0	0	0	0	0	*47*
Total	***47***	***0***	***0***	***0***	***0***	***0***	***47***
Council District(s) 3	Project Number (33-00186) - This project includes the replacement of REILS (Approach Navigational Aides) on Runway 14 at Stinson Airport.						
STINSON (SSF) RUNWAY 32 RUNUP PAD							
TEXAS DEPARTMENT OF TRANSPORTATION	111	0	0	0	0	0	*111*
Total	***111***	***0***	***0***	***0***	***0***	***0***	***111***
Council District(s) 3	Project Number (33-00187) - This project includes the construction of a runup pad at the end of Runway 32 at Stinson to promote more efficient airfield operations and minimize delays.						
STINSON (SSF) RUNWAY 9/27 OVERLAY AND EXTENSION							
TEXAS DEPARTMENT OF TRANSPORTATION	1,772	0	0	0	0	0	*1,772*
Total	***1,772***	***0***	***0***	***0***	***0***	***0***	***1,772***
Council District(s) 3	Project Number (33-00188) - This project includes extending Runway 9/27 at Stinson approximately 200 feet in order to increase the total length to 5,000 feet. This project also includes the overlay of the runway and the replacement of runway edge lights.						
STINSON (SSF) SECURITY CAMERAS							
STINSON REVOLVING FUND	15	0	0	0	0	0	*15*
TEXAS DEPARTMENT OF TRANSPORTATION	135	0	0	0	0	0	*135*
Total	***150***	***0***	***0***	***0***	***0***	***0***	***150***
Council District(s) 3	Project Number (33-00016) - This project includes the installation of security cameras at Stinson Airport to be monitored by the communications center at International Airport.						
STINSON (SSF) SECURITY FENCING							
STINSON REVOLVING FUND	5	0	0	0	0	0	*5*
TEXAS DEPARTMENT OF TRANSPORTATION	45	0	0	0	0	0	*45*
Total	***50***	***0***	***0***	***0***	***0***	***0***	***50***
Council District(s) 3	Project Number (33-00017) - This project includes the installation of security fencing on Stinson Airport property located north of 99th street. This will allow additional property to be accessed from the Air Operations Area (AOA).						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
STINSON (SSF) T HANGAR TAXILANE							
TEXAS DEPARTMENT OF TRANSPORTATION	134	0	0	0	0	0	*134*
Total	***134***	***0***	***0***	***0***	***0***	***0***	***134***
Council District(s) 3	Project Number (33-00189) - This project includes the reconstruction of old pavement to current taxilane criteria in support of new T-Hangar construction at Stinson.						
STINSON (SSF) TAXIWAY A RECONSTRUCTION							
TEXAS DEPARTMENT OF TRANSPORTATION	260	0	0	0	0	0	*260*
Total	***260***	***0***	***0***	***0***	***0***	***0***	***260***
Council District(s) 3	Project Number (33-00191) - This project includes the reconstruction of Taxiway A at Stinson together with the replacement of the taxiway edge lights.						
STINSON (SSF) TAXIWAYS D, D1 & D2 EXTENSIONS							
TEXAS DEPARTMENT OF TRANSPORTATION	658	0	0	0	0	0	*658*
Total	***658***	***0***	***0***	***0***	***0***	***0***	***658***
Council District(s) 3	Project Number (33-00192) - This project includes the extension of taxiways at Stinson to improve operational logistics and to improve airfield access.						
STINSON (SSF) TXDOT PROJECT DESIGN							
TEXAS DEPARTMENT OF TRANSPORTATION	211	0	0	0	0	0	*211*
Total	***211***	***0***	***0***	***0***	***0***	***0***	***211***
Council District(s) 3	Project Number (33-00019) - This project will provide for the design fees for the Runway 9/27 upgrade, reconstruct Taxiway A, extend taxiways, construct RW 32 runup pad, and the replacement of navigational aides projects at Stinson Airport, which are partially funded by TXDOT.						
STINSON (SSF) WEST APRON IMPROVEMENTS							
STINSON REVOLVING FUND	0	18	0	0	0	0	*18*
TEXAS DEPARTMENT OF TRANSPORTATION	0	150	0	0	0	0	*150*
Total	***0***	***168***	***0***	***0***	***0***	***0***	***168***
Council District(s) 3	Project Number (33-00020) - This project will provide for the completion of a portion of aircraft ramp that was left unpaved due to utilities directly below the surface. The utilities (sewer lines) will be removed by SAWS in 2007.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
STINSON (SSF) STRUCTURAL OVERLAY RW 14/32							
STINSON REVOLVING FUND	0	0	120	0	0	0	*120*
TEXAS DEPARTMENT OF TRANSPORTATION	0	0	1,080	0	0	0	*1,080*
Total	***0***	***0***	***1,200***	***0***	***0***	***0***	***1,200***
Council District(s) 3	Project Number (33-00018) - This project will provide for an overlay to Runway 14/32, which will extend its useful life. Ramp and taxiway pavements will also receive an overlay to facilitate aircraft movement to and from the runways.						
STINSON (SSF) NEW AIR TRAFFIC CONTROL TOWER							
STINSON REVOLVING FUND	50	160	0	0	0	0	*210*
TEXAS DEPARTMENT OF TRANSPORTATION	450	1,440	0	0	0	0	*1,890*
Total	***500***	***1,600***	***0***	***0***	***0***	***0***	***2,100***
Council District(s) 3	Project Number (33-00010) - This project includes the site selection, design, and construction of a new air traffic control tower (ATCT) at Stinson Airport. A new ATCT will eliminate anticipated line-of-sight issues that will occur with future development. This project will be funded through a set-aside TXDOT grant program.						
TAXIWAY G RECONSTRUCTION							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	0	525	10,275	0	0	*10,800*
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	0	175	3,425	0	0	*3,600*
Total	***0***	***0***	***700***	***13,700***	***0***	***0***	***14,400***
Council District(s) 9	Project Number (33-00193) - This project includes the reconstruction of Taxiway G from Taxiway L to the approach of Runway 12R. Portions of Taxiway G are over 25 years old and are approaching the end of their useful life cycle.						
TAXIWAY Q EXTENSION							
AIRPORT IMPROVEMENT PROGRAM GRANT	0	225	2,225	0	0	0	*2,450*
AIRPORT PASSENGER FACILITY CHARGE BONDS	0	75	742	0	0	0	*817*
Total	***0***	***300***	***2,967***	***0***	***0***	***0***	***3,267***
Council District(s) 9	Project Number (33-00195) - This project will extend Taxiway Q approximately 1,000 feet to provide access from the east side of Runway 21. This project is in support of the Runway 21 Extension project.						
TERMINAL 1 AUTOMATIC DOORS							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	500	0	0	0	0	0	*500*
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s) 9	Project Number (33-00199) - This project includes the replacement of the automatic doors in Terminal 1.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
TERMINAL 1 CONVEYORS REPLACEMENT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	750	0	0	0	0	0	750
Total	***750***	***0***	***0***	***0***	***0***	***0***	***750***
Council District(s) 9	Project Number (33-00200) - This project includes the procurement and installation of new baggage conveyors for Terminal 1.						
TERMINAL 1 ELEVATORS REPLACEMENT							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	600	0	0	0	0	0	600
Total	***600***	***0***	***0***	***0***	***0***	***0***	***600***
Council District(s) 9	Project Number (33-00201) - This project includes the replacement of all public elevators in Terminal 1.						
TERMINAL 1 PANEL JOINT SEALING							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	350	0	0	0	0	0	350
Total	***350***	***0***	***0***	***0***	***0***	***0***	***350***
Council District(s) 9	Project Number (33-00202) - This project includes the re-sealing of the exterior metal panel on Terminal 1.						
TERMINAL 1 ROOF							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	500	0	0	0	0	500
Total	***0***	***500***	***0***	***0***	***0***	***0***	***500***
Council District(s) 9	Project Number (33-00203) - This project includes the replacement of the Terminal 1 roof at the International Airport.						
WETMORE ROAD TURNING LANE							
AIRPORT IMPROVEMENT & CONTINGENCY FUND	0	140	0	0	0	0	140
Total	***0***	***140***	***0***	***0***	***0***	***0***	***140***
Council District(s) 9	Project Number (33-00212) - This project includes widening Wetmore Road to provide turning lanes into freight tenant facilities at the East Air Cargo site. This is in support of the East Air Cargo Landside Improvements project and tenant development.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
AIR TRANSPORTATION							
TOTAL AIR TRANSPORTATION	*151,360*	*54,193*	*95,771*	*32,109*	*19,610*	*22,493*	*375,536*
STREETS							
36TH STREET RECONSTRUCTION (US 90 TO KELLY AFB ENTRANCE)							
UNISSUED CERTIFICATES OF OBLIGATION	525	0	0	0	0	0	*525*
Total	***525***	***0***	***0***	***0***	***0***	***0***	***525***

Council District(s)

5

Project Number (23-00839) - This project will provide the City's share to widen the primary access roadway to Kelly AFB from 4 lanes to 7 lanes, with curbs, sidewalks, drainage and includes engineering, right-of- way, and utility relocation. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/FDP Program.

ALAMO / BROADWAY CORRIDOR BICYCLE TRANSPORTATION							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	13	0	0	0	0	0	*13*
2004 ISSUED CERTIFICATES OF OBLIGATION	55	0	0	0	0	0	*55*
Total	***68***	***0***	***0***	***0***	***0***	***0***	***68***

Council District(s)

1 2

Project Number (23-00925) - This project will provide for signage and markings for bike lanes on Alamo or Broadway from Houston Street to Brackenridge Park. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.

ATD-AUDIBLE COUNTDOWN PEDESTRIAN SIGNALS							
ADVANCED TRANSPORTATION DISTRICT	78	85	85	85	85	85	*503*
Total	***78***	***85***	***85***	***85***	***85***	***85***	***503***

Council District(s)

CW

Project Number (23-00083) - This project will provide voice indication for improved safety of sight-impaired pedestrians at crosswalks. Audibly indicates location of activation button and when the desired crossing has been given a green signal.

ATD-BIKE FACILITIES/POSTS/RACKS							
ADVANCED TRANSPORTATION DISTRICT	50	125	125	125	125	125	*675*
Total	***50***	***125***	***125***	***125***	***125***	***125***	***675***

Council District(s)

CW

Project Number (23-00005) - This project will adjust a traffic signal to optimize the movement of traffic through an intersection, based on the number of vehicles typically using the intersection during the most heavily traveled hours of the day.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
ATD-BUS PADS							
ADVANCED TRANSPORTATION DISTRICT	1,658	1,200	1,200	1,200	1,200	1,200	7,658
Total	***1,658***	***1,200***	***1,200***	***1,200***	***1,200***	***1,200***	***7,658***
Council District(s)							
CW	Project Number (23-00079) - This project will provide for the installation of concrete reinforcement at or beneath the street surface for deceleration/acceleration at VIA bus stops and routes to prevent pavement damage caused by repeated braking and accelerating of heavy vehicles.						
ATD-COMFORT STATIONS							
ADVANCED TRANSPORTATION DISTRICT	500	0	0	0	0	0	500
Total	***500***	***0***	***0***	***0***	***0***	***0***	***500***
Council District(s)							
CW	Project Number (23-00006) - This project will install additional bike parking facilities (lockers or racks) in areas that are adjacent to or in conjunction with the current or planned bicycle network.						
ATD-DOWNTOWN TRAFFIC SIMULATION MODEL							
ADVANCED TRANSPORTATION DISTRICT	250	100	100	100	100	100	750
Total	***250***	***100***	***100***	***100***	***100***	***100***	***750***
Council District(s)							
CW	Project Number (23-00085) - This project will produce a flexible, scalable visual simulation model of traffic and related variables within the Central Business District for use in traffic control planning.						
ATD-EXPAND TRAFFIC INTERCONNECT SYSTEM							
ADVANCED TRANSPORTATION DISTRICT	0	105	105	105	105	105	525
Total	***0***	***105***	***105***	***105***	***105***	***105***	***525***
Council District(s)							
CW	Project Number (23-00074) - This project will install spread-spectrum radio to wirelessly link traffic signals in a coordinated system for improved signal control.						
ATD-ITS INTEGRATION/DEPLOYMENT							
ADVANCED TRANSPORTATION DISTRICT	1,031	2,000	2,000	2,000	1,000	1,000	9,031
Total	***1,031***	***2,000***	***2,000***	***2,000***	***1,000***	***1,000***	***9,031***
Council District(s)							
CW	Project Number (23-00087) - Intelligent Transportation System Integration and Deployment.						
ATD-PEDESTRIAN SIGNALS & BUTTONS							
ADVANCED TRANSPORTATION DISTRICT	42	55	55	55	55	55	317
Total	***42***	***55***	***55***	***55***	***55***	***55***	***317***
Council District(s)							
CW	Project Number (23-00086) - This project will provide dedicated signal indicators for improved pedestrian safety at crosswalks, including pedestrian operated activation buttons to minimize unnecessary disruption of vehicle traffic movement.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
ATD-SCHOOL ZONE PAVEMENT MARKING UPGRADE							
ADVANCED TRANSPORTATION DISTRICT	250	275	275	275	275	275	1,625
Total	***250***	***275***	***275***	***275***	***275***	***275***	***1,625***
Council District(s): CW	Project Number (23-00080) - This project will replace current water-base painted pavement markings, which have a short life span, with more durable and visible thermoplastic markings.						
ATD-SIDEWALK GAP ANALYSIS & TRACKING PGM							
ADVANCED TRANSPORTATION DISTRICT	230	30	30	30	30	30	380
Total	***230***	***30***	***30***	***30***	***30***	***30***	***380***
Council District(s) CW	Project Number (23-00075) - This project will assess sidewalk condition and identify gaps in sidewalks and capture results in a maintainable database. Analysis of District 7 sidewalks was completed in early 2006 as a pilot effort, and is now to be completed for the rest of the City.						
ATD-TRAFFIC & PEDESTRIAN MOBILITY IMPROV							
ADVANCED TRANSPORTATION DISTRICT	6,024	4,685	4,972	5,257	6,542	6,828	34,308
Total	***6,024***	***4,685***	***4,972***	***5,257***	***6,542***	***6,828***	***34,308***
Council District(s) CW	Project Number (23-00076) - This project will provide for the installation or repair of sidewalks based on the assessment made utilizing the sidewalk gap analysis & tracking program.						
ATD-TRAFFIC SIGNAL EMERGENCY VEHICLE PREEMPTION							
ADVANCED TRANSPORTATION DISTRICT	200	80	80	80	80	80	600
Total	***200***	***80***	***80***	***80***	***80***	***80***	***600***
Council District(s) CW	Project Number (23-00078) - This project will provide Fire and EMS vehicles with the ability to trigger a green signal indication in their direction of travel in order to clear intersections of traffic before passing through them.						
ATD-TRAFFIC SIGNAL RETIMING							
ADVANCED TRANSPORTATION DISTRICT	50	82	82	82	82	82	460
Total	***50***	***82***	***82***	***82***	***82***	***82***	***460***
Council District(s) CW	Project Number (23-00004) - This project will adjust a traffic signal to optimize the movement of traffic through an intersection, based on the number of vehicles typically using the intersection during the most heavily traveled hours of the day.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
ATD-TRANSIT/SPECIAL EVENT UPGRADES							
ADVANCED TRANSPORTATION DISTRICT	1,100	55	55	55	55	55	*1,375*
Total	***1,100***	***55***	***55***	***55***	***55***	***55***	***1,375***

Council District(s)

1 2

Project Number (23-00077) - This project will provide equipment to monitor downtown traffic and pedestrian movement during highly attended events, to enable more informed real-time decisions by SAPD and SAFD/EMS on traffic control and emergency response. May also be utilized by Bexar County and VIA.

ATD-UNINTERRUPTIBLE POWER SUPPLIES							
ADVANCED TRANSPORTATION DISTRICT	475	400	400	400	400	400	*2,475*
Total	***475***	***400***	***400***	***400***	***400***	***400***	***2,475***

Council District(s)

CW

Project Number (23-00081) - This project will provide backup battery for traffic signals that is activated if a loss of power occurs, i.e., during a severe storm. This keeps the signals operating normally for four to five hours without an external power source and facilitates resetting the signal when power is restored.

ATD-VIDEO IMAGING VIDEO DETECTION SYSTEM							
ADVANCED TRANSPORTATION DISTRICT	245	130	130	130	130	130	*895*
Total	***245***	***130***	***130***	***130***	***130***	***130***	***895***

Council District(s)

CW

Project Number (23-00082) - This project will utilize camera systems at a traffic signal to detect the presence of a vehicle waiting at a red light. Upon detection, an indication is sent to the traffic signal's electronic controller telling it to change the signal to green for the waiting vehicle.

AVENUE B (NORTH) BIKELANE							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	28	0	0	0	0	0	*28*
2004 ISSUED CERTIFICATES OF OBLIGATION	32	0	0	0	0	0	*32*
Total	***60***	***0***	***0***	***0***	***0***	***0***	***60***

Council District(s)

1 2

Project Number (23-00927) - This project will construct a bicycle path along Avenue B from Mulberry to Tuleta. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.

AVENUE B (SOUTH) BIKELANE							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	71	0	0	0	0	0	*71*
Total	***71***	***0***	***0***	***0***	***0***	***0***	***71***

Council District(s)

1 2

Project Number (23-00929) - This project is to reconstruct Avenue B from Josephine to Brackenridge and to provide bike lanes on Avenue B and on Josephine street from Avenue B to St. Mary's. MPO/STP MM Program.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
BLANCO RECONSTRUCTION (LULLWOOD TO SUMMIT)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	43	0	0	0	0	0	43
2004 ISSUED CERTIFICATES OF OBLIGATION	204	0	0	0	0	0	204
Total	***247***	***0***	***0***	***0***	***0***	***0***	***247***
Council District(s) 1	Project Number (23-00866) - This project will rehabilitate the roadway and provide improvements and landscaping amenities in the Mid-town area along Blanco.						
BLANCO ROAD (HILDEBRAND TO SUMMIT PHASE I)							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	950	0	0	0	0	0	950
UNISSUED CERTIFICATES OF OBLIGATION	426	0	0	0	0	0	426
Total	***1,376***	***0***	***0***	***0***	***0***	***0***	***1,376***
Council District(s) 1	Project Number (23-00179) - This project includes streets, sidewalks, landscaping, and pedestrian enhancements.						
BROOKS CITY BASE S. NEW BRAUNFULS RD CONSTRUCTION PHASE II							
UNISSUED CERTIFICATES OF OBLIGATION	2,113	0	0	0	0	0	2,113
Total	***2,113***	***0***	***0***	***0***	***0***	***0***	***2,113***
Council District(s) 3	Project Number (16-00010) - This project includes drainage, signals, demolition, lighting and signage. Approximately 1,700 linear feet at an estimated cost of $750/ft. for roadway construction. In addition, the Phase II project will build new telecom infrastructure for the southern portion of Brooks City Base (3,600ft).						
BROOKS CITY-BASE SOUTH NEW BRAUNFELS ROAD CONSTRUCTION							
UNISSUED CERTIFICATES OF OBLIGATION	710	0	0	0	0	0	710
Total	***710***	***0***	***0***	***0***	***0***	***0***	***710***
Council District(s) 3	Project Number (16-00008) - This project will provide for the construction of roadway and drainage improvements on S. New Braunfels from S.E. Military to Sidney Brooks. This project will also provide for a storm water study with Phase I construction to reduce area flooding.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
CALLAGHAN (BANDERA TO INGRAM)							
2004 ISSUED CERTIFICATES OF OBLIGATION	369	0	0	0	0	0	*369*
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	852	0	0	0	0	0	*852*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	82	0	0	0	0	0	*82*
UNISSUED CERTIFICATES OF OBLIGATION	462	0	0	0	0	0	*462*
Total	***1,765***	***0***	***0***	***0***	***0***	***0***	***1,765***
Council District(s) 7	Project Number (23-03251) - This project is to reconstruct and widen Callaghan Road to four lanes with continuous left turn lanes. The project includes drainage, curbs, bridges, and sidewalks. Also a roundabout is provided at Thunder Drive. MPO/STP MM Program.						
CAROLINA AREA STREETS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	942	0	0	0	0	0	*942*
Total	***942***	***0***	***0***	***0***	***0***	***0***	***942***
Council District(s) 1	Project Number (23-00196) - This project will reconstruct the roadway to a street width of 28' including curbs, sidewalks, and necessary drainage improvements.						
CINCINNATI / ASHBY BICYCLE TRANSPORTATION EAST (NAVIDAD TO FREDERICKSBURG)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	7	0	0	0	0	0	*7*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	25	0	0	0	0	0	*25*
Total	***32***	***0***	***0***	***0***	***0***	***0***	***32***
Council District(s) 1	Project Number (23-00920) - This project will provide for bicycle signage and markings on Cincinnati and Ashby from Navidad to Fredericksburg Road. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						
CINCINNATI BICYCLE TRANSPORTATION WEST (ST. MARY'S UNIVERSIT							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	6	0	0	0	0	0	*6*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	35	0	0	0	0	0	*35*
Total	***41***	***0***	***0***	***0***	***0***	***0***	***41***
Council District(s) 1 7	Project Number (23-00922) - This project spans City Council Districts 1 and 7. This project will provide for bicycle signage and marking on Cincinnati from St. Mary's University to Navidad. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
CITY-WIDE BIKE RACKS							
2002 ISSUED CERTIFICATES OF OBLIGATION	14	0	0	0	0	0	*14*
Total	***14***	***0***	***0***	***0***	***0***	***0***	***14***
Council District(s): CW	Project Number (23-00905) - This project will install bike racks at 50 various locations. MPO/STP MM Program.						
CITY-WIDE NEIGHBORHOOD IMPROVEMENT DISTRICT MATCH GRANT							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	832	0	0	0	0	0	*832*
Total	***832***	***0***	***0***	***0***	***0***	***0***	***832***
Council District(s): CW	Project Number (23-03075) - This project will provide a one to one match for qualified projects in CDBG eligible areas.						
CITY-WIDE SIDEWALKS 2000 PHASE II							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	50	0	0	0	0	0	*50*
Total	***50***	***0***	***0***	***0***	***0***	***0***	***50***
Council District(s): CW	Project Number (23-00916) - This project will construct ADA sidewalks in two phases. Phase II includes Alamo: Guenther to Cedar, Pleasanton: Gladstone to S. Flores, General McMullen: Culebra to Bandera, Timber Path: Cliff Walk to Ridge, Blanco: Burwood to Jackson Keller.						
CLARK (FAIR TO SOUTHCROSS)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	776	0	0	0	0	0	*776*
Total	***776***	***0***	***0***	***0***	***0***	***0***	***776***
Council District(s): 3	Project Number (23-00858) - This project will reconstruct roadway to two lanes with a center turn lane with curbs, 6 ft. sidewalks, and drainage.						
COMMERCE STREET (RR TO S. PALMETTO)							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	1,765	0	0	0	0	0	*1,765*
UNISSUED CERTIFICATES OF OBLIGATION	752	0	0	0	0	0	*752*
Total	***2,517***	***0***	***0***	***0***	***0***	***0***	***2,517***
Council District(s): 2 CW	Project Number (23-00134) - This project will restore pavement and construct curbs, sidewalks, and streetscape enhancements (to be combined with $4.1 million in County funds).						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
DISTRICT 1 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	542	0	0	0	0	0	542
Total	***542***	***0***	***0***	***0***	***0***	***0***	***542***
Council District(s)	Project Number (23-00195) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
1							
DISTRICT 10 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	519	0	0	0	0	0	519
Total	***519***	***0***	***0***	***0***	***0***	***0***	***519***
Council District(s)	Project Number (23-00223) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
10							
DISTRICT 2 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	457	0	0	0	0	0	457
Total	***457***	***0***	***0***	***0***	***0***	***0***	***457***
Council District(s)	Project Number (23-00197) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
2							
DISTRICT 3 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	733	0	0	0	0	0	733
Total	***733***	***0***	***0***	***0***	***0***	***0***	***733***
Council District(s)	Project Number (23-00199) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
3							
DISTRICT 4 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	2,881	0	0	0	0	0	2,881
Total	***2,881***	***0***	***0***	***0***	***0***	***0***	***2,881***
Council District(s)	Project Number (23-00202) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
4							

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
DISTRICT 5 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	654	0	0	0	0	0	654
Total	***654***	***0***	***0***	***0***	***0***	***0***	***654***
Council District(s) 5	Project Number (23-00206) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
DISTRICT 6 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	534	0	0	0	0	0	534
Total	***534***	***0***	***0***	***0***	***0***	***0***	***534***
Council District(s) 6	Project Number (23-00211) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
DISTRICT 7 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	538	0	0	0	0	0	538
Total	***538***	***0***	***0***	***0***	***0***	***0***	***538***
Council District(s) 7	Project Number (23-00213) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
DISTRICT 8 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	513	0	0	0	0	0	513
Total	***513***	***0***	***0***	***0***	***0***	***0***	***513***
Council District(s) 8	Project Number (23-00217) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						
DISTRICT 9 ACCESS AND MOBILITY PROGRAM							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	482	0	0	0	0	0	482
Total	***482***	***0***	***0***	***0***	***0***	***0***	***482***
Council District(s) 9	Project Number (23-00220) - This project will provide sidewalks in various parts of this council district in areas that are eligible for CDBG funding.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
DUKE AREA STREETS PHASE I							
UNISSUED CERTIFICATES OF OBLIGATION	138	0	0	0	0	0	*138*
Total	***138***	***0***	***0***	***0***	***0***	***0***	***138***
Council District(s) 7	Project Number (23-00136) - This project will reconstruct streets, curbs, sidewalks, and necessary drainage on Marquette from Stonegate to Wake Forest, on Varsity from Bandera to Wake Forest and on Wake Forest from Stonegate to N. General McMullen.						
DURANGO (BRAZOS TO SAN JACINTO)							
COMMUNITY DEVELOPMENT BLOCK GRANT	21	0	0	0	0	0	*21*
Total	***21***	***0***	***0***	***0***	***0***	***0***	***21***
Council District(s) 5	Project Number (23-00910) - This project will fund construction of sidewalks, driveway approaches and wheelchair ramps on one side of the street.						
DURANGO (GEN. MCMULLEN TO 34TH ST.)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	2,777	0	0	0	0	0	*2,777*
Total	***2,777***	***0***	***0***	***0***	***0***	***0***	***2,777***
Council District(s) 6	Project Number (23-00212) - This project will reconstruct the street with curbs, sidewalks, driveway approaches, and necessary drainage.						
DURANGO (TRINITY - NAVIDAD)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	893	0	0	0	0	0	*893*
Total	***893***	***0***	***0***	***0***	***0***	***0***	***893***
Council District(s) 5	Project Number (23-00207) - This project will reconstruct the street with curbs, sidewalks, driveway approaches and necessary drainage.						
EDWARDS (NOGALITOS - IH10)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	951	0	0	0	0	0	*951*
Total	***951***	***0***	***0***	***0***	***0***	***0***	***951***
Council District(s) 5	Project Number (23-03270) - This project will provide for a new street, curbs and sidewalks on Edwards Street from Nogalitos to IH 10.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
EL JARDIN (NORTHINGTON TO HWY 90 & VALENCIA CASTROVILLE TO HWY 90)							
COMMUNITY DEVELOPMENT BLOCK GRANT	483	0	0	0	0	0	483
Total	***483***	***0***	***0***	***0***	***0***	***0***	***483***
Council District(s) 6	Project Number (23-00111) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and necessary drainage improvements.						
EL MONTE PHASE I AND III (BLANCO TO SAN PEDRO)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	2,821	0	0	0	0	0	2,821
Total	***2,821***	***0***	***0***	***0***	***0***	***0***	***2,821***
Council District(s) 1	Project Number (23-01012) - This project will reconstruct El Monte from Blanco to San Pedro to include curbs, sidewalks, wheelchair ramps, driveway approaches and necessary drainage. This street will be designed to a standard residential street width of 30 feet (2 lanes), including 4' sidewalks against the curb.						
ELSON (34TH ST. TO SAN JOAQUIN)							
COMMUNITY DEVELOPMENT BLOCK GRANT	17	0	0	0	0	0	17
Total	***17***	***0***	***0***	***0***	***0***	***0***	***17***
Council District(s) 7	Project Number (23-00113) - This project will reconstruct Elson from 34th St. to San Joaquin to include curbs, driveways, 4 foot sidewalks, and necessary drainage. This project provides for a typical 30 foot wide, 2 lane street section.						
EVERGREEN (MAIN TO MCCULLOUGH)							
COMMUNITY DEVELOPMENT BLOCK GRANT	62	0	0	0	0	0	62
Total	***62***	***0***	***0***	***0***	***0***	***0***	***62***
Council District(s) 1	Project Number (23-03741) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and drainage as needed.						
EVERGREEN STREET (MCCULLOUGH TO EAST EUCLID)							
COMMUNITY DEVELOPMENT BLOCK GRANT	115	0	0	0	0	0	115
Total	***115***	***0***	***0***	***0***	***0***	***0***	***115***
Council District(s) 1	Project Number (23-00914) - This project will provide for the street reconstruction to include curbs, sidewalks, driveway approaches, and necessary drainage improvements.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
FINTON (DART - IH35)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	578	0	0	0	0	0	578
Total	**578**	**0**	**0**	**0**	**0**	**0**	**578**
Council District(s) 5	Project Number (23-03263) - This project will provide for a new street, curbs and sidewalks on Finton Street from Dart to IH 35.						
FIVE POINTS AREA SIDEWALKS							
COMMUNITY DEVELOPMENT BLOCK GRANT	75	0	0	0	0	0	75
Total	**75**	**0**	**0**	**0**	**0**	**0**	**75**
Council District(s) 1	Project Number (23-03743) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and necessary drainage improvements.						
FLORIDA (IH 37 TO ST. MARY'S)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	1,140	0	0	0	0	0	1,140
DRAINAGE BOND BALANCES	327	0	0	0	0	0	327
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	344	0	0	0	0	0	344
PRIOR ISSUED CERTIFICATES OF OBLIGATION	150	0	0	0	0	0	150
STREET IMPROVEMENT BOND BALANCE	39	0	0	0	0	0	39
Total	**2,000**	**0**	**0**	**0**	**0**	**0**	**2,000**
Council District(s) 1	Project Number (23-00872) - This project will reconstruct Florida Street roadway and provides 2 traffic lanes, including sidewalks and drainage.						
GIFFORD ST.							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	508	0	0	0	0	0	508
Total	**508**	**0**	**0**	**0**	**0**	**0**	**508**
Council District(s) 5	Project Number (23-03269) - This project will provide for a new street, curbs and sidewalks on Gifford Street from Southcross to Gerald.						
GRANDVIEW NEIGHBORHOOD STREETS (BRENHAVEN - PECAN VALLEY TO DEAD END)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	304	0	0	0	0	0	304
Total	**304**	**0**	**0**	**0**	**0**	**0**	**304**
Council District(s) 2	Project Number (23-00982) - This project will reconstruct Brenhaven from Pecan Valley to Dead End to a 30 foot width including curbs, sidewalks, driveway approaches and necessary drainage improvements.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
GRANDVIEW NEIGHBORHOOD STREETS (HAMMOND - AMANDA TO ROLAND)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	168	0	0	0	0	0	*168*
Total	***168***	***0***	***0***	***0***	***0***	***0***	***168***
Council District(s): 2	Project Number (23-00983) - This project will reconstruct Hammond from Amanda to Roland to a 30 foot width including curbs, sidewalks, driveway approaches and necessary drainage improvements.						
HACKBERRY (STEVES TO SOUTHCROSS)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	71	0	0	0	0	0	*71*
Total	***71***	***0***	***0***	***0***	***0***	***0***	***71***
Council District(s): 3	Project Number (23-00859) - This project will provide for underground drainage at the Hackberry and Linda Lou intersection to remove standing water and sidewalks on the west side only.						
HARDY OAKS (STONE OAK - KNIGHT CROSS)							
2005 ISSUED CERTIFICATES OF OBLIGATION	499	0	0	0	0	0	*499*
Total	***499***	***0***	***0***	***0***	***0***	***0***	***499***
Council District(s): 9	Project Number (23-03267) - This project will provide for the construction of Hardy Oak from Stone Oak to Knight Cross Drive with two 22 foot wide divided sections, curbs, and sidewalks on both sides.						
HOUSTON (BOWIE TO PINE)							
UNISSUED CERTIFICATES OF OBLIGATION	70	0	0	0	0	0	*70*
Total	***70***	***0***	***0***	***0***	***0***	***0***	***70***
Council District(s): 2 CW	Project Number (23-00724) - This project will provide for sidewalk, landscaping, and design enhancements in conjunction with TXDOT funded design enhancements under IH-37. (To be combined with matching funds from TXDOT and Rotary).						
HUTCHINS (COMMERCIAL TO ZARZAMORA)							
COMMUNITY DEVELOPMENT BLOCK GRANT	531	0	0	0	0	0	*531*
Total	***531***	***0***	***0***	***0***	***0***	***0***	***531***
Council District(s): 4	Project Number (23-00106) - This project will construct sidewalks on both sides of the road from Zarzamora to Commercial, curbs from Union Pacific Railroad to Commercial and storm sewer from existing drainage channel to 150 feet east of Commercial.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
INEZ (34TH ST. TO SAN JOAQUIN)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	891	0	0	0	0	0	891
Total	***891***	***0***	***0***	***0***	***0***	***0***	***891***
Council District(s) 5	Project Number (23-00209) - This project will reconstruct the street to include curbs, sidewalks, driveway approaches and necessary drainage improvements.						
JEWETT (SAN JOAQUIN TO GENOVA)							
COMMUNITY DEVELOPMENT BLOCK GRANT	91	0	0	0	0	0	91
Total	***91***	***0***	***0***	***0***	***0***	***0***	***91***
Council District(s) 6	Project Number (23-00401) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and necessary drainage improvements.						
JONES MALTSBERGER (US HWY. 281 TO U.P.R.R.)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	307	0	0	0	0	0	307
PRIOR ISSUED CERTIFICATES OF OBLIGATION	43	0	0	0	0	0	43
UNISSUED CERTIFICATES OF OBLIGATION	129	0	0	0	0	0	129
Total	***479***	***0***	***0***	***0***	***0***	***0***	***479***
Council District(s) 9	Project Number (23-00840) - This project will provide the City's share for the reconstruction and widening of Jones Maltsberger to four lanes from US 281 to Basse. MPO/STP MM Program.						
KEATS (NOGALITOS - PACKARD)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	45	0	0	0	0	0	45
Total	***45***	***0***	***0***	***0***	***0***	***0***	***45***
Council District(s) 5	Project Number (23-03268) - This project will provide for new sidewalks on both sides of the street.						
KELLY USA							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	2,014	0	0	0	0	0	2,014
Total	***2,014***	***0***	***0***	***0***	***0***	***0***	***2,014***
Council District(s) 4 5	Project Number (23-00184) - This project will provide for infrastructure improvements in accordance with Kelly USA Master Plan.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
KENDALIA (COMMERCIAL - TUPPER)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	868	0	0	0	0	0	*868*
Total	***868***	***0***	***0***	***0***	***0***	***0***	***868***
Council District(s) 3	Project Number (23-03733) - This project will provide for sidewalks, curbs and drainage as needed.						
LAUREL HILLS AREA STREETS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	363	0	0	0	0	0	*363*
Total	***363***	***0***	***0***	***0***	***0***	***0***	***363***
Council District(s) 8	Project Number (23-00219) - This project will provide sidewalks and retaining walls within the Laurel Hills area.						
LOCKHILL SELMA (WEST AVENUE TO N.W. MILITARY)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	144	0	0	0	0	0	*144*
2004 ISSUED CERTIFICATES OF OBLIGATION	149	0	0	0	0	0	*149*
UNISSUED CERTIFICATES OF OBLIGATION	428	0	0	0	0	0	*428*
Total	***721***	***0***	***0***	***0***	***0***	***0***	***721***
Council District(s) 9	Project Number (23-00855) - This project will provide the City Match to reconstruct roadway to 2 lanes with a center turn lane with culverts, bike lanes, curbs, 6 ft. sidewalks and drainage. MPO/STP MM Program.						
MAHNCKE PARK AREA STREETS							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	0	468	0	0	0	0	*468*
Total	***0***	***468***	***0***	***0***	***0***	***0***	***468***
Council District(s) 9	Project Number (23-00222) - This project will reconstruct the streets to include curbs, sidewalks, driveway approaches and necessary drainage.						
MEDICAL AT FREDERICKSBURG							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	655	0	0	0	0	0	*655*
2004 ISSUED CERTIFICATES OF OBLIGATION	800	0	0	0	0	0	*800*
Total	***1,455***	***0***	***0***	***0***	***0***	***0***	***1,455***
Council District(s) 8 CW	Project Number (23-00854) - These funds provide the City's share of access improvements to Medical Drive from IH-10 to the Fredericksburg underpass. Includes right-of-way, signals and other traffic safety improvements. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
MEDICAL CENTER INFRASTRUCTURE AND FACILITIES							
UNISSUED CERTIFICATES OF OBLIGATION	1,100	1,100	1,100	1,100	1,500	1,100	*7,000*
Total	***1,100***	***1,100***	***1,100***	***1,100***	***1,500***	***1,100***	***7,000***
Council District(s) 8	Project Number (23-00218) - This project will reconstruct intersections and provide for facility improvements within the Medical Center. The City has allocated, at a minimum, $1.1 M annually in CO funding to match any contributions made by the Medical Center Alliance for this project and any future Medical Center Infrastructure phases.						
MISSION TRAILS IV							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	730	0	0	0	0	0	*730*
Total	***730***	***0***	***0***	***0***	***0***	***0***	***730***
Council District(s) 1 3	Project Number (23-00789) - This project will provide the City Match to construct Mission Trails IV MPO Program.						
MISSION TRAILS V							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	97	0	0	0	0	0	*97*
Total	***97***	***0***	***0***	***0***	***0***	***0***	***97***
Council District(s) 1 3	Project Number (23-00790) - This project will provide the City Match to construct Mission Trials V MPO Program.						
NACOGDOCHES (LOOP 410 TO DANBURY)							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	984	0	0	0	0	0	*984*
Total	***984***	***0***	***0***	***0***	***0***	***0***	***984***
Council District(s) 10 CW	Project Number (23-00850) - These funds provide the City match to widen roadway on Nacogdoches to seven lanes with curbs, 6 ft. sidewalks and drainage. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						
NAKOMA (US HWY. 281 TO WARFIELD)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	12	0	0	0	0	0	*12*
2002 ISSUED CERTIFICATES OF OBLIGATION	140	0	0	0	0	0	*140*
2004 ISSUED CERTIFICATES OF OBLIGATION	160	0	0	0	0	0	*160*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	115	0	0	0	0	0	*115*
Total	***427***	***0***	***0***	***0***	***0***	***0***	***427***
Council District(s) 9	Project Number (23-00856) - These funds will provide the City Match to reconstruct and widen roadway to 4 lanes with a center turn lane with curbs, 6 ft. sidewalks and drainage. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
NEW BRAUNFELS AVE. (ELEANOR TO PERSHING)							
COMMUNITY DEVELOPMENT BLOCK GRANT	558	0	0	0	0	0	558
Total	***558***	***0***	***0***	***0***	***0***	***0***	***558***
Council District(s) 9	Project Number (23-00918) - This project will provide for the design and engineering.						
OZARK (ERSKINE TO WILLIAMSBURG)							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	23	0	0	0	0	0	23
Total	***23***	***0***	***0***	***0***	***0***	***0***	***23***
Council District(s) 1	Project Number (23-00140) - This project will reconstruct street with curbs, sidewalks and driveway approaches and limited drainage.						
PARLIAMENT (BLANCO TO SIR WINSTON)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	704	0	0	0	0	0	704
Total	***704***	***0***	***0***	***0***	***0***	***0***	***704***
Council District(s) 9	Project Number (23-00221) - This project will reconstruct the roadway to a street width of 30' (2 lanes) including curbs, sidewalks, and necessary drainage improvements.						
PASO HONDO							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	1,105	0	0	0	0	0	1,105
Total	***1,105***	***0***	***0***	***0***	***0***	***0***	***1,105***
Council District(s) 2	Project Number (23-00736) - This project will reconstruct Paso Hondo from New Braunfels to Walters to a street width of 30' including curbs, sidewalks, driveway approaches and necessary drainage improvements.						
PRUE ROAD EXTENSION (PRUE TO HUEBNER)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	316	0	0	0	0	0	316
PRIOR ISSUED CERTIFICATES OF OBLIGATION	146	0	0	0	0	0	146
Total	***462***	***0***	***0***	***0***	***0***	***0***	***462***
Council District(s) 8	Project Number (23-00857) - This project provides the City match to extend roadway on new alignment with 4 lanes, a center turn lane, curbs, 6 ft. sidewalks and drainage. MPO/STP MM Program.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
RIVERDALE (MAIDEN TO HILLCREST)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	2,739	0	0	0	0	0	2,739
Total	***2,739***	***0***	***0***	***0***	***0***	***0***	***2,739***
Council District(s) 7	Project Number (23-00214) - This project will reconstruct the street with curbs, sidewalks, driveway approaches, and necessary drainage. Ponding currently occurs within area streets.						
ROBESON (YUCCA TO MARTIN LUTHER KING)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	490	0	0	0	0	0	490
Total	***490***	***0***	***0***	***0***	***0***	***0***	***490***
Council District(s) 2	Project Number (23-00716) - This project will reconstruct Robeson to a street width of 30' (2 lanes) including curbs, sidewalks, driveway approaches and necessary drainage improvements and also replace water and sewer mains as needed.						
SALADO CREEK BICYCLE PATHS							
2004 ISSUED CERTIFICATES OF OBLIGATION	73	136	0	0	0	0	209
Total	***73***	***136***	***0***	***0***	***0***	***0***	***209***
Council District(s) 9	Project Number (23-00943) - This project will construct bike paths from Wetmore to Blanco Road. MPO/STP MM Program.						
SAMS (DEAD END TO DEAD END)							
STREET IMPROVEMENT BOND BALANCE	74	0	0	0	0	0	74
Total	***74***	***0***	***0***	***0***	***0***	***0***	***74***
Council District(s) 3	Project Number (23-00978) - This project provides sidewalks and curbs. Project on hold pending funding for total street reconstruction.						
SAN IGNACIO (WALL TO JEWETT)							
COMMUNITY DEVELOPMENT BLOCK GRANT	78	0	0	0	0	0	78
Total	***78***	***0***	***0***	***0***	***0***	***0***	***78***
Council District(s) 6	Project Number (23-00406) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches and necessary drainage improvements.						
SAN JACINTO (EL PASO - SAN FERNANDO)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	211	0	0	0	0	0	211
Total	***211***	***0***	***0***	***0***	***0***	***0***	***211***
Council District(s) 5	Project Number (23-03264) - This project will provide for new sidewalks and curbs to both sides of the street.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
SAN JOAQUIN (WALLACE TO CASTROVILLE)							
COMMUNITY DEVELOPMENT BLOCK GRANT	180	0	0	0	0	0	*180*
Total	***180***	***0***	***0***	***0***	***0***	***0***	***180***

Council District(s)
6

Project Number (23-00415) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches and necessary drainage improvements.

SANTA BARBARA (FREDERICKSBURG TO WEST AVE.)							
COMMUNITY DEVELOPMENT BLOCK GRANT	116	0	0	0	0	0	*116*
Total	***116***	***0***	***0***	***0***	***0***	***0***	***116***

Council District(s)
1

Project Number (23-03742) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and drainage as needed.

SCHOOL SAFETY IMPROVEMENTS DISTRICT 9							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	74	0	0	0	0	0	*74*
Total	***74***	***0***	***0***	***0***	***0***	***0***	***74***

Council District(s)
9

Project Number (23-00147) - This project provides school flashers at the following schools: Harmony Hills, Lamar, Hidden Forest, Coker and Eisenhower.

SCHOOL SIDEWALK PRIORITY PROGRAM DISTRICT 7							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	236	0	0	0	0	0	*236*
Total	***236***	***0***	***0***	***0***	***0***	***0***	***236***

Council District(s)
7

Project Number (23-00148) - This project constructs sidewalks in the vicinity of schools in District 7.

SOUTH FLORES RECONSTRUCTION (MALONE TO OCTAVIA)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	663	0	0	0	0	0	*663*
Total	***663***	***0***	***0***	***0***	***0***	***0***	***663***

Council District(s)
3 5

Project Number (23-00826) - This project will reconstruct the existing 4 lane road to 4 lanes (44 feet) with curbs, 4 foot and 6 foot sidewalks at the curb, driveway approaches and underground storm drain. The turn lane at Pleasanton will be improved. This street is located in both Council Districts 3 and 5. The project also includes $192,000 in HUD 108 funding from Council District 5 for a total project cost of $767,000.

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
SOUTHTOWN / SOUTH PRESA (CAROLINA TO LOWELL)							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	117	0	0	0	0	0	*117*
Total	***117***	***0***	***0***	***0***	***0***	***0***	***117***
Council District(s) 1	Project Number (23-00150) - This project provides for sidewalks, landscaping, lighting and pedestrian enhancements.						
SOUTHTOWN AREA STREET IMPROVEMENTS							
PRIOR ISSUED CERTIFICATES OF OBLIGATION	40	0	0	0	0	0	*40*
Total	***40***	***0***	***0***	***0***	***0***	***0***	***40***
Council District(s) 1	Project Number (23-00919) - This project provides for street and pedestrian enhancements to support revitalization as part of the Neighborhood Commercial Revitalization program. Improvements are proposed for South St. Mary's, South Alamo, and South Presa.						
STAHL AT O'CONNOR AND JUDSON RECONSTRUCTION							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	284	0	0	0	0	0	*284*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	43	0	0	0	0	0	*43*
UNISSUED CERTIFICATES OF OBLIGATION	79	0	0	0	0	0	*79*
Total	***406***	***0***	***0***	***0***	***0***	***0***	***406***
Council District(s) 10	Project Number (23-00844) - This project will provide for intersection improvements at Stahl and O'Connor and Stahl and Judson. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						
SUMMIT (SAN PEDRO - BREEDEN)							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	280	0	0	0	0	0	*280*
Total	***280***	***0***	***0***	***0***	***0***	***0***	***280***
Council District(s) 1	Project Number (23-03732) - This project will provide for sidewalks, curbs and drainage as needed.						
SUNSET ROAD (TEAK TO BROADWAY) PHASE II							
2004 ISSUED CERTIFICATES OF OBLIGATION	136	0	0	0	0	0	*136*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	11	0	0	0	0	0	*11*
UNISSUED CERTIFICATES OF OBLIGATION	375	0	0	0	0	0	*375*
Total	***522***	***0***	***0***	***0***	***0***	***0***	***522***
Council District(s) 9	Project Number (23-00931) - This project is to provide the City's share to reconstruct the roadway to improve intersections at Tree-Line park and Broadway and repair curbs, driveway approaches, and necessary drainage. MPO/STP MM Program.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
VANDIVER BICYCLE TRANSPORTATION (LOOP 410 TO RITTIMAN)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	11	0	0	0	0	0	11
Total	***11***	***0***	***0***	***0***	***0***	***0***	***11***
Council District(s) 10	Project Number (23-00832) - This project will provide for bike signs and wide curb lanes on Vandiver from Loop 410 to Rittiman. MPO/STP MM Program.						
W. FRENCH (NAVIDAD TO ZARZAMORA)							
COMMUNITY DEVELOPMENT BLOCK GRANT	45	0	0	0	0	0	45
PRIOR ISSUED CERTIFICATES OF OBLIGATION	63	0	0	0	0	0	63
Total	***108***	***0***	***0***	***0***	***0***	***0***	***108***
Council District(s) 7	Project Number (23-00960) - This project will provide for the reconstruction of W. French (781 ADT) from Zarzamora to Navidad to a 30' width. Includes parkway improvements such as new curb sidewalks, driveway approaches, and utility improvements.						
W. GERALD							
COMMUNITY DEVELOPMENT BLOCK GRANT	140	0	0	0	0	0	140
Total	***140***	***0***	***0***	***0***	***0***	***0***	***140***
Council District(s) 4 5	Project Number (23-00189) - This project will construct curbs, sidewalks, driveway approaches, wheelchair ramps, and a retaining wall on W. Gerald from Quintana to Oregon.						
W. GERALD SIDEWALKS (SOMERSET TO NEW LAREDO HWY.)							
COMMUNITY DEVELOPMENT BLOCK GRANT	100	0	0	0	0	0	100
Total	***100***	***0***	***0***	***0***	***0***	***0***	***100***
Council District(s) 4	Project Number (23-03740) - This project will provide for street reconstruction to include curbs, sidewalks, driveway approaches, and necessary drainage improvements.						
WARCLOUD							
HOUSING & URBAN DEVELOPMENT 108 LOAN PROGRAM	805	0	0	0	0	0	805
Total	***805***	***0***	***0***	***0***	***0***	***0***	***805***
Council District(s) 4	Project Number (23-03265) - This project will eliminate a low water crossing at Indian Creek and provide for street reconstruction, new sidewalks and curbs from Running Horse to Rain Dance.						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
WEST CRAIG (ELMENDORF TO JOSEPHINE TOBIN)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	227	0	0	0	0	0	*227*
COMMUNITY DEVELOPMENT BLOCK GRANT	330	0	0	0	0	0	*330*
UNISSUED CERTIFICATES OF OBLIGATION	276	0	0	0	0	0	*276*
Total	***833***	***0***	***0***	***0***	***0***	***0***	***833***
Council District(s) 7	Project Number (23-00892) This project will reconstruct the street with curbs, sidewalks, driveway approaches and necessary drainage.						
WOODLAWN AVENUE (BANDERA TO MAIDEN)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	422	0	0	0	0	0	*422*
2002 ISSUED CERTIFICATES OF OBLIGATION	113	0	0	0	0	0	*113*
2004 ISSUED CERTIFICATES OF OBLIGATION	2,950	0	0	0	0	0	*2,950*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	29	0	0	0	0	0	*29*
UNISSUED CERTIFICATES OF OBLIGATION	968	0	0	0	0	0	*968*
Total	***4,482***	***0***	***0***	***0***	***0***	***0***	***4,482***
Council District(s) 7	Project Number (23-00969) - These funds provide the City's share to reconstruct roadway to 3 lanes with curbs, 6 ft. sidewalks, and drainage. Additional Certificates of Obligation funds have been added to the project budget in order to ensure that the commitment to the Bond program will be met. MPO/STP MM Program.						
WOODLAWN AVENUE (SAN ANTONIO TO LAKE)							
1999 G.O. STREET & PEDESTRIAN IMPROVEMENTS BONDS	620	0	0	0	0	0	*620*
UNISSUED CERTIFICATES OF OBLIGATION	120	0	0	0	0	0	*120*
Total	***740***	***0***	***0***	***0***	***0***	***0***	***740***
Council District(s) 7	Project Number (23-00893) - These funds provide the City's share to reconstruct Woodlawn Avenue from San Antonio to Lake to include curbs, sidewalks, driveway approaches, and necessary drainage.						
WURZBACH PARKWAY							
2002 ISSUED CERTIFICATES OF OBLIGATION	2,102	0	0	0	0	0	*2,102*
2005 ISSUED CERTIFICATES OF OBLIGATION	270	0	0	0	0	0	*270*
PRIOR ISSUED CERTIFICATES OF OBLIGATION	236	0	0	0	0	0	*236*
UNISSUED CERTIFICATES OF OBLIGATION	2,061	0	0	0	0	0	*2,061*
Total	***4,669***	***0***	***0***	***0***	***0***	***0***	***4,669***
Council District(s) 9	Project Number (23-01043) - This project will purchase right-of-way in order for TxDOT/MPO to construct a four lane divided roadway with limited access from Military Highway to Wetmore Road. MPO Program						

FUNCTION/PROGRAM/PROJ./REV./SCOPE	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
TRANSPORTATION							
STREETS							
ZARZAMORA (410 TO APPLEWHITE) / APPLEWHITE (ZARZAMORA TO WATSON)							
2003 G.O. STREETS AND PEDESTRIAN IMPROVEMENT BONDS	1,508	0	0	0	0	0	1,508
Total	***1,508***	***0***	***0***	***0***	***0***	***0***	***1,508***
Council District(s) 3 4	Project Number (23-00152) - This project will install curbed and landscaped medians, signage, lighting and pavement markings; all in conjunction with Bexar County Street Improvements (to be combined with $27.4 million in TxDOT and County funds).						
TOTAL STREETS	***78,069***	***11,111***	***10,794***	***11,079***	***11,764***	***11,650***	***134,467***
TOTAL TRANSPORTATION	***229,429***	***65,304***	***106,565***	***43,188***	***31,374***	***34,143***	***510,003***
GRAND TOTAL	***502,090***	***124,087***	***134,069***	***58,829***	***44,656***	***36,593***	***900,324***

Debt Management Plan

DEBT MANAGEMENT PLAN

OVERVIEW

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

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

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

DEBT AUTHORIZATION

- GENERAL OBLIGATION BONDS

The City is authorized to issue bonds payable from ad valorem taxes pursuant to the City Charter, the general laws of the State, and ordinances adopted by the City Council. Such bonds must be authorized by the voters of the City at elections held within the City. The City currently has $38,671,023 ad valorem tax-supported debt previously approved by its voters on November 4, 2003 that remains unissued. Additionally, the City has authority, pursuant to an election held on January 26, 1980, to issue $16,660,000 in ad valorem tax-supported bonds, but it does not intend to issue these bonds and may not be legally able to do so. For the fiscal year to end September 30, 2006, the City will have $623,075,000 general obligation bonds outstanding.

Table 1

Authorized But Unissued Ad Valorem Tax Bonds

Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds	Bonds Authorized but Unissued
11/04/03	Streets & Pedestrian Improvements	$ 29,398,217	$18,828,217	$10,570,000
11/04/03	Drainage Improvements	18,912,770	15,491,770	3,421,000
11/04/03	Parks & Recreation Improvements	27,224,013	24,522,013	2,702,000
11/04/03	Library Improvements	3,965,000	3,065,000	900,000
11/04/03	Public Health & Safety Improvements	35,500,000	14,421,977*	21,078,023
		$115,000,000	$76,328,977	$38,671,023

* Includes $9,653,977, which was part of the City of San Antonio, Texas Tax Notes, Series 2006 which delivered on July 11, 2006.

On May 19, 2005, the City effectuated a private placement of $2,900,000 "City of San Antonio, Texas Taxable Combination Tax and Revenue Certificates of Obligation, Series 2005A" (the "Series 2005A CO's") with Frost National Bank for the purpose of funding improvements for the Alamodome and to pay the cost of issuance. The Series 2005A CO's were delivered on May 26, 2005.

On July 11, 2006, the City effectuated a private placement of $37,600,000 "City of San Antonio, Texas Tax Notes, Series 2006" (the "Series 2006 Notes") with JPMorgan Worldwide Securities Services for the purpose of funding capital improvements and to pay the cost of issuance. The Series 2006 Notes are short term debt obligations payable from ad valorem taxes which are being used as an interim funding mechanism in anticipation of the next scheduled issuance of General Obligation Bonds and Certificates of Obligation which is planned for November 2006.

The Series 2006 Notes were issued for the purpose of funding capital improvements for: (1) constructing public safety improvements, including construction of new fire stations and renovating and improving existing fire stations and the Services Facility; (2) constructing drainage improvements, sidewalk improvements, bridge improvements, street improvements and drainage incidental thereto; (3) constructing improvements and renovations to existing municipal facilities or other public facilities, including the Plaza de Armas Building, Records Storage Facility, and Pearsall Landfill; (4) acquiring, constructing, renovating and improving the City's library system; (5) acquiring, constructing, and renovating park facilities, including Brackenridge Park, LaVillita Assembly Hall Complex, and the Normoyle Community Center; (6) acquiring land for park facilities; (7) constructing utility system and other infrastructure improvements at KellyUSA; (8) constructing and equipping certain downtown public restroom facilities; (9) constructing public health and safety improvements, including acquisition, design and construction of Emergency Operations Center, Animal Care Facility and Medical Center Area Senior Multi-Services and Health Center; and (10) paying certain cost of issuance. At fiscal year ending September 30, 2006, the City's outstanding Tax Notes will be $37,600,000.

- CERTIFICATES OF OBLIGATION

The City is authorized to issue certificates of obligation pursuant to the City Charter, applicable State laws, and ordinances adopted by the City Council. Certificates are issued for various purposes to include financing revenue producing capital improvements and for infrastructure support and development. For the fiscal year to end September 30, 2006, the City will have $189,625,000 certificates of obligation outstanding, which comprises 22.30% 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, 2006, the City's outstanding revenue bonds will be: Airport System Revenue Bonds in the aggregate principal amount of $166,960,000, Passenger Facility Charge and Subordinate Lien Airport System Revenue Bonds in the aggregate principal amount of $71,530,000; Parking System Revenue Bonds in the aggregate principal amount of $23,395,000; Municipal Drainage Utility System (Stormwater System) Bonds in the aggregate principal amount of $100,700,000; and Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to $206,537,412.

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

- REVENUE REFUNDING BONDS

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

DEBT LIMITATIONS

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

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

LONG-TERM DEBT PLANNING

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

The assumptions utilized in the FY 2006-2007 Debt Plan include: (i) assessed valuation growth at 13.80% in fiscal year 2007, 3.50% per year in fiscal years 2008 through 2011, decreasing 0.50% per year beginning in fiscal year 2012 and continuing until fiscal year 2015, when a growth rate of 1.50% is reached and held constant through fiscal year 2021; (ii) tax collections at 97.5%; (iii) tax freeze for elderly and disabled (proposition 3); (iv) the adopted debt service tax rate which remains constant at 21.15 cents in fiscal years 2007 through 2023 and decreases annually from fiscal years 2024 through 2041; and (v) $115,000,000 General Improvement Bonds authorized by the voters in the November 4, 2003 election, of which $76,328,977 have been sold (including $9,653,977, which was part of the "City of San Antonio, Texas Tax Notes, Series 2006" which delivered on July 11, 2006) and $38,671,023 are expected to be sold in fiscal year 2007 (the issuance of the 2006 Obligations). Based on these assumptions and the projected maximum debt service tax rate of 21.15 cents, estimated bond authorizations in May of 2007, the Fall of 2012, and the Fall of 2017 are approximately $550,000,000 million, $305,000,000 million and $300,000,000 million respectively. Additionally, the FY 2006-2007 Debt Plan includes the issuance of approximately $140,465,000 Certificates of Obligation, which are scheduled to be sold from fiscal year 2007 through 2012 for fire station improvements, Metropolitan Planning Organization ("MPO") streets and

other street projects, drainage projects, land acquisition, parks and recreation projects, municipal facility improvements, environmental services improvements, economic development, library improvements, health, and San Antonio River improvements.

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 2006-2007 debt plan includes the sale of the final installment of the 2003 authorized general obligation bonds in the principal amount of $38,671,023. The general obligation bonds will be sold to finance improvements to streets and pedestrian, drainage, parks and recreation, libraries, and public health and safety. The FY 2006-2007 debt plan also includes the sale of approximately $71,095,000 of certificates of obligation. The certificates of obligation will be sold to fund fire station improvements, MPO streets and other street projects, environmental services improvements, municipal facilities, parks and recreation improvements, economic development, library improvements, drainage projects, and health. These issuances are anticipated in November 2006.

DEBT SERVICE TAX RATE

The combination of successful refundings and low interest rates for bonds and certificates of obligation sales has resulted in a decrease in the projected maximum debt service tax rate of $0.3049 per $100 valuation prior to 1992, 1993, 1996, 1998, 2001, 2002, 2003, 2004, 2005 and 2006 refundings to a projected maximum debt service tax rate of $0.2115 per $100 through fiscal year 2023.

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]
1996	1,109,600	18,200	31.0	13.7	240,676	4.1%
1997	1,133,000	18,600	31.7	13.8	245,812	4.1%
1998	1,162,600	19,500	32.1	13.9	245,946	4.3%
1999	1,187,600	19,770	32.2	13.9	247,471	3.8%
2000	1,207,500	19,950	32.5	13.9	262,567	4.0%
2001	1,226,250	20,200	31.8	13.9	267,184	4.1%
2002	1,241,100	19,300	32.0	14.0	270,025	5.1%
2003	1,262,800	19,960	32.2	14.0	275,796	5.5%
2004	1,278,300	18,969	32.2	14.2	273,560	5.2%
2005	1,299,200	19,540	32.4	14.2	279,756	5.2%

Notes: [1]Source: Planning Department, City of San Antonio, Texas.

[2]Source: Individual School Districts Annual Census

[3] Source: Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2005)

Date of Incorporation	December 14, 1837
Date of Adoption of City Charter	October 2, 1951
Form of Government	Council-Manager
Area	519 square miles
Miles of Sewer:	
Storm	498
Sanitary	5,164
Building Permits:	
Permits Issued	27,821
Estimated Cost	$2,587,528,154
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	49
Number of EMS Units	26
Number of EMS Paramedics	297
Number of Firefighters	1,090
Police Protection:	
Number of Stations	6
Number of Police Officers	1,964
Number of School Crossing Guards	236
Recreation:	
Parks Acreage	16,151
Number of Parks and Recreation Areas over One Acre	203
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	23
Number of Recreation Centers - All Year	27
Number of Recreation Centers - Summer	77
Sewer Service:	
Number of Sewer Customers	354,878
Estimated Number of Persons Served	1,415,826
Water Service:	
Number of Water Customers	325,944
Estimated Number of Persons Served	1,239,399

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2005)

Education:	
(Twelve School Districts Wholly or Partly Within San Antonio City Limits)	
Number of Schools	395
Number of Teachers	18,306
Number of Students Registered	279,756
Average Daily Attendance	263,660
City Employees:	
Unclassified:	
Regular	104
Part-Time (Annual)	12
Temporary	1,154
Part-Time	665
Classified:	
Regular	9,390
Other	131
Total Number of Employees	11,456
Election:	
Registered Voters	689,481 [1]
Number of Votes Cast Last City Regular Election	115,322 [1]
Percentage of Registered Voters voting	16.7% [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%
2005	1,299,200[2]	7.6%

NOTE: Source of this information is the U.S Census Bureau

[1] Information taken from last City Election held May 2005.

[2] Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 2005.

City of San Antonio

Principal Taxpayers

Taxpayer	Type of Business	Principal Taxpayer Taxable Valuation	Percentage To Net Taxable Valuation
H.E. Butt Grocery Stores	Retail/Grocery	$525,786,733	1.13%
AT&T	Telecommunications	348,918,340	0.75%
United Services Automobile Association	Insurance/Banking/Real Estate	309,480,049	0.67%
Wal-Mart Stores, Inc.	Retail/Grocery	219,857,260	0.47%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	173,422,535	0.37%
Marriott Corporation	Hotels	166,113,750	0.36%
Time Warner	Cable Television	123,027,810	0.26%
North Star Mall	Shopping Centers	116,483,860	0.25%
Hyatt Regency Hotels	Hotels	105,757,610	0.23%
Simon Property Trust (Texas)	Shopping Centers	102,987,711	0.22%
	TOTALS	**$2,191,835,658**	**4.71%**

Glossary

Glossary

The Adopted Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Proposed Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: See Transfer.

Adopted Budget: See Budget.

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1. This figure does not include prior year encumbrances or re-appropriation.

Appropriation: A legal authorization granted by the City Council to establish legal authority for city officials to make expenditures/expenses or incur obligations for specific purposes. It does not include prior year encumbrances or re-appropriation. An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically granted for a one-year period.

Approved Budget: As used in fund summaries and department summaries within the budget document, it represents the budget as originally adopted by the City Council. It does not include prior year encumbrances or re-appropriation.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. An assessed valuation represents the appraised valuation less any exemptions. (Note: Property values are established by the Bexar Appraisal District.)

Assets: Property owned by the City, which has monetary value.

Audit: A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An accounting audit is intended to ascertain whether financial statements fairly present financial position and results of operations.

Bad Debt: In the United States, The National Bank Act defines a bad debt as an unsecured debt on which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

Balanced Scorecard: Helps to translate an organization's mission and strategy into a comprehensive set of performance measures that provide the framework for a strategic measurement and management system.

Bank Depository Agreement: A contract between a municipality and a depository, negotiated and entered into in accordance with the specifications of the Local Government Code, which sets forth the agreements between the parties regarding banking services.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Base Budget: On-going expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain current service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond -- General Obligation (G.O.): A bond, which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referenda.

Bond -- Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond -- Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, computers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, its scope of work and City Council District location, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separated from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects includes new streets, buildings, recreational facilities, and large scale remodeling.

Capital Improvement Project Activity: A capital improvement project activity is one of the following groups:

- *Planning and Engineering*: Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services, and special studies, which may include cost-benefit analysis, and conceptual design alternatives

- *Right-of-Way Acquisition*: Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.

- *Construction*; Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- *Other*: Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting (Cash Basis): A basis of accounting, which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services--51, Contractual--52, Commodities--53, Other Expenditures--54, Capital Outlay—55. It is comprised of a seven digit account code used to identify line items.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 from the American Light and Traction Company, which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933. The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of $10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objectives Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: See Property Tax Rate.

Debt Services Reserve: The debt service reserve is the fund, which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds, or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues. A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which a penalty for non-payment is imposed.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. (2) That portion of the cost of a capital asset, which is charged as an expense during a particular period.

Disadvantaged Business Enterprise (DBE): A corporation, partnership, sole proprietorship, or other legal entity that qualifies as both a MBE, WBE, or M/WBE and a Small Business Enterprise.

Disbursement: Payment for goods and services in cash or by check.

Division: An organizational unit within a department's structure representing the major functional divisions of work.

Effective Tax Rate: It is the rate, which will generate the same tax levy next year from the properties on this year's tax roll.

Emergency: An unexpected occurrence, i.e., damaging weather conditions that require the unplanned use of City funds.

Encumbrance: To encumber funds means to set aside or commit funds for a fixture expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund: A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in San Antonio are established for services such as the Airport, Parking facilities, and Environmental Services.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Executive Summary: Describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, for example depreciation.

Fees: Charges for services (also see User Charges).

Fiscal Year: The 12 month time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of San Antonio has specified October 1st to September 30th as its fiscal year.

Fixed Asset: Assets of a long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fixed Cost: A fixed cost, such as rent, does not change with increases or decrease in the amount of services provided.

FTE: FTE means full-time equivalent, authorized positions, filled or vacant.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group and general long-term debt account group.

Fund Balance: The excess of assets over liabilities and is therefore also known as surplus funds. A negative fund balance is also called a deficit.

Fund Schedule: A fund schedule is a financial forecasting statement that combines beginning and ending balances, including estimated revenue for any period of time.

Fund Summary: See Fund Schedule.

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements/expenses.

Fund Statement: Usually pertains to a detailed breakdown of revenue or expenditures such as grants, and other awards.

GAAP: Generally Accepted Accounting Principals -- Uniform minimum standards of and guidelines to financial accounting and reporting.

General and Administrative Cost: Cost associated with the administration of City services.

General Fund: The largest fund within the City, the General Fund accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes the basic operating services such as fire and police protection, finance, code enforcement, parks and recreation, libraries, public works, and general administration.

General Government: Refers to a group of activities associated with the administrative function of the City such as: Legislative/Administrative, Finance, Budget and Research, Planning, Computer Services, Legal, Personnel, and Purchasing.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

General Obligation Bonds: See Bond -- General Obligation.

GFOA: Government Finance Officers Association of the United States; organization that awards the Distinguished Budget Presentation Award.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

Grant: A contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match: City cost of in-kind services required to match Federal or State grant and programs.

Indirect Cost: An indirect cost is an expense necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Grant: See Grant.

Intergovernmental Revenue: See Revenue – Intergovernmental.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis; for example, the Information Technology Services, Purchasing, Temporary Services, Equipment Renewal and Replacement, Employee Benefits and Insurance related funds, etc.

Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and values of the property, and units of measure and unit prices.

Investment: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other government unit.

Levy: To Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and pose taxes, special assessments, or service charges for the support of City activities.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be paid, renewed or refunded at some future date. Note: The term does not include encumbrances.

Line-Item budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Business Enterprise: A corporation, partnership, sole proprietorship, or other legal entity for the purpose of making a profit, which is primarily located within Bexar County for at least one year. For a branch office of a non-local business to qualify as a Local Business Enterprise, the local branch office must be located in Bexar County for at least one year, and must employ a minimum of 10 resident of Bexar County of employ Bexar County residents for at least 25 percent of the entire company workforce for use at the local branch office.

Long-term debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance and Operation Rate: See Property Tax Rate.

Mandate: Is defined as changes to the current level of services, which will be required to comply with Federal, State and Local laws/Ordinances; a contractual obligation, or the operation and maintenance requirement for a completed capital improvement.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Minority Business Enterprise (MBE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

Minority Corporation: A legal entity where 51 percent of each class of the shares of stock or other equitable securities is owned by minority group member(s). The minority group member(s) must have operational and managerial control, interest in capital, and earnings commensurate with their percentage of ownership.

Minority Group Member(s): African-Americans, Hispanic Americans, Asian Americans, American Indians and Handicapped Individuals legally residing and are citizens of the United States or its territories.

Minority and Women Business Enterprise (M/WBE): A corporation, or partnership, owned, operated, and controlled by a minority person(s) and women who, when combined, have 51% ownership. The minority person(s) and women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of minority and women ownership. To qualify as a minority and women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the minority and women business enterprise's category of contracting for at least one year.

Modified Accrual Accounting: A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the period that they are incurred. Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds. The budget is prepared using the modified accrual basis of accounting except for the recognition of encumbrances within the expenditure appropriations.

Net Working Capital: Current Assets less Current Liabilities.

Non-Departmental: Refers to a group of activities, which are not associated with or can be allocated to any particular department. These activities include outside agency contributions; boards, committees and commissions; intergovernmental contracts; general government contingency and liability expenses.

Non-Recurring Revenue: Resources recognized by the City that are unique and occur only one time or without pattern.

Objective: Desired output oriented accomplishments, which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The budget as adopted by the Council.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Operating Expense: Operating expenses are proprietary fund expenses that directly relate to the fund's primary service activities.

Operating Fund: Resources derived from recurring revenue sources used to finance the general fund, enterprise funds, and pay-as-you-go capital improvement projects.

Ordinance: An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Overhead: Overhead is the element of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined readily. Usually overhead relates to those objects of expenditures that do not become integral part of the finished product or services such as rent, heat, light, supplies, management, supervision, etc.

Outside Agency: A governmental unit or other organization which requests funding from the City for a specified purpose; for example: AVANCE, Project QUEST; Ella Austin Community Center; Youth Programs; Boys and Girls Club of San Antonio, YMCA/YWCA; Centro del Barrio, and the Battered Women's Shelter.

Partnership: A legal entity where 51 percent of the assets and interest in the partnership is owned by one or more minority group members. For M/WBE purposes, minority group member or women partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Performance Budget: A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might includes miles of street paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personal Services: All cost related to compensating employees of the City including employee benefit costs such as City contributions for retirement, social security, and health and life insurance.

Policy Issues: Refers to the listing of Program Improvements (PCB's), Mandates, and Reductions found in the budget document.

Positions Authorized: Full Time and Part Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement: A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Fund and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: See Budget.

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The creditworthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poor's.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the enterprise funds.

Revenue: 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

2) The term designates an increase to a fund's assets which:
   - does not increase a liability (e.g., proceeds from a loan);
   - does not represent a repayment of an expenditure already made;
   - does not represent a cancellation of certain liabilities; and
   - does not represent an increase in contributed capital.

3) (Resources) An increase in assets due to the performance of a service 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.

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.

Acronym Glossary

The FY 2006 Adopted Budget contains references to numerous acronyms. Many of these are related to public sector finance and budgeting generally while others are unique to the City of San Antonio budget process. While every attempt is made to define each acronym upon its first use, this glossary provides the reader with a quick reference guide.

ACRONYM	DEFINITION
AABE	African-American Business Enterprise
ACCD	Alamo Community College District
ACTN	Antioch Community Transformation Network
ADA	Americans with Disabilities Act
ADDI	American Dream Down payment Initiative
ADP	Automatic Data Processing
AED	Automatic External Defibrillator
AGA	Avenida Guadalupe Association
AIA	American Institute of Architects
AIC	Arts in the Community
AICP	American Institute of Certified Planners
ANGELS	Access Network Group of Early Learning Substitutes
APEG	Active Public Enterprise Group
ARC	Accelerated Response Crew
ARM	Automated Records Management
ASE	Automotive Service Excellence
ATD	Advanced Transportation District
AVL	Automatic Vehicle Locator
AVSP	Airport Volunteer Police Security Service Program
BAD	Bexar Appraisal District
BDA	Brooks Development Authority
BLS	Bottom Line Strengthening
BOMA	Building Owner and Managers Association
BRAC	Base Realignment and Closure
BSL-3	Biosafety Level Three
BW	Business Warehouse
CADRE	Construction and Development Resource Education
CAFR	Comprehensive Annual Financial Report
CAM	Christian Assistance Ministries
CAT	Council Action Team
CATA	Crisis Assistance Team Administration
CCDF	Child Care Development Fund
CCDS	Child Care Delivery System
CCPD	Crime Control and Prevention District
CDA	Child Development Associates
CDBG	Community Development Block Grant
CDPD	Cellular Digital Packet Data
CEU	Continuing Education Units
CHDO	Community Housing Development Organization
CHIP	Chronic Illness Peer Support Program
CIED	Community Infrastructure and Economic Development
CIO	Chief Information Officer

ACRONYM	DEFINITION
CIP	Capital Improvement Program
CIS-SA	Communities in Schools of San Antonio
CLE	Continuing Legal Education
CLEAN	Community Lead Enforcement Activity in Neighborhoods
C.O.	Certificate of Obligation
COBRA	Consolidated Omnibus Budget Reconciliation Act
COLA	Cost of Living Adjustment
COSA	City of San Antonio
CPI	Consumer Price Index
CPS	CPS Energy
CRAG	Community Revitalization Action Group
CRM	Customer Relations Management
CSBG	Community Services Block Grant
CVB	Convention Visitor's Bureau
CVF	Community & Visitor Facilities
DAV	Disabled Veterans
DBE	Disadvantaged Business Enterprise
DCI	Department of Community Initiatives
DPS	Department of Public Safety
DRH	Disabled Residence Homestead
DTI	Defense Transformation Institute
EA	Environmental Assessment
EAP	Employee Assistance Program
EASE	Educate, Assess, Serve, Empower
EBI	Euthanasia by Injection
EBMS	Event Booking and Management System
ECE	Early Childhood Education
EDA	Economic Development Association
EDD	Economic Development Department
EDIF	Economic Development Incentive Fund
EEO	Equal Employment Opportunity
EITC	Earned Income Tax Credit
EKG	Electro Cardio
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPDP	Employee Performance & Development Program
ERDMS	Electronic Records and Document Management Systems
ERM	Enterprise Resource Management
ERP	Enterprise Resource Planning
ESG	Emergency Shelter Grant
ESL	English as a Second Language
ETJ	Extraterritorial Jurisdiction

ACRONYM	DEFINITION
EZ	Empowerment Zone
FBO	Fixed Base Operator
FEMA	Federal Emergency Management Association
FERS	Field Officer Reporting System
FHWA	Federal Highway Administration
FIMP	Facilities Improvement and Maintenance Program
FS	Family Strenghtening
FSA	Flexible Spending Accounts
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GAIN	Global Auditing Information Network
GAO	Government Accountability Office
GASB	General Accounting Standards Board
GIS	Geographic Information Systems
G.O.	General Obligations
GPRS	General Packet Radio Service
HCD	Housing & Community Development
HDSF	Human Development Services Fund
HHW	Household Hazardous Waste
HIDTA	High Intensity Drug Trafficking Area
HIP	Homeownership Incentive Program
HIPAA	Health Insurance Portability and Accountability Act
HISD	Harlandale Independent School District
HMO	Health Maintenance Organization
HOME	Home Investment Partnership Grant
HOPE	Healthy Options Program for the Elderly
HOPWA	Housing Opportunities for Persons with AIDS
HOT	Hotel Occupancy Tax
HRIS	Human Resource Information System
HUD	Housing Under Development
HVAC	Heating, Ventilation, Air-Conditioning
I & C	Improvement & Contingency
IACVB	International Association of Convention and Visitor Bureaus
ICMA	International City/County Management Assocation
IDA	Individual Development Accounts
IM	Intramuscular
IO	Intraosseus
IT	Information Technology
ITSD	Information Technology Services Department
IV	Intravenous
KRS	Kindergarten Readiness Skills
LAM	Local Area Management Agreement
LED	Light Emitting Diodes
LMDT	Laptop Mobile Data Terminal
LPC	Licensed Professional Counselor

ACRONYM	DEFINITION
M & O	Maintenance & Operations
MDP	Master Development Plans
MEND	Medical Equipment Network for the Disabled
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MS4	Municipal Separate Storm Sewer System
MUFIDS	Multi-User Flight Information Display System
NAD	Neighborhood Action Department
NAEYC	National Association for the Education of Young Children
NAMP	Neighborhood Accessibility & Mobility Program
NCAA	National Collegiate Athletic Association
NCR	Neighborhood Commercial Revitalization Program
NHI	Neighborhood Heritage Initiative
NHS	Neighborhood Housing Services
NID	Neighborhood Improvement Districts
NPDES	National Pollutant Discharge Elimination System
NTE	New Terminal Expansion
O & M	Operation & Maintenance
OASIS	Older Adult Services & Information System
OCA	Office of Cultural Affairs
ODP	Office of Domestic Preparedness
OMB	Office of Management and Budget
OOP	Out of Pocket
OSHA	Occupational Safety and Health Administration
PACT	Parents and Children Together
PAF	Patrol Availability Factor
PAPI	Precision Approach Path Indicators
PAVE	Promoting and Advancing Valuable Employees
PCEH	Public Center for Environmental Health
PCI	Pavement Condition Index
PCP	Portland Concrete Pavement
PEO	Parking Enforcement Officers
PFC	Passenger Facility Charges
PID	Public Improvement District
PPO	Preferred Provider Organization
PPR	Passed Pending Repair
PREP	Pre-Freshman Engineering Program
PUD	Planned Unit Developments
R & I	Renewal & Improvement
ReACT	Regional Auto Crimes Taskforce
REILS	Runway End Identifier Lights
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFQ	Request for Qualifications
RID	Rules Interpretation Decision

ACRONYM	DEFINITION
ROW	Right of Way
RSAT	Runway Safety Action Team
RSWF	Regional Storm Water Facility
RSWMP	Regional Storm Water Management Program
RW	Runway
SAAF	San Antonio AIDS Foundation
SACFEP	San Antonio Coalition for Family Economic Progress
SADA	San Antonio Development Agency
SAEP	San Antonio Education Partnership
SAFB	San Antonio Food Bank
SAFE	Sexual Assault Forensic Exam
SAFFE	San Antonio Fear Free Environment
SAHA	San Antonio Housing Authority
SAMHD	San Antonio Metropolitan Health District
SAPD	San Antonio Police Department
SAPOA	San Antonio Police Officer's Association
SATAI	San Antonio Technology Accelerator Initiative
SAWS	San Antonio Water System
SBA	Small Business Administration
SBE	Small Business Enterprise
SBEDA	Small Business Economic Development Advocacy
SCBA	Self-Contained Breathing Apparatus
SEED	Self-Employment for Economic Development
SHP	Supportive Housing Program
SLA	Service Level Agreements
SLGCP	State and Local Government Coordination and Preparedness
SR	School Readiness
SSF	Stinson Airport
STBF	South Texas Business Fund

ACRONYM	DEFINITION
STEP	Selective Traffic Enforcement Program
STNP	South Texas Nuclear Plant
SWBTP	Southwest Business & Technology Park
TA	Technical Assistance
TCC	The Cultural Collaborative
TCLEOSE	Texas Commission on Law Enforcement Officer Standards & Education
TDPRS	Texas Department of Protective and Regulatory Services
TIF	Tax Increment Financing
TIF	Temporary Improvement Fund
TIRZ	Tax Increment Reinvestment Zone
TMRS	Texas Municipal Retirement System
TPA	Third Party Administration
TSA	Transportation Security Administration
TWICES	Texas Web-Based Integrated Client Encounter System
TxDOT	Texas Department of Transportation
UDC	Unified Development Code
UC	Unemployed Compensation
ULI	Urban Land Institute
UNAM	Universidad Nacional Autonoma de Mexico
USO	United Service Organization
VITA	Volunteer Income Tax Assistance
VoIP	Voice and Internet Protocol
VPSSP	Volunteer Police Security Service Program
WARM	Winter Assistance Relief Mobilization
WBE	Women Business Enterprise
WHI	Walgreen's Health Initiative
WLS	Work Load Standard
WOMMS	Work Order and Materials Management System

Performance Measure Definitions

DEPARTMENTAL PERFORMANCE MEASURE DEFINITIONS

This list of definitions reflects selected key performance measures for City departments. It is not a complete list of all measures covered in the City Service Plans Section of this document.

ALAMODOME

Average Operating Cost per Attendee: Calculated by dividing the operating expenses by the total attendance. Operating cost does not include expenditures for capital outlay.

Average Operating Revenue per Attendee: Calculated by dividing the revenues collected by the total attendance. Operating revenue does not include supplemental rental or revenue from reimbursable expenses.

Total Event Days: Number of days the Alamodome is utilized for an actual performance, sporting event, or tradeshow. Does not include move-in or move-out days.

ASSET MANAGEMENT

Number of Employees Completing Job Enhancement Training: Total number of employees who received training relevant to work functions.

Event Center Customer Survey Approval Rating: Average score from customer satisfaction surveys completed by International Center residents and customers.

Average Total Operating Cost per Square Foot, per Year: Average of all variable costs incurred by Facility Services in maintaining all municipal facilities.

Average Hourly Rate for Trade Labor: Average rate charged for all trade labor services done within municipal facilities.

ASSET MANAGEMENT - PARKING

Number of Garage and Lot Spaces Available: Total number of parking spaces maintained in parking garages and surface lots by the Parking Facilities Division.

AVIATION

Airline Costs per Enplaned Passenger: Includes landing fees, terminal building rental, loading bridges fees and other fees and charges divided by enplaned passengers.

Airport Operating Cost Per Enplaned Passenger: Includes personnel, equipment, supplies, utilities and other direct operating costs together with airport service contracts divided by the number of enplaned passengers. Costs associated with capital outlays, depreciation and debt service are not included as operating expenses.

Airport Operating Revenue per Enplaned Passenger: Includes landing fees, ground rental (i.e., fuel farm, air cargo ramps, Fixed Base Operator), building rental, concessions, parking fees, ground transportation fees (i.e., taxi, shuttle, limo, etc.) divided by the number of enplaned passengers. Excluded from operating revenues are the passenger facility charge (PFC) collections and grant funds.

CITY ATTORNEY

Texas CLE Requirement: Every active member of the State Bar must complete a minimum of 15 hours of accredited continuing legal education (CLE) during each Mandatory Continuing Legal Education (MCLE) compliance year.

Percent of Lawsuits Tried with Favorable Disposition: In a favorable disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

COMMUNICATIONS & PUBLIC AFFAIRS

Number of TVSA Programs: TVSA (cable channel 21) helps the public better understand San Antonio municipal governance. TVSA programs cover a wide variety of issues such as live City Council meetings, Bexar County Commissioners' Court meetings, City Council member programs, etc. The channel also provides bulletins for information on upcoming events as well as tips on how to utilize City services.

COMMUNITY INITIATIVES (DCI)

Average Monthly Children in Care: The average number of children of any age receiving childcare each month via any program of the Children's Resource Division.

DCI Participants Obtaining Transitional Employment at or Above $9.75 per Hour: The number of participants placed into employment as a result of a DCI service activity.

DCI Participants Obtaining Transitional Employment Below $9.75 per Hour: The number of participants placed into first or transitional employment as a result of a DCI service activity.

DCI Participants in Higher Education, Skill or Long-Term Job Training: The number of participants who enter higher education, skill training or long-term occupational training as a result of a DCI service activity.

Dollars into Community through Volunteer Income Tax Assistance: The net total dollars refunded to participants as reflected on the tax returns prepared through VITA.

Dollar Value of Youth Community Service Hours: The estimated value (at $6.50 per hour) of all volunteer hours contributed by youth for all community service programs.

Dollar Value of Elderly Community Service Hours to the Community: The estimated value (at $8.75 per hour) of all elderly volunteer hours contributed by adults for all community service programs.

Number of Contracts and Vendor Agreements Managed and Monitored: The total number of individual contracts executed by or on behalf of DCI that are managed and monitored by the Department.

Number of Families Receiving Emergency Services: The number of families and individuals receiving financial emergency services for short-term assistance including utility bills, rent or mortgage payments, food, temporary housing or similar type services.

Number of Individual Development Account (IDA) Participants: The number of individuals successfully participating in the IDA program by contributing regularly to an asset building IDA account with a potential 4 to 1 dollar match upon withdrawal.

Number of DCI Participants Receiving Financial Literacy Training: The annual number of all individuals who receive services from a DCI program who complete a course on financial literacy.

Number of Individuals (Duplicated) Participating in Carver Community Cultural Center Events/Activities: The total number of individuals who attend an event or activity sponsored by the Carver Community Cultural Center.

Number of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA): The number of individuals who have their federal tax return prepared via the VITA program.

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 Poverty (0-5 years) Receiving Child Care Assistance through the City: The number of children in poverty aged (0 to 5) years who receive childcare compared with the total number of children in poverty aged (0 – 5 years) in Bexar County.

Number of Compliance Reviews Conducted: Monitors and measures contract administration effectiveness.

Percentage of Operations Funding Managed through Contracts with other Agencies/Organizations (in millions): The percentage of all annual operating budgets of DCI that is contracted to delegate agencies or sub-recipients for actual delivery of service.

Percentage of San Antonio Education Partnership Seniors Graduating High School: The percentage of all seniors at the 15 participating schools who executed an SAEP Commitment form and graduated.

Percentage of Senior Population Participating in DCI Programs: The percentage of all unduplicated seniors participating in any program offered for the elderly or disabled, as compared to the number of elderly and disabled in the City of Bexar County (per Census 2000, as updated for growth).

Percentage of Staff Demonstrating Computer Literacy: The percentage of all DCI full-time regular employees who regularly use a computer to perform work assignments who demonstrate literacy in areas relevant to their job duties and responsibilities.

Tax Preparation Fees Saved and Returned to the Community: The total value of tax return preparation fees saved by individuals whose tax return was prepared by the VITA program.

Total Number of Staff Receiving Financial Literacy or Professional Development Training: The annual number of all DCI full-time regular employees who complete the Department's course on financial literacy.

Total Number and Percentage of CCDS Vendors that are Texas Rising Star Certified: Of all eligible CCDS childcare providers, the number (and resulting percentage) that meets Texas Rising Star certification requirements for being a high quality early care and education center.

Total Number and Percentage of Youth Services Participants Completing Character Development/Life Skills Training: Of the total number of participants in the Diversion, Juvenile Restitution, Urban smARTS, NCC, START, Project WORTH, Teen Court, delegate agencies and the Youth Opportunity Program, the number completing training in character development or life skills type training.

CONTRACT SERVICES

Number of Contract Component Reviews: Department staff review a component of a contract that is not directly related to service delivery, or end product, but is necessary to ensure contract compliance. Examples of a contract component are ensuring insurance certificates remain active, surety companies and bonds are still valid, and a contractor's stated commitment to the Small Business Advocacy Program are fulfilled.

Number of Discretionary, High Risk Contract Initiatives: The number of contract initiatives that are solicited and deemed "high risk" due to their value, complexity, community interest, and procurement method.

Number of Technological Solutions Implemented: Technological solutions are improvements implemented to improve contracting functions through automation and increase departmental contract monitoring capabilities.

CONVENTION FACILITIES

Occupancy Rate: Calculated by using move-in/move-out and show days.

CONVENTION & VISITORS BUREAU (CVB)

Number of CVB Initiated Convention Hotel Room Nights Booked: Number of hotel room nights confirmed by Bureau sales staff for anytime in the future.

Number of CVB Initiated Convention Hotel Room Nights Hosted: Number of hotel nights occupied by convention delegates meeting in San Antonio during specific month and year.

Number of CVB Initiated Convention Delegates Hosted: This number indicates total attendance at conventions held in San Antonio during the specified time period.

CULTURAL AFFAIRS

Amount of Non-City Dollars Leveraged for Arts in Millions: Total private, state and federal dollars raised to support the total production costs of City-funded arts and cultural events. These leveraged funds satisfy the City's matching requirements and do not include in-kind contributions.

Number of Arts and Cultural Programs Promoted: Denotes programs or events intended to foster the development of stronger relationships between local arts/cultural agencies and the tourism and hospitality industries in ways that increase tourism and audiences. The cultural tourist is an individual who visits a destination to specifically experience the arts/culture, heritage and special character of the place.

Ratio of City Dollars to Non-City Dollars Spent: Calculated by dividing the amount of non-City dollars by the amount of City dollars for any given project.

CUSTOMER SERVICE/311

Annual Number of Calls Received by 311 Call Center: Total number of calls received by 311 Call Center within the fiscal year.

Annual Number of Calls Received by 311 Call Center: Total number of calls actually answered by 311 Representatives within the fiscal year.

Annual Number of Customers Served by Community Link Service Centers: Total number of customers that received services at the Community Link Service Centers within the fiscal year.

Annual Number of Transactions Processed by Community Link Service Centers: Total number of financial transactions processed by Community Link Service Centers within the fiscal year. Examples of transactions are birth certificates, immunization records, small trade permits, park reservations, police reports and municipal court fines.

DEVELOPMENT SERVICES

Average Number of Days for Initial Plan Review: Average number of calendar days it takes for a plan (interior finish-out, new residential or new commercial) to complete initial review by the City of San Antonio. City departments involved in the plan review process include Development Services, Public Works, Planning, Health, and Aviation Departments. San Antonio Water System also is involved in the plan review process. The Unified Development Code requires initial review of new commercial plans to be completed within 35 days.

Number of Investigations: Number of investigations performed by field inspectors to ensure proper building and trade permits are obtained for construction projects.

ECONOMIC DEVELOPMENT

Total Number of Jobs Created or Retained through Economic Development Department Programs: All jobs in which the Economic Development Department has been directly involved in recruitment, retention, or expansion of local companies. Efforts include meetings with company representatives to present information on City incentive programs, facilitating meetings with other economic development partners, or assisting in resolution of development issues.

Mean Hourly Wages of Jobs Created through Economic Development Department Incentive Programs: An hourly wage which is calculated based on a variety of sources, such as contracts, information provided on tax phase-in applications and other information provided by companies wishing to participate in the City's incentive programs.

ENVIRONMENTAL SERVICES

Percent of Waste Diverted From Landfill: Total tons of recyclable materials (paper, plastics, metals, glass, household waste) collected divided by total tons of waste (garbage, brush, recyclables) collected.

Percentage of Employees Receiving Safety Incentives: Total number of employees receiving a safety award (presented three times a year) divided by three divided by authorized FTE's.

Waste Tons Collected per Crew per Week: Average twice a week collection of waste tonnage by City Crews.

INTERGOVERNMENTAL RELATIONS

Average Monthly Revenue Received from Interlocal Agreements: Average monthly revenue for all interlocal contracts with the City.

Federal Funds Received Related to Federal Initiatives Program: Appropriations requests are a significant component of the City's Federal Initiatives program. This is a measure of the success of obtaining federal funding through the appropriations process.

Percent of State Legislative Program Initiatives Enacted: The Texas Legislature is only in session in odd-numbers years. Thus, this performance measure is only implemented when the Legislature is in session.

FINANCE

Number of Coin-operated Amusement Machines Sealed: Number of Coin-operated Amusement machines (pinball, video, arcade, and billiard machines) sealed for non-compliance of City code.

Value of Investments – Trade-Cost Basis (billions): Value of the City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

Turnaround Time on the Comprehensive Annual Financial Report (CAFR) Completion (days): Number of days required to prepare the CAFR for the most recent fiscal year ended.

FIRE

Percent of City Blocks Able to be Reached within 4.25 Minutes Travel Time: This measure represents a San Antonio Fire Department goal regarding station location in reference to travel time. The Department utilizes a goal of 4.25 minutes travel time to reach 90% of city blocks from dispatch to arrival on fire responses.

Percent of Frontline Fire Suppression Vehicles with Laptop Mobile Data Terminal Capabilities of Interaction with Dispatch and Automatic Vehicle Locator Systems: this measure captures the percentage of all fire suppression vehicles that have LMDTs that allow for data communication to both the dispatch center as well as GPRS modems.

Percent of Total Calls with a Response Time of 8 Minutes and Under From Call Entry to Arrival: This measure represents the percentage of the total fire calls that remain under an ICMA recognized benchmark of 8 minutes from the time a call enters the dispatch center to scene arrival.

FIRE-EMERGENCY MEDICAL SERVICES

Average Reported to Arrival Time within the City: The average number of minutes elapsed from the time a call enters the dispatch center to scene arrival, which consists of: 1) call Reported to Dispatch, 2) Dispatch to Response, and 3) Response to Arrival. This measure is calculated for calls within the City, calls within suburban cities currently receiving EMS services, and for First Responder Units.

Number of Responses Per Full-time Unit: The average number of times each full-time ambulance is dispatched on an emergency call per year.

Number of Responses Per Peak Period Unit: The average number of times each peak ambulance is dispatched on an emergency call per year.

Number of Units Dispatched: Actual number of ambulances dispatched on Emergency Calls per year.

HEALTH

Immunizations Provided by San Antonio Metropolitan Health District Staff: Total number of immunizations administered by trained and licensed SAMHD staff.

Routine Food Establishment Inspections: Routine inspections are applicable to permanent food establishments (not including mobile vending, temporary establishments or other vending operations).

Percent Disease Investigations Initiated within 10 Days for TB and 3 Days for Other Important Diseases: The number of disease investigations initiated in the timeframe recommended by the Centers for Disease Control and Prevention (e.g. within 10 days for tuberculosis cases and 3 days for most other significant communicable diseases) divided by the total number of disease investigations conducted.

Percent of Certificates of Obligation: Percent of Certificates of Obligation principal outstanding verses total General Obligation debt principal outstanding as of fiscal year end.

HOUSING AND COMMUNITY DEVELOPMENT

Percent of Timeliness Expenditures: Percentage of available grant funds expended by July 30th of each year compared to the current annual CDBG Entitlement grant allocation.

HUMAN RESOURCES

Human Resources Analyst's Average Number of Workdays Required to Fill a Non-uniform Vacant Position: Includes time required by Human Resources staff to post the job announcement, develop an eligibility list, and conduct new hire processing. It does not include time required to review applications, time required for outside agencies to perform driving status verifications, drug screening and physicals, or time required by the selectee to submit notice of resignation to employers.

Alamo Community College District Interlocal Agreement: Examples of training initiatives developed through the Alamo Community College District's Interlocal Agreement include: Automotive Diesel Mechanics, Plumbing,

Computer Assisted Drawing (CAD), GIS, Contemporary Management Skills, Workforce Supervision, Administrative Management, Multidisciplinary Leadership Skills, Train the Trainer, Anger Management, Leadership Development Program. The fiscal year for ACCD Interlocal Agreement is from April through March.

Cost of Risk: Includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

Workdays to Establish E-list (classified positions): Average number of workdays to establish eligibility list is calculated from the time position closes to the time eligibility list is forwarded to department.

Percent of Citywide Human Resources Related Policies Revised: The percentage of Citywide HR related policies revised is calculated by dividing the total number of revised HR related (Administrative Directives) policies by the total number of HR policies.

Percent of Selection Resulting in Internal Full-time Promotions: The percentage of selections resulting in internal full-time promotions is calculated by dividing the number of full-time positions filled by internal candidates by the total number of all full-time positions filled.

Percent of Supervisors Rating Employee Performance & Development Plan Training as Satisfactory: The percentage of supervisors rating EPDP training as satisfactory is calculated by dividing the number of supervisors surveyed rating EPDP training as satisfactory or better by the total number of supervisors surveyed.

Average Number of Deferred Compensation Appointment Contracts per Year: To provide retirement income and other deferred benefits in accordance with the provisions of Section 457 of the Internal Revenue Code of 1986.

Average Monthly Cost of Employee Assistance Program per Employee: The Employee Assistance Program monthly contractual rate per active employee. (Enroll x rate: i.e. $1.32 x enroll)

Percent Favorable Unemployment Compensation Decisions: The percentage of Unemployment Compensation Decisions that ruled in the City's favor based on the number of unemployment claims protested.

Number of Employees Placed on Modified Duty: Employees injured on the job are placed on restricted duties.

Number of Driver Evaluations Processed: All City employees authorized to drive a City vehicle are required to take a driver's education course provided by the Risk Management division staff.

INFORMATION TECHNOLOGY SERVICE DEPARTMENT

Number of E-Payment Transactions: Accepting payments for City services provided over the World Wide Web (i.e. municipal court fines, developmental services permit & inspection fees, and aviation parking passes).

Number of Help Desk Calls Processed: Calls placed by City employees to the COSA Help Line (207-8888) for problems related to technology (i.e. telephone problems, desktop computers, and network connection problems).

Number of Business Warehouse (BW) Information Cubes: A BW information cube is a specific data warehouse orientated to reporting and keeping data on COSA provided services (i.e. pot hole repairs, service level agreements, stray animal pickups, and accounting transactions).

Number of City Personnel Provided Information Technology Training (internal & external): Total number of City personnel providing training to include Enterprise Resource Management software training.

INTERNATIONAL AFFAIRS

Direct Expenditures by Official Guests to San Antonio (in millions): Direct expenditures are based on a per delegate expenditure of $900.89 as reflected by a 1998 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

Dollar Value of Business Generated by CASA Program: Based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade

Out-reach Media Impact: Refers to the approximate number of people reached through media, radio, television or printed materials.

Public Relation Media Value: Refers to dollar value on public relations efforts through media advertisement, radio, television or printed materials.

Rate of Return per $1 Invested in CASA Program: Rate of return from each dollar invested by the City in the CASA San Antonio program.

LIBRARY

Materials Budget per Capita (General Fund): This number is an indication of the amount of City funds budgeted per person for library materials in Bexar County (print and non-print). This calculation is made by dividing the budget amount for Library Resources by the population of Bexar County.

Number of Items Borrowed: Total number of items "circulated" (i.e. borrowed for use outside the library facilities) to the public during the current fiscal year. This figure is recorded monthly from the CARL Circulation report, and the total year-to-date is cumulated by Library Administration.

Number of Children and Caregivers Using Little Read Wagon Resources: The Little Read Wagon takes emergent literacy training directly out into the community where it is most needed. Trainers take to the road in two bright red vans to visit childcare centers, parent training programs, schools, Head Start centers, branch libraries – wherever parents and caregivers of young children can be reached. They leave behind adults aware of the importance of frequent verbal interaction with children and knowledgeable about how to speak with children and read with children to foster future reading skills leading to success in school and life.

MUNICIPAL COURTS

Average Number of Warrant Cases Cleared per Roundup: This measure captures the average number of cases cleared per year from the Warrant Roundups conducted by the San Antonio Police Department.

Average Revenue Collected per Cases Paid: This measure represents the average revenue collected per year from traffic and non-traffic cases. This source of revenue is receipted at Municipal Court, Community Link Centers, and through online payments.

Number of Documents Imaged: This measure represents the total number of internal and external documents that are electronically imaged to support all court cases at Municipal Court.

Percent of Defendants Bonded and Released from Detention Center: This measure helps track the joint City-County Identification and Booking Project.

San Antonio Police Department Officers' Time from Defendant's Arrest to Report Turn-in Time: This measure represents the Magistrate Operations' goal in increasing the movement and processing of defendants. It begins from the time a San Antonio Police Officer makes an arrest and transports a defendant to the Magistrate Detention Center to completing and finalizing the police report to the Magistrate staff.

MUNICIPAL ELECTIONS

Turnaround Time for Release of Election Results: The total amount of time calculated from the close of the polls until the results of election are released to the media by the Office of the City Clerk.

NEIGHBORHOOD SERVICES

Average Cost per Sweep: Number represents cost of service delivery from all departments contributing to sweep activities.

Number of Affordable Housing Units Completed: Housing units constructed through the Department's housing programs funded through the Community Development Block Grant Home Investment Partnership Funds.

Total Cases (Citations) Filed in Court: All categories including vacant lots, dangerous premises, junked vehicles, alleys and right of ways, but excluding minimum housing (unsanitary premises).

Total Number of Vacant Lots Cleaned: Includes vacant lots cleaned by the property owner and by the City.

Average Number of Days from Initial Investigation to Closing of Case: 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 Service Requests Initiated: Equals the number of service requests or cases initiated directly by department personnel, which includes NAD and Target Sweeps.

NON-DEPARTMENTAL (COUNCIL ACTION TEAM)

Value of Volunteer Hours: Volunteer hours include service projects such as house painting, graffiti clean-up and alley clean-up. The number of volunteers and the number of hours are tracked, and the value is calculated using a wage rate of $8.75.

NON-DEPARTMENTAL (CITY SOUTH MANAGEMENT AUTHORITY)

Total Number of Pre-Development Meetings with Potential Developers: In these meetings, City Staff will have an opportunity to carefully explain all requirements in the development process, while the developer may use the opportunity to propose tentative development ideas and solicit staff reaction and recommendations.

OFFICE OF MANAGEMENT AND BUDGET

Number of Consulting Projects Performed: Consulting projects performed by staff in conjunction with other City departments.

Number of Community Outreach Efforts: Number of Community outreach efforts in which the department has been a participant. Community outreach efforts include City Council Community Public Hearings, Town Hall and Neighborhood Association meetings, and educational site visits to local universities and colleges.

PARKS AND RECREATION

Dollar Value of Restitution/Volunteer Program: The dollar value of all hours worked for the benefit of the Parks and Recreation Department without cost to the City. For those participating in the Restitution Program, individuals are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property. Volunteers also donate time for this program.

Creekway miles per Field Employee: Total number of creekway miles divided by the number of field employees.

Percent of Eligible Employees Receiving Certification Pay (pilot program): Percent of employees in eligible job classifications who are receiving certification pay.

PARKS AND RECREATION - GOLF OPERATIONS

Number of Regulation Rounds Played: Total number of rounds played if the rounds were played in full. Two 9-hole rounds are equivalent to one 18-hole round.

Total Revenue per Round: Total revenue divided by total number of rounds played per year.

Total Expenses per Round: All expenses including transfers divided by total number of rounds played per year.

PLANNING

Cumulative City Square Miles Included in Plans Approved by City Council: Illustrates total number of City square miles covered by Neighborhood, Community, and Perimeter Plans.

Cumulative City Population Included in Plans Approved by City Council: Illustrates total population included in all completed Neighborhood, Community, and Perimeter Plans.

Cumulative Square Miles for Neighborhood Conservation District Approved by City Council: Cumulative percentage of city square miles within a Neighborhood Conservation Overlay Zoning District.

Number of Urban Design Plans: Illustrates requested services by other departments and agencies for site and development plans with urban design component.

Percent of Buildings Surveyed: Illustrates number of buildings surveyed as part of the Historic Survey of structures within the City's original 36 square miles.

Percent of Planning Staff Certified: Illustrates total number of Planning Department staff who receive their certification from the American Institute of Certified Planners (AICP).

Total Number of Community Meetings: Illustrates total number of community meetings held for the development, review, and approval of neighborhood, community, and perimeter plans in order to maintain community involvement in the planning process.

Total Numbers of Neighborhood Groups Registered with the City: Cumulative number that gives an idea of potential and actual demand placed on this division.

Total Number of Staff Attending Training Classes Provided: Illustrates total number of department staff receiving training on the use of Geographic Information Systems (GIS) applications.

POLICE

Code 3 Response Time: Combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Number of Formal Complaints Processed: Formal complaint is one that warrants a full investigation by the Department's Professional Standards Unit.

Patrol Availability Factor: Measures the actual time a patrol officer is available to patrol. This does not include the time needed to respond to calls for service or administrative duties.

PUBLIC UTILITIES

Number of Public Utility/Franchise Contracts Monitored: Contracts are monitored in order to provide regulatory and financial oversight over Public Utilities.

PUBLIC WORKS - GENERAL FUND

Number of Meetings Held with Outside Stakeholders: Total number of meetings held with in the community to discuss infrastructure projects.

Percent of Service Requests Meeting Service Level Agreements with Customers: Percentage of 110 items met within Service Level Agreements between the City and its customers.

Total Number of Projects Advertised: Number of capital projects advertised on an annual basis.

PUBLIC WORKS - STREET MAINTENANCE

Percent of Potholes Repaired Within 48 Hours: Percentage of all requests placed to Public Works regarding pothole repair, which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

Lane Miles Receiving Maintenance: Number of lane miles receiving maintenance from both City crews and outside contractual services.

PURCHASING & GENERAL SERVICES

Average Cost of Car/Light Truck Oil Change: Measure of the average cost to City departments for automobile and light duty truck oil changes. The Police Department's Crown Victoria is the most common vehicle in use by the City and is used in the cost calculation for automobiles. The Ford ½ ton pickup truck is used for the calculation of the cost for light duty trucks.

Percentage of Total Dollars Awarded to AABE's, MBE's and WBE's: Reflects the relationship between the total overall contract dollars awarded and the total dollars awarded to Women-Owned Business Enterprises (WBE's), Minority-Owned Business Enterprises (MBE's) and African-American-Owned Business Enterprises (AABE's).

Alternative Fueled and Hybrid Vehicles: The cumulative number of alternative fueled (propane, natural gas, etc.) and hybrid vehicles purchased and utilized within the City's fleet annually.

Emissions Testing Performed on City Vehicles: Total number of four-gas, five- gas, and opacity tests performed on the City's fleet annually. These tests help monitor vehicle emissions for irregularities.

CITY OF SAN ANTONIO, TEXAS