

**SAN ANTONIO DOWNTOWN PUBLIC IMPROVEMENT DISTRICT SERVICE
AND ASSESSMENT PLAN FOR FISCAL YEARS 2021-2023**

I. INTRODUCTION

This Service and Assessment Plan (the "Plan") is prepared in conformance with Public Improvement District Assessment Act, Texas Local Government Code, Ann. Sec. 372.001, et seq., as amended (the "Act"). The Plan is for three years commencing October 1, 2020, and will continue to be updated annually as required in the above-referenced legislation.

II. BOUNDARIES

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

III. IMPROVEMENTS AND/OR SUPPLEMENTAL SERVICES PLAN

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

The District is managed by the Centro Public Improvement District (formerly the Centro San Antonio Management Corporation), a 501(c)(4) non-profit Texas corporation (the "Corporation"), pursuant to a contract with the City of San Antonio entitled Contract for Improvements and/or Services in the San Antonio Public Improvement District in the Downtown Area (the "Management Agreement"). The Board of Directors (the "Board") will meet at least twice annually, may meet more frequently to assure performance of its duties, and will follow Roberts Rules of Order as well as its Articles of Incorporation and by-laws in conducting its affairs. The Board is constituted by its formal action taken at the organizational meeting held on June 29, 1999. The President and CEO of Centro San Antonio, Inc., which provides management services to the Corporation, shall serve as the President and CEO of the Corporation and serve on the Board as ex-officio, non-voting member. The regularly scheduled Board meetings will be held in San Antonio at the Centro San Antonio Office, 110 Broadway Street, Suite 230, or as otherwise notified. Key Board meetings for FY2022 will be held on or about February 17, 2022, and August 25, 2022.

The Plan includes reimbursements for direct costs associated with delivering supplemental core services for the downtown experience, including maintenance, beautification & landscaping, hospitality, and quality of life ambassador services. They may also include programs and other services such as marketing and promotion of the District, community events and programs, economic development activities, project management, planning and research initiatives, and a Capital Improvements Program (CIP) that consists of small capital projects and other special projects of short duration. The plan also includes reimbursement of costs for management of the District. Initiatives to be included in the FY2022 plan are more specifically described in the following pages. All budget amounts are rounded to the nearest thousand.

YEAR TWO PLAN (October 1, 2021 – September 30, 2022) (See Table 1)

CORE SERVICES – DOWNTOWN EXPERIENCE

The Corporation has budgeted **\$5,199,000** to provide the core services detailed below and will deliver said services through a renewed contract with Block-by-Block for maintenance, quality of life, hospitality ambassador services, as well as beautification & landscaping services; and San Antonio Police Department for supplemental security services. Descriptions of each of these programs are listed as follows. All field operations personnel ("Ambassadors"), including the employees of third-party contractors as noted above, will wear a uniform design while on duty that distinctly identifies them as working for and providing services within the District.

The budget for core services is allocated as follows:

Core Clean and Safe, including Landscaping	\$3,580,000
Marketing, Planning & Management	\$1,619,000

CORE CLEAN AND SAFE, INCLUDING LANDSCAPING

The Corporation has entered into agreements with subcontractors to provide the following custodial services in the District during FY2022 (see Exhibit B for estimated service zones). The Corporation will retain supervisory authority over subcontracted personnel and an Operations Director to assure that services are performed in accordance with the Management Agreement and all applicable laws. Maintenance to be performed within the District will include Clean Services, Sidewalk Maintenance, including supplementary Garbage Removal, Pressure Washing Services, Graffiti Abatement, and Bird Abatement. All duties and timing of work listed below may be adjusted based on factors outside the control of the Corporation, including but not limited to weather, holidays, special events, social unrest, government action, and pandemics that affect or disrupt standard work schedules or allocation of duties.

Clean Services: In normal conditions, our regular clean services include wiping down handrails and trash receptacles with a mild soap and water mixture, removal of graffiti, picking up trash, removal of overflowing trash bags, cleaning curb lines with an ATLV street vacuum sweeper, sidewalk pressure-washing, and pan and broom services to clean and remove the trash, cigarette butts, and basic litter from the sidewalks of the District.

To enhance cleanliness downtown and reduce the spread of the COVID-19 virus, Centro Maintenance Ambassadors utilize Motorscrubber Storms, which disperse disinfectant via a hand-operated wand attached to a backpack reservoir. This equipment can be used to quickly and efficiently disinfect high-touch surfaces and high traffic areas. Ambassadors target business entry points, all six elevators (cabs and exteriors), benches and furniture, trash receptacles, door handles, crosswalk buttons, and wayfinding signs. We use an environmentally friendly disinfectant (which is shown to kill viruses, including the coronavirus) on the street and river level.

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

The proposed budget reflects a high level of cleanliness with the management of ambassador personnel levels. The plan is for the Ambassador crews to:

- a. Inspect sidewalks within the District's public right-of-way for needed maintenance and report to the District Operations Center.
 - b. Coordinate with the PID Operations Director to request that City crews provide needed maintenance to identified areas through the City's designated representative.
 - c. Sweep sidewalks within the District's public rights-of-way, removing litter and placing in appropriate trash receptacles.
 - d. Inspect sidewalks within the District public rights-of-way, remove weeds, graffiti tags, and gum spots from sidewalks. Duties may be adjusted when weather or special events interrupt standard work schedules. This service may also be accomplished utilizing volunteer service labor or adult probation labor services.
 - e. Request that the District Operations Center communicate and engage City crews to address other maintenance issues not covered under Ambassador services.
 - f. One sidewalk/curb line vacuum machine will continue circulating throughout the District, vacuuming sidewalks and curb lines to supplement the City sidewalk-cleaning schedule.
 - g. The Corporation will only empty existing trash & recycling receptacles in the public rights-of-way, which are over half-full or when an overflow situation exists. If either condition is present, the trash receptacle is emptied, re-bagged and the full bag is placed in the receptacle for pick-up by City and/or District crews. The Corporation estimates removing 4,000 receptacle bags monthly.
2. **Pressure Washing:** The proposed budget reflects a plan to provide sidewalk-washing services an average of 600 hours per week in selected areas in public rights-of-way throughout the District. The Corporation and sub-contractor shall maintain a schedule of locations and frequency of service for those locations. All areas within the District will be periodically inspected for sidewalk washing and scheduling. Care will be taken to avoid impeding vehicular and pedestrian traffic resulting from power-washing equipment at any

time during peak weekday traffic hours. Power washing equipment will recapture at least 20% of the water used and dispose of it according to the City ordinance.

3. **Graffiti Abatement:** Inspect for and remove graffiti from public areas in the District (including street furniture, benches, drinking fountains, fountains, public art, street planters, trash receptacles, recycling receptacles, other public streetscape improvements, pedestrian lighting, signage, equipment, and signal cabinets, kiosks, and other related improvements in public areas) and coordinate with the City's graffiti removal program. Graffiti will not be removed from the IKE Kiosks per IKE management. The District will attempt to remove graffiti within 24 hours from the time of discovery. Graffiti includes paint, handbills, and stickers but does not include scratched or etched surfaces.
 - a. The Ambassador crews will provide graffiti abatement of small tags, stickers, handbills, and posters from painted and metal surfaces on an ongoing basis as they perform litter pick-up.
 - b. The District will report the graffiti and coordinate with the designated City representative to determine how and by what means the graffiti can be abated.
 - c. The District will also report graffiti on private and public leased and/or vacant property to be addressed pursuant to the City graffiti ordinance.
4. **Bird Abatement:** The FY2022 budget reflects plans to continue the Corporation's "Bird Abatement Program." Since its inception, the program has been successful, reducing the number of bird droppings on many of the District's sidewalks. Grackle and other bird deterrent and relocation tactics will continue to be utilized.
5. The Corporation shall maintain all District vehicles in a first-class operable state and safely handle the day-to-day operation of all vehicles, including fueling and arranging for a mechanical and safety inspection of each vehicle both annually and before the vehicle is placed in service. Third-party certified vehicle inspections shall be conducted before any vehicle is placed in service by Corporation or subcontractor of Corporation and annually for mechanical and safety compliance and all other applicable rules, safety standards, regulations, and laws.

BEAUTIFICATION & LANDSCAPING: The Corporation has entered into an agreement with a sub-contractor to provide the following services in the District during FY2022 (see Exhibit C for coverage areas). The Corporation will maintain supervisory authority over subcontracted personnel and an operations manager to assure that services are performed in accordance with the Management Agreement and all applicable laws. The timing of work listed below may be adjusted based on factors outside the control of the Corporation, including but not limited to weather, holidays, special events, social unrest, government action, and pandemics that affect or disrupt standard work schedules.

1. **Beautification & Landscaping Services** – Install and maintain approved supplemental landscaping and planters in the District as follows:
 - a. This Plan assumes that all supplemental landscaping and planters installed in the District will be done with the City's Historic Design and Review Commission (HDRC) approval.
 - b. The planters are located on light poles, stair rails, and large pots and clusters throughout the District boundary. In FY2020, 200 earth planters were added to the PID, and the complement of 240 was redistributed throughout the PID. The FY2022 operational plan focuses on redistributing the earth planters and pot clusters throughout the District to provide a higher quality aesthetic experience.
 - c. The service will include installation, planting, and annual maintenance (watering, fertilizing, pruning, wound treating, and disease control). The light-pole planters and stair rail planters may be replanted three times during the year. The plants in the sidewalk earth planters and clusters may also be replanted three times during the year. All dead or stolen plants will be replaced on an as-required basis.
 - d. A crew will circulate throughout the District and any additional contract areas to maintain these improvements daily or as required. Care will be taken to avoid impeding vehicular and pedestrian traffic when maintaining these improvements.
 - e. The Corporation may install supplemental plant materials and may water in planters and planting beds in other City parks, along the Riverwalk, or in the public right-of-way if sufficient budget funds are available and the City approves the work.
 - f. The Corporation will advise the City's designated representative in a timely manner of the need for capital improvements, replacements, repairs, and/or relocations of City landscaping/streetscape improvements or other City property in the District.

HOSPITALITY AMBASSADOR SERVICES: The Corporation has entered into an agreement with a sub-contractor to provide the following services within the District during FY2022 (see Exhibit D for estimated coverage areas). The Corporation will retain supervisory authority over subcontracted personnel and an operations manager to assure Public Service Representative services are performed in accordance with subcontracts, the Management Agreement, and all applicable laws. All duties and timing of work listed below may be adjusted based on factors outside the control of the Corporation, including but not limited to weather, holidays, special events, social unrest, government action, and pandemics that affect or disrupt standard work schedules or allocation of duties.

1. **Hospitality Ambassadors (Public Service Representatives: "PSR")** are trained to provide information, directions, render assistance, and observe and report undesirable conditions.
 - a. The Corporation and/or its designated sub-contractor will maintain records and certifications and conduct a specially developed program for PSRs consisting of both classroom and in-field training in such subject areas such as personal conduct, CPR and First Aid certification for supervisors and team leads, public relations, downtown directions (attractions, bus/trolley stops, bus route/schedule information), effective

communications, history, and use of equipment. The Corporation requests that the City, through various departments, continue to cooperate and assist in the training of PSR (San Antonio Police Department Foot & Bicycle Patrol, SAPD Park Police, San Antonio Fire Department, EMS, COSA City Attorney's office, etc.) and VIA Metropolitan Transit.

- b. PSRs will be equipped with two-way communication capability. The Corporation has purchased two-way radios for all PSRs to carry and use while on duty in the District. PSRs will be in contact with the District Operations Center and other District and City service providers through the operations center.
- c. PSRs will not be or function as deputized law enforcement officers. They will work in close coordination with public and private law enforcement individuals and agencies within and surrounding the District to report observed incidences of anti-social behavior.
- d. PSRs will circulate throughout the District in assigned sub-areas shown in Exhibit D based on schedules maintained by Corporation and sub-contractor.
- e. PSRs will provide services within the District Monday through Sunday (various shifts) (excluding seasonal adjustments, special events, or holidays when expanded or reduced hours may apply).
- f. The Corporation will discuss with the City's designated representative the appropriate levels of public law enforcement (foot and bicycle patrols, police cruisers, park police, etc.) within the District;

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

1. **Quality of Life Ambassadors** will be specifically trained in skills and knowledge of applicable laws and ordinances to provide a visible presence to improve safety in the District by attempting to dissuade illegal or otherwise uncivil behavior like aggressive panhandling, public urination, and graffiti. They will also actively look for and quickly report behaviors to the proper service provider, such as bike patrol or homeless outreach specialists. They will serve as liaisons to downtown businesses by interacting with owners, property managers, tenants and interfacing with members of the public. They will record daily contacts, activities, and observations on a Daily Activity Report. Quality of Life Ambassadors will serve as complainants, facilitate conflict resolution, and make reasonable efforts to ensure an enjoyable, safe environment.
2. **Supplemental Bike Patrol Hours:** The Corporation extended an agreement with the San Antonio Police Department (SAPD) to supplement the downtown Bike Patrol schedule to include two additional hours each morning in areas within the District. Two Off-Duty Bike Patrol officers work two hours each morning, seven days a week, in areas where pedestrians often encounter aggressive panhandling.

DISTRICT OPERATIONS CENTER: The Corporation has direct expenses associated with management oversight of District Operation and office space for District Operations as further defined in the Plan and will provide the following operational services: An operations center for the District's administrative and management personnel and its subcontractor's employees and equipment will be provided, as necessary. The Operations Center, currently located at 219 E. Travis in the District. Space is utilized to coordinate delivery of "Maintenance," Landscaping / Streetscaping," "Hospitality," and Safety" Services. The Operations Center includes equipment and supplies storage space, a briefing center/workroom, a shared breakroom, lockers, and access to restrooms and dressing rooms.

1. In FY2022, the Corporation expects to invest in tenant improvements of the current location or secure new facilities that are better suited to the needs of the District Operations staff.
2. As called for in the Corporation's management agreement with Centro San Antonio, a PID Operations Director oversees and monitors the District's daily operation, supervises, and monitors sub-contractor services and programs.

MARKETING, PLANNING & MANAGEMENT

Marketing, Promotion & Placemaking: The Corporation incurs expenses for ongoing marketing, promotions, and placemaking related to the District, the Corporation's brand, and the Downtown area. The marketing and communication activities to support the District, Corporation's core services, Corporation's brand, and the Downtown area will be managed by staff with additional support from designated design and communication partners. This includes establishing performance measures associated with developing and executing strategic campaigns and promotions utilizing recognized measurement tools.

Descriptions of these services are as follows:

1. Strategic development and implementation of traditional and digital marketing content and campaigns for web, print, and social media platforms, and rich engagement and partnership with local influencers and media.
2. Production and marketing of placemaking activations and efforts to drive interaction and awareness for the District, Corporation's brand, and Downtown area highlight cultural experiences, local businesses, arts, and Corporation's core services.
3. Production and creation of narrative-driven content and experience to promote awareness and attraction to residents, stakeholders, and visitors, reinforcing Downtown's beautiful, welcoming, playful, and prosperous spirit.
4. Strategic activation and innovation of underutilized spaces and parks celebrating people and places while reinforcing connectivity, collaboration, small business, arts, and culture.

ECONOMIC DEVELOPMENT: Through Centro's continued efforts in keeping the PID clean and safe, providing information and wayfinding through its PSRs, beautifying the PID area via its landscaping program, creating marketing materials, and activating downtown areas, Centro delivers a level of service that is aimed at improving the conditions for businesses, employees, and customers. Failure to execute these essential elements detracts from business retention and

recruitment. Centro collaborates with Greater: SATX, the City's Economic Development Department, and the San Antonio Chamber of Commerce to attract and retain businesses in Downtown San Antonio and may directly recruit businesses.

In FY2021, in response to the negative economic impact of COVID-19 on the Downtown and the PID in particular, the Corporation broadened its scope to include recovery, rebuilding, and nurturing of the economic and community ecosystem for Downtown local, micro, small, independent, solo, mom-and-pop and similarly named businesses, collectively called "Main Street" businesses and entrepreneurship through programs to be developed, managed or supported by Centro or in partnership with other organizations and individuals.

Examples of FY2022 programs include:

1. Grants for entrepreneurs, accelerators for growing small businesses, micro-grants.
2. The Corporation's Main Street Navigator program.
3. Economic Development program funds may also be used to provide financial support to businesses impacted by economic crises and circumstances beyond their control. Including businesses that suffered damages to their property as a result of vandalism. Grant funds may be used to reimburse business owners for repairs to their storefronts and replace damaged and destroyed fixtures and equipment.

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

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

1. Provide executive support to oversee and monitor the District's services and programs and ensure that adequate controls are in place for District operations and the District's financial management.

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

OTHER EXPENDITURES (Non-Core)

The Corporation has budgeted **\$953,000** to provide other services detailed below:

CAPITAL PROJECTS: The Corporation has budgeted **\$115,000** for small capital projects within the District as highlighted below:

1. Leasehold improvements to correct conditions of operations offices.
2. One shade structure, in compliance with the completed Shade Plan.
3. Public Restroom maintenance
4. Replacement of aged maintenance equipment.

SPECIAL PROJECTS: The Corporation has budgeted **\$738,000** for Special Projects planned during the year, including but not limited to:

1. Long-range urban development and advocacy for areas like the Broadway Cultural Corridor and Zona Cultural
2. Placemaking, including "Peacock Alley" and "Family Pride Day."
3. Public art installations as part of our "Art Everywhere" initiative
4. Economic development initiatives, programs, and networking events, including the Main Street Navigator program and "In The Mix."
5. Activations, programming, and other public events around Downtown, including Travis Park, pop-up "Centro Park" programming, and Holiday Lighting in conjunction with the Rotary ice rink and the possible addition of nostalgic decorations traversing downtown corridors including Houston Street.

PROGRAM RESERVE: Projects that the Program Reserve Fund could fund would require the approval of the Corporation's Board of Directors not to exceed **\$100,000**.

OTHER SERVICES: The Corporation may at some time during FY2022 provide additional services and/or participate in additional programs not currently contemplated, but that could benefit properties located within the District. Said additional services would be subject to the approval of the Corporation's Board of Directors.

OTHER DISTRICT REVENUE:

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

1. Public assessment from the City of San Antonio as required by State statute as the municipality that established the District in the amount of **\$290,000**. An additional amount for CPS is contributed in the amount of **\$18,000**.
2. The Contractor shall provide additional power washing for FY2022.
 - a. Per an inter-local agreement between the City and VIA Metropolitan Transit ("VIA"), VIA provides funds annually to the District for services on behalf of VIA. These funds totaling **\$294,000** are directed to power washing 85 - 95 bus stops within the District.
 - b. The Contractor shall provide sidewalk power washing crews in addition to such services included in the Plan. The invoices for such additional power washing services shall be separate from services furnished under the Plan, shall not be paid with PID funds, and are subject to annual budgetary appropriation by City Council.
 - c. The Contractor shall provide additional custodial service at the Riverwalk level and cover 32,000 linear feet of designated area per month. The Riverwalk Custodial service should be performed in two shifts, seven days per week, 52 weeks per year, including

holidays. This service shall ensure the designated locations are uniformly clean, hygienic, orderly, and attractive. Invoices for such additional custodial service shall be separate from those invoices to be paid with PID funds and are subject to annual budgetary appropriation by City Council.

3. Funds from the City per an agreement the City has with the management company for the Majestic and Empire Theatres (Estimated to be **\$19,000** for FY2022).
4. A grant request for **\$50,000** will be submitted to Bexar County as a contribution associated with its properties housed within the District

Table 1 – FY2022 Budget

PROJECTED BEGINNING BALANCE	<u>2,340,000</u>
REVENUES	
Private Assessments	4,507,000
City Assessment	290,000
CPS Assessment	18,000
VIA by Interlocutory Agreement	294,000
Interest on Deposits	21,000
Voluntary Assessments (From Exempt Properties)	19,000
Bexar County	50,000
TOTAL REVENUES	<u>5,199,000</u>
CORE SERVICE EXPENDITURES	
Core Clean & Safe + Landscaping	3,580,000
Marketing, Planning & Management	1,619,000
CORE SERVICE TOTAL	<u>5,199,000</u>
OTHER EXPENDITURES	
Special Projects	738,000
Program Reserve	100,000
Capital Projects	115,000
TOTAL OTHER	<u>953,000</u>
NET CHANGE IN RESERVE	<u>(953,000)</u>
PROJECTED ENDING BALANCE	<u><u>1,387,000</u></u>

FISCAL FORECAST FOR YEARS TWO TO FIVE (Oct. 1, 2021 – Sept. 30, 2025)

This fiscal forecast assumes that the Corporation, at a minimum, will continue to provide the programs and services as defined in this FY2022 Service and Assessment Plan. The projections are based on the assumptions noted below. Each year, a new budget will be established based on the assessment rate, assessed valuation, assessment collections, and services to be delivered. The remaining fund balance from each year will be carried forward for use as the beginning balance in the following year. **(See Table 2 on next page)**

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

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

Table 2: Projected Budget (FY2023 – FY2026)

	FY2023	FY2024	FY2025	FY2026
PROJECTED BEGINNING BALANCE	1,387,000	1,028,000	812,000	605,000
REVENUES				
Assessments (Private)	4,620,000	4,900,000	5,150,000	5,300,000
Assessments (City & CPS)	316,000	324,000	332,000	340,000
VIA by Interlocutory Agreement	294,000	294,000	294,000	294,000
Interest on Deposits	21,000	22,000	23,000	24,000
Voluntary Assessments (From Exempt Properties)	19,000	19,000	19,000	19,000
Bexar County	50,000	50,000	75,000	100,000
Allocation from PID Reserve	100,000	100,000	100,000	100,000
TOTAL REVENUE	5,420,000	5,709,000	5,993,000	6,177,000
CORE SERVICE EXPENDITURES				
Core Clean & Safe + Landscaping	3,687,000	3,900,000	4,100,000	4,200,000
Marketing, Planning, Contingency & Management	1,667,000	1,750,000	1,825,000	1,900,000
CORE SERVICE TOTAL	5,354,000	5,650,000	5,925,000	6,100,000
OTHER EXPENDITURES				
Special Projects	300,000	200,000	200,000	200,000
Program Reserve	25,000	25,000	25,000	25,000
Capital Projects	100,000	50,000	50,000	100,000
TOTAL OTHER	425,000	275,000	275,000	325,000
NET CHANGE IN RESERVE	(359000)	(216000)	(207000)	(248000)
PROJECTED ENDING BALANCE	1,028,000	812,000	605,000	357,000

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

Expense Forecast: Expenses for all categories are projected to increase by three percent in Years 2 through 5. Capital and Special Projects will be budgeted so that the total annual budget for all Services maintains a PID fund balance to cover at least 90 days of core service operations.

Description of FY2022 Assessment Calculation:

The assessment year will be concurrent with the City's Tax Year, January 1, through December 31. The Assessment levy against private property (based on \$.15/\$100 of assessed valuation for all properties except for residential condominiums, based on \$.09/\$100 of assessed valuation) is

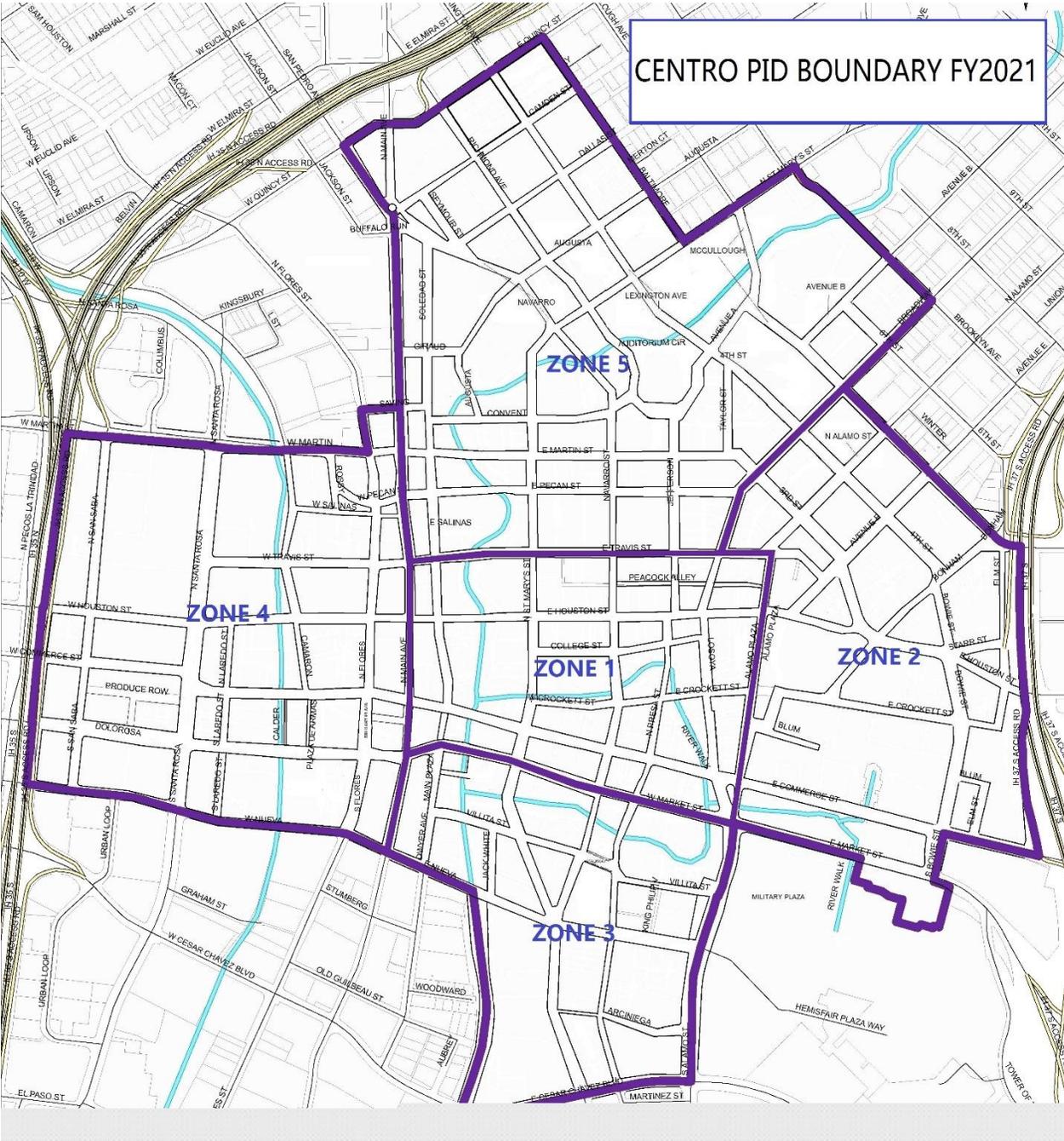
estimated in Year 2 to be **\$4,507,000**. The assessment levy on private properties is expected to grow at approximately 2.5% annually thereafter through FY2025.

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

The total 2021 taxable value of property in the District is **\$3,060,875,000**. These totals include values certified by the Bexar Appraisal District on July 25, 2021 and an estimate of value loss for properties that remain under protest.

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

Exhibit B: FY 2022 Maintenance Zones



C: FY2022 Landscaping Service Map

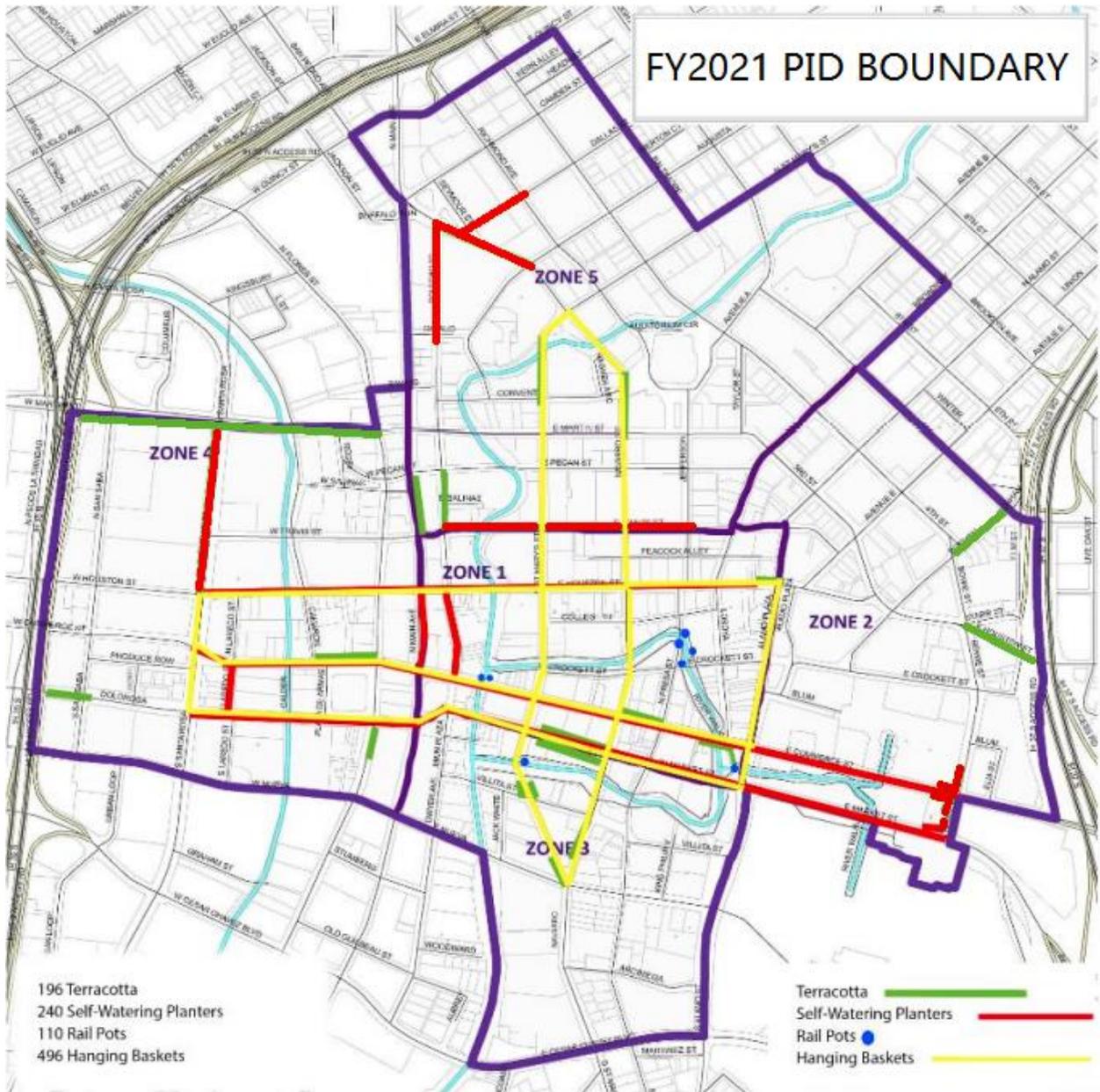


Exhibit D: FY2022 PSR Service Zones

