



City of San Antonio, Texas

Adopted Annual Operating Budget

FY 2001-2002

CITY OF SAN ANTONIO ADOPTED ANNUAL BUDGET

FISCAL YEAR 2001 - 2002

OCTOBER 1, 2001 - SEPTEMBER 30, 2002

CITY COUNCIL

EDWARD D. GARZA, MAYOR

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ENRIQUE MARTIN
DAVID A. GARCIA**

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CITY MANAGER

TERRY M. BRECHTEL

**PREPARED BY:
OFFICE OF MANAGEMENT AND BUDGET**

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**DIANA RODELA
CYNTHIA STANFIELD
NICOLE VASQUEZ
JOHN WOODRUFF
PETER HILL ZANONI**

ABOUT THE COVER

The cover of the FY 2002 Adopted Annual Budget includes a photograph of four San Antonio locations. To the northeast is the Historic Gardens Affordable Showcase of Homes. To the southeast is Mission Trails. To the southwest is KellyUSA. To the northwest is Woodlawn Lake.

NORTHEAST – HISTORIC GARDENS AFFORDABLE SHOWCASE OF HOMES

The Historic Gardens development consists of newly constructed homes as part of the Alamodome Neighborhood Revitalization Master Plan along Cherry Street. In 1997, the City provided the infrastructure improvements for the construction of housing units featured in the Affordable Showcase of Homes. The new homes were designed and built to reflect the architectural and esthetic character of this historic area. In Phase I and II of this redevelopment plan, a total of 46 affordable homes are scheduled to be constructed through December 2001.

SOUTHEAST – MISSION TRAILS

The Mission Trails connects five 18th Century Spanish Colonial missions, the largest such cluster of missions in North America, in a ten-mile long route. The trail begins with the Alamo, and then travels to Mission Concepcion, Mission San Jose, Mission San Juan, and ends at Mission Espada. The trail provides a well marked street for easy travel by automobile or bus. The trail also provides a continuous hike and bike path with scenic routes along the San Antonio River and connects several City and National Parks.

SOUTHWEST – KELLYUSA

KellyUSA is San Antonio's newest business park and the community's response to redeveloping the former Kelly Air Force Base installation. KellyUSA offers 11 million square feet of existing facilities, including four million square feet of warehousing. The business park is undergoing redesigns to attract international logistics, warehousing, aerospace, rail, trucking, and administrative industries. Some of the world's leading and most competitive companies have already located at KellyUSA. To date, there are 12 thousand well-paying jobs there, with five thousand of them being newly created commercial jobs.

NORTHWEST – WOODLAWN LAKE

Woodlawn Lake was the dream of real estate developers in the 1880s who wanted to build West End, a residential subdivision on San Antonio's rural west side. The Rhode Island-based West End Town Company saw great potential in the flat pasture on Alazan Creek and made the dream come true. To attract residents, the creek was dammed to create West End Lake. Visitors traveled by street car to enjoy what was called "the finest artificial lake in the south." The lake and surrounding land were privately owned until 1918 when they were deeded to the City. The name was changed to Woodlawn Lake and many improvements and additions were made to the 62-acre park in the years following. Today, after more than 100 years, Woodlawn Lake remains a popular gathering spot for visitors from throughout San Antonio.

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of San Antonio,
Texas

For the Fiscal Year Beginning
October 1, 2000

Imelda Gueve *Jeffrey L. Eades*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of San Antonio, Texas for its annual budget for the fiscal year beginning October 1, 2000.

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.

The 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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User's Guide

User's Guide to the Budget Document

OVERVIEW

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

BUDGET TABS

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

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

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

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

Program Changes - This section contains a brief explanation of the three major General Fund revenue sources (Sales Tax, Property Tax, and City Public Service) and new and/or enhanced revenues adopted for the General Fund and other Funds for the FY 2001-2002 Budget. This section also includes a listing of program changes sorted by Improvements, Mandates and Reductions. An explanation of the Adopted employee compensation package is also included.

Fund Schedules - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the 2001-2002 All Funds Budget Summary schedules. Following is personnel information which details the number of positions authorized for each fund. Following those schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

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

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

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

BUDGET AMENDMENTS

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

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

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

BUDGET BASIS

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

FUND TYPES

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

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

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

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

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

Trust and Agency 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. These include Pension Trust, Retiree Health Care Trust, Expendable Trust and Agency Funds. Pension Trust and Retiree Health Care Trust Funds are accounted for in essentially the same manner as proprietary funds since capital maintenance is critical. Expendable Trust Funds are accounted for in essentially the same manner as governmental funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

REVENUE ESTIMATES

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

DELEGATE AND ARTS & CULTURAL AGENCIES

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

CAPITAL BUDGET

The Adopted FY 2002 through FY 2007 Capital Budget details the City's physical infrastructure development and improvement plan. Capital projects in the six year program address general government, public safety, recreation and culture, and transportation functions. The first year of the six year plan is the Adopted FY 2002 Capital Budget. The Capital Budget is published as a separate document.

Operating Flow of Funds

Detail

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

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

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

General Fund

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

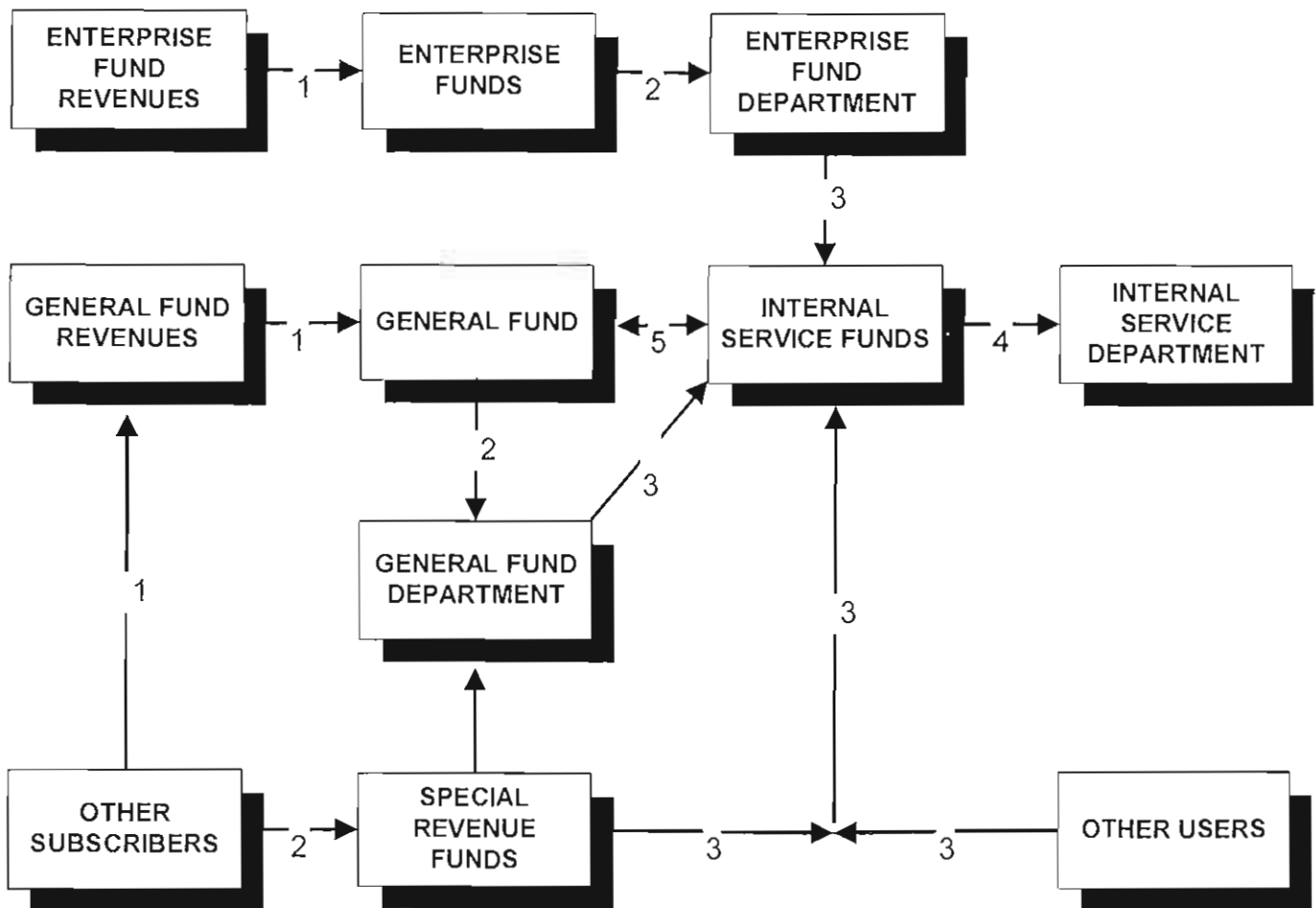
Enterprise Funds

- ♦ Enterprise Fund Departments - Aviation Department, Solid Waste Division

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

Operating Flow of Funds

Exhibit



Debt Service Flow of Funds

Detail

1. The City holds a Bond Sale after one of the following:
 - A. Approval by City Council to issue either Certificates of Obligation or Revenue Bonds.
 - B. Successful completion of a General Obligation Bond Election.
2. The Bonds are purchased and the funds generated from the sale are allocated to Bonds Funds to support specific projects.
3. The Bond Funds distribute moneys to the individual project budgets.
4. Open project accounts channel payments for project work to individual contractors (Scenario X).
5. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall bond fund, which in turn transfers the moneys into the Debt Service Fund (Scenario Y).
6. The Debt Service Fund is also supported by other revenue sources.

Debt Service Flow of Funds

Exhibit

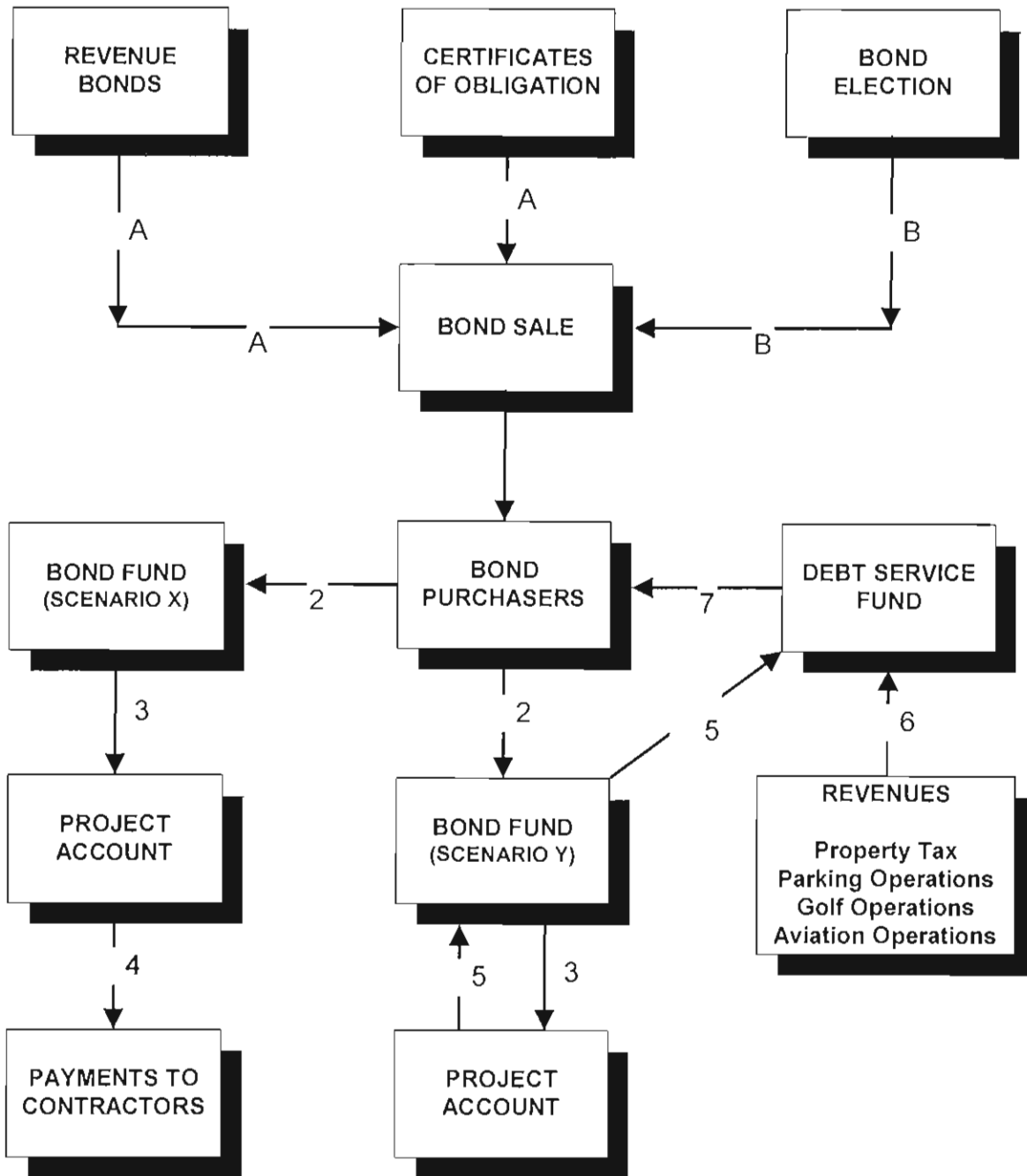
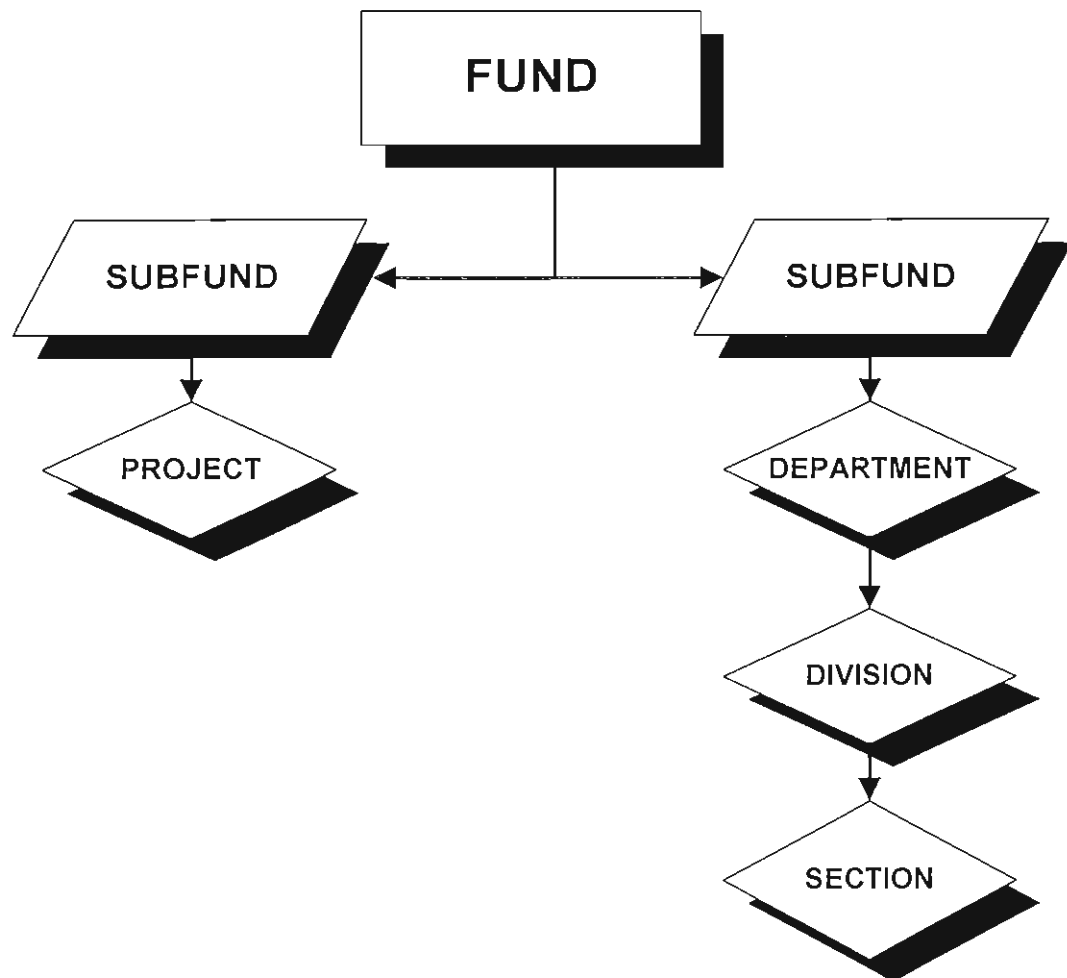


Chart of Accounts

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

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

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



Budget Schedule

Fiscal Year 2001-2002

<i>Monday, April 2 - Friday, May 18</i>	Management Team conducts meetings with Department Heads and Budget Office to review departmental goals and objectives, performance measures, IT Issues and other issues
<i>Thursday, April 26</i>	Departments submit FY 2000-2001 estimated commitments for revenues and expenditures to Budget Office
<i>Friday, May 18</i>	Departments submit Program Information, Proposed Performance Measures, Current Service Budget Justification, Improvements, Mandates, Reductions, Capital Outlay Requests, Fee Rate Adjustments, New Fees and Grant Documents to Budget Office
<i>Thursday, June 14</i>	Budget Director presents the Five Year Financial Forecast to the City Council
<i>Friday, June 22</i>	City Council Goals & Objectives Worksession
<i>Wednesday, June 27 - Wednesday, July 25</i>	Management Team reviews operating and capital budgets with Budget Office and Department Heads
<i>Thursday, July 26 - Friday, August 3</i>	Management Team reviews operating and capital budget decisions decisions
<i>Thursday, August 16</i>	City Manager presents Proposed Budget to City Council; Budget Office delivers copies of final Proposed Operating and Capital Budget to City Clerk, City Manager and City Council
<i>Tuesday, August 21 - Thursday, September 13</i>	City Council Worksessions on Proposed Budget - Tuesdays (evenings): 8/21, 8/28, 9/4, 9/11 - Thursdays (mornings & evenings): 8/23, 8/30, 9/6, 9/13
<i>Tuesday, September 4</i>	City Council First Budget Public Hearing, 7:00 p.m.
<i>Thursday, September 6</i>	City Council Tax Rate Public Hearing, 3:00 p.m.
<i>Thursday, September 20</i>	City Council Second Budget Public Hearing and Consideration of Budget, Tax Rate and Revenues, 3:00 p.m.
<i>Thursday, September 27</i>	City Council considers Closing Ordinance

BUDGET PROCESS

JANUARY

FIVE YEAR FINANCIAL
FORECAST MATERIALS SENT
TO DEPARTMENTS

BUDGET OFFICE REVIEWS
PLAN FOR UPCOMING
BUDGET PROCESS

FEBRUARY

DEPARTMENTS SUBMIT
MANDATES AND STRATEGIC
ISSUES TO BUDGET OFFICE
FOR FINANCIAL FORECAST

DEPARTMENTS SUBMIT FIVE
YEAR FORECAST REVENUE
ESTIMATES TO BUDGET
OFFICE

MARCH

BUDGET DEVELOPMENT
MANUAL AND FORMS
DISTRIBUTED TO
DEPARTMENTS

BUDGET STAFF CONDUCTS
BUDGET DEVELOPMENT
TRAINING TO DEPARTMENTS

APRIL

MANAGEMENT TEAM GOALS
& OBJECTIVES MEETINGS
WITH DEPARTMENTS

DEPARTMENTS SUBMIT
REVENUE & EXPENDITURES
ESTIMATE FOR CURRENT
FISCAL YEAR

MAY

DEPARTMENTS SUBMIT
BUDGET REQUESTS FOR
FISCAL YEAR 2001

JUNE

FIVE YEAR FORECAST
SUBMITTED TO COUNCIL

CITY COUNCIL GOALS &
OBJECTIVES WORKSESSION

BUDGET PROCESS

JULY

BUDGET OFFICE PROVIDES
AND REVIEWS DEPARTMENT
TARGET BUDGETS

MANAGEMENT TEAM &
DEPARTMENTS REVIEW
OPERATING & CAPITAL
BUDGETS

AUGUST

BUDGET OFFICE
PREPARES DRAFT OF
PROPOSED BUDGET
& DELIVERS TO CITY
MANAGER

CITY MANAGER
PRESENTS
PROPOSED BUDGET
TO CITY COUNCIL

FIRST PUBLIC
HEARING ON THE
PROPOSED BUDGET

PUBLIC HEARING ON
TAX RATE

SEPTEMBER

CITY COUNCIL
WORKSESSIONS ON
PROPOSED BUDGET

SECOND PUBLIC
HEARING ON THE
PROPOSED BUDGET

CITY COUNCIL ADOPTS
BUDGET, TAX RATE,
AND REVENUE
ORDINANCE

OCTOBER

NEW FISCAL YEAR
BEGINS

BUDGET OFFICE
DISTRIBUTES ADOPTED
BUDGET INFORMATION TO
ALL DEPARTMENTS

BUDGET STAFF
ANALYZES ADOPTED
BUDGET
IMPLEMENTATION

NOVEMBER

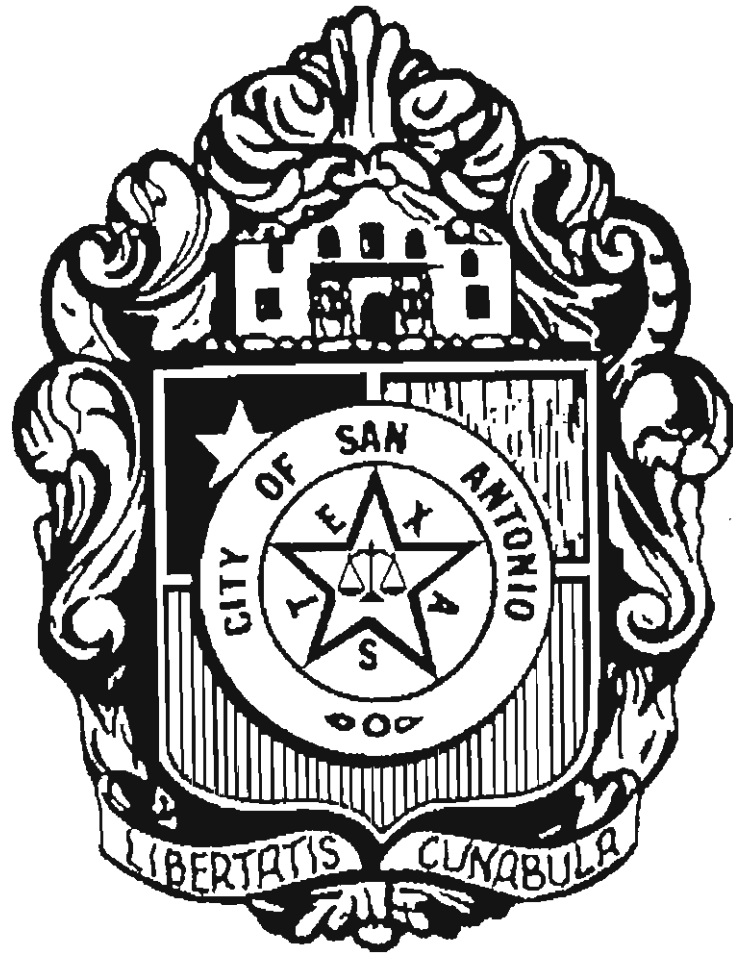
BUDGET OFFICE FINALIZES
AND PRINTS ADOPTED
BUDGET DOCUMENT

BUDGET DISTRIBUTES
BUDGET DEV. CUSTOMER
SVC. SATISFACTION
SURVEY TO DEPTS

DECEMBER

BUDGET STAFF ANALYZES
ADOPTED BUDGET
IMPLEMENTATION

BUDGET OFFICE
REVIEWS BUDGET DEV.
PROCEDURES FOR
IMPROVEMENT AND
EFFICIENCIES



Budget Message



CITY OF SAN ANTONIO

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

December 3, 2001

To the Honorable Mayor and City Council:

The Adopted Consolidated Annual Budget for FY 2002, comprised of all funds, excluding transfers, totals \$1.377 billion. The Adopted Budget addresses critical priority initiatives of the City Council as expressed at the June 2001 Goals and Objectives Worksession and eliminates a projected General Fund shortfall, while decreasing the Property Tax rate by 1/8 of a cent to 57.854 cents per \$100 valuation making FY 2002 the ninth consecutive year the City has maintained or lowered the Property Tax rate.

The City's strong, diversified economy, reflected in sustained growth in the tax base of over \$1.7 billion from new improvements and annexations, continues to provide added resources to make substantial investments throughout the community. The Adopted Budget includes improvements that continue to implement the Police Staffing Plan and the Fire Master Plan, while providing for a comprehensive code enforcement and brush collection system. Also, for the first time since FY 1993, a new Brush Collection Fee of \$1.20 per month is recommended to be added to the overall monthly solid waste fee to recover the nearly twofold increase in added annual brush collection costs that has occurred over the last eight years. Operating expenditures total \$1.057 billion and capital improvements projects total \$319.8 million. Within the operating expenditures total, General Fund expenditures and transfers represent \$601.1 million, an increase of 5.58% over the FY 2001 Adopted Budget.

The Five-Year Financial Forecast projected a shortfall of \$19.8 million for the General Fund under certain assumptions. The Adopted Budget for FY 2002 eliminates the projected shortfall through a combination of additional estimated City Public Service and property tax revenues, approved new and changed revenues, savings in projected current services expenditures, redirection of existing programs and resources, and reductions in existing programs. This process enabled resources sufficient to support \$27.71 million in approved net new program changes. Within the \$27.71 million are significant General Fund enhancements to City services in high Council Budget Priority areas such as Existing Infrastructure (\$2.8 million), Housing & Neighborhood Planning (\$1.9 million), Public Safety (\$11.34 million), Human Development (\$3.4 million), Charter Review/Governance (\$1.2 million), Unified Development Code Implementation (\$951,574), and Parks & Libraries (\$1.76 million). Within the Public Safety Budget Priority, the Adopted Budget includes \$1.06 million for continued implementation of the Police Staffing Plan and \$2.03 million for the Fire Master Plan. Within the Housing & Neighborhood Planning Budget Priority, a total of \$773,987 in improvements is included in order to enhance significantly the City's proactive code enforcement efforts with the addition of 12 new enforcement positions.

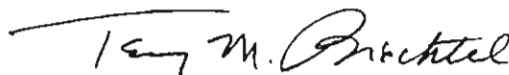
The Five-Year Forecast projected a shortfall in the Environmental Services Fund for FY 2002. To address the projected shortfall, the Adopted Budget provides for the establishment of a new Brush Collection Fee that will recover the added cost coming from the expanded scope of the brush collection program since the overall residential fee was last increased in FY 1993. Specifically, a new Brush Collection Fee of \$1.20 per month will be assessed in addition to the established \$9.20 monthly Residential Collection Fee and the \$1.30 monthly Environmental Fee. The total combined monthly charge will increase to \$11.70 compared to the FY 2001 total combined monthly charge of \$10.50. The new fee will recover \$4.3 million in additional revenue for the Environmental Services Fund in FY 2002. This amount is required to meet the growing need for brush collection and the added cost to the Environmental Services Fund over the last eight years.

The Adopted Budget provides resources to increase the salaries of all employees currently making less than \$8.50 per hour which is the federal government's updated "living" wage" standard for 2001. This action is consistent with the City's commitment to provide a living wage for all full-time and part-time employees. In order to address the wage compression which will occur by bringing all employees to at least the \$8.50 per hour wage rate, the Adopted Budget includes a market salary adjustment to be implemented as follows: all civilians will receive a three percent increase, and members of the City's Executive Team will receive a two percent increase. The Adopted Budget includes \$5.7 million in all funds (\$3.6 million in the General Fund) to implement the market adjustment and living wage. The Adopted Budget also sets aside \$5.9 million to meet the added wage and benefits costs for FY 2002 required in the police collective bargaining agreement. The fire collective bargaining agreement expires at the end of the fiscal year and a new agreement is being negotiated.

The Adopted Six-Year Capital Budget for FY 2002 through FY 2007 totals \$713.9 million. The FY 2002 Adopted Capital Budget is \$319.8 million which represents a 57.8% increase from FY 2001 Capital Budget of \$202.7 million. The increase is attributable largely to the terminal renovations at the International Airport and the third year implementation of the 1999 General Obligation Bond projects. Specific projects in next year's Adopted Capital Budget directly related to priority Council infrastructure issues include: (1) \$1.75 million for four Kelly USA improvement projects involving demolition, right-of-way acquisition and road design; and (2) \$626,000 set aside as City matches to projects involving transportation improvements in the Medical Center area.

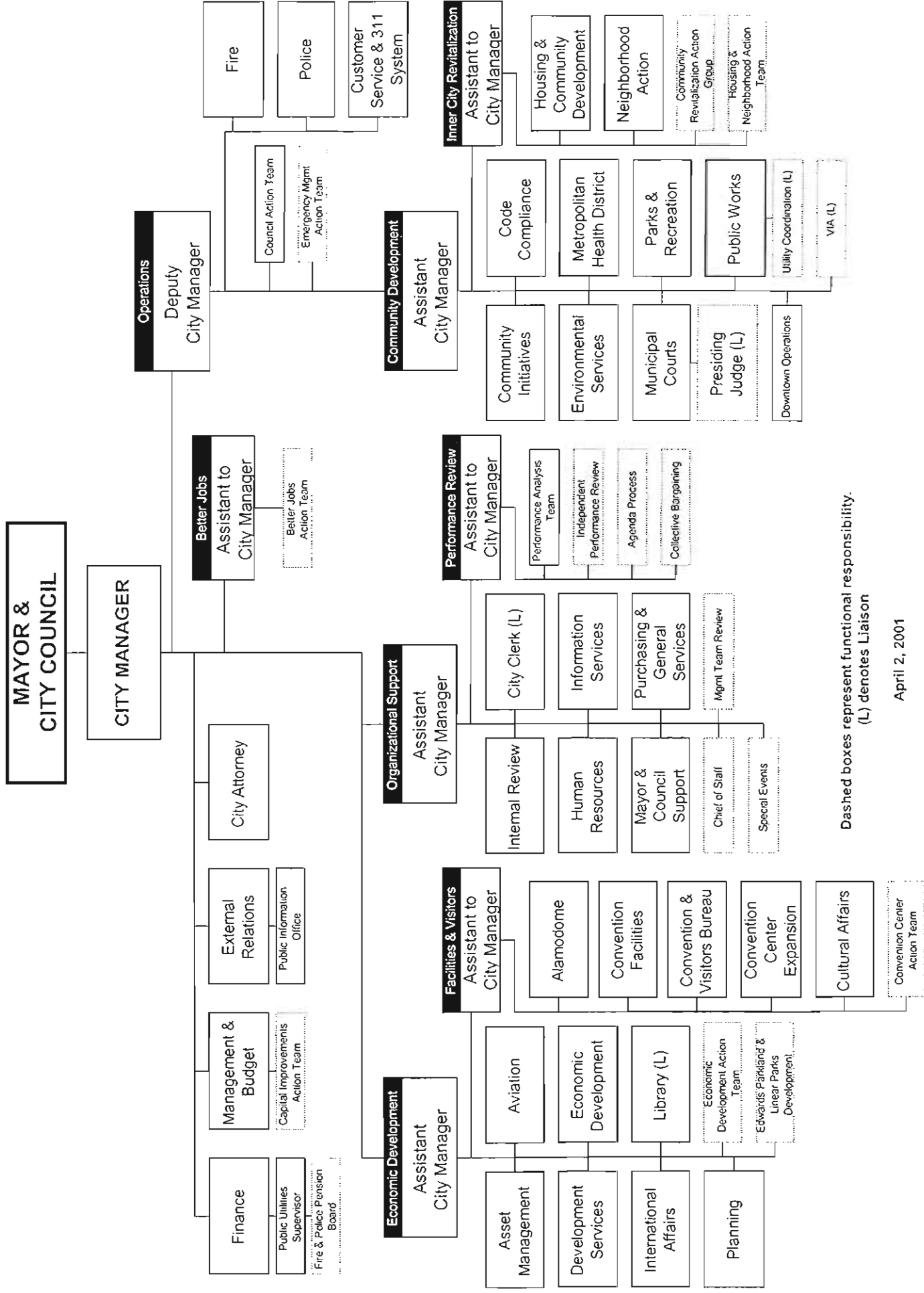
The finalization of the Adopted Budget represents the culmination of a significant effort on the part of the City Council, the Management Team, and all City departments. I would like to express my sincere appreciation to the City Council for providing valuable policy guidance to the process at the June 22 Goals and Objectives Worksession and at the July 12 follow-up budget priorities meeting. I would also like to thank the staff in each department for their professionalism throughout the process. Finally, I would like to call particular attention to the extensive dedication and commitment of the Management Team and the long hours of hard work by the staff of the Office of Management & Budget in this important effort.

Respectfully submitted,

A handwritten signature in black ink, reading "Terry M. Brechtel". The signature is fluid and cursive, with a long horizontal line extending from the "T" and a stylized "B".

Terry M. Brechtel
City Manager

City of San Antonio



Dashed boxes represent functional responsibility.
(L) denotes Liaison

April 2, 2001

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

1. San Antonio will be a safe and clean community.
2. San Antonio will be a city that maximizes its citizens' well-being and human potential while capitalizing on its cultural diversity.
3. 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.
4. San Antonio neighborhoods will prosper through the community's long-term reinvestment and revitalization.
5. San Antonio will promote its unique resources to become the premier visitor and convention destination.
6. San Antonio will benefit from a city government which is innovative and proactive and utilizes best practices in its administrative, financial and information systems.
7. San Antonio will provide the institutional foundation to support government and promote public trust and awareness.

Council Priorities

CITY COUNCIL FY 2002 BUDGET PRIORITIES TIER ONE

* Actions:

- ◆ Existing Infrastructure
 - Streets/Drainage, etc.
 - Maintenance, Reconstruction, etc.

- ◆ Housing & Neighborhood Planning
 - New Homes/Infill Rehabilitation
 - Code Compliance
 - Implementation of CRAG
 - Housing Master Plan

Strategic Issues:

- Maintenance of Existing Infrastructure
- Neighborhood Access & Mobility Program (NAMP)
- Neighborhood Commercial Revitalization
- Military Initiatives
- Downtown Development
- Community Revitalization Action Group (CRAG)
- 1999 Bond Program Implementation

- Housing Preservation and Rehabilitation
- Owner Occupied and Rental Rehabilitation
- Master Plan Policies
- Code Compliance
- Community Revitalization Action Group (CRAG)
- Affordable Housing
- Housing Programs Performance Review
- Tax Increment Financing
- Historic Districts
- Community Building and Neighborhood Planning Program
- Neighborhood Commercial Revitalization
- Downtown Development

* NOTE : "Actions" are not listed necessarily in priority order within each Tier.

CITY COUNCIL FY 2002 BUDGET PRIORITIES TIER ONE (Continued)

* Actions:

- ◆ Economic Development
 - Implement the Economic Development Strategic Plan
 - Accelerate development and coordinate a balanced growth vision and hold economic development agencies accountable for results
- ◆ Public Safety
 - Adequate Police/Fire/EMS Services and Facilities
 - Include for future study, Code Compliance Officers, Park Rangers and Airport Police

Strategic Issues:

- Economic Development Strategic Plan
- Aviation Strategic Plan
- Master Plan Policies
- Neighborhood Commercial Revitalization
- Economic Incentives
- San Antonio Technology Accelerator Initiative (SATAI)
- Military Initiatives
- International Trade
- Police Services
- Fire Services
- Emergency Medical Services
- Code Compliance Performance Review
- Park Rangers Performance Review
- San Antonio International Airport Re-engineering Study

* NOTE : "Actions" are not listed necessarily in priority order within each Tier.

CITY COUNCIL FY 2002 BUDGET PRIORITIES TIER TWO

* Actions:

- ◆ Human Development
 - Better Jobs
 - Early Childhood Development
 - Education
- ◆ Charter review/governance
 - Redistricting
 - Civil service
 - Organizational Issues including Auditor and City Attorney reporting to City Council
 - Term Limits
- ◆ Environment
 - Air
 - Contamination
 - Water
 - Open Space
- ◆ UDC Implementation in a timely fast way

Strategic Issues:

- Better Jobs
- Early Childhood Development
- Education Enrichment
- Scholarships and School Completion
- Council Redistricting
- City Attorney's Office and Business Contract Management Performance Review
- Air Quality Attainment Status
- Environmental Health
- Remediation of Contaminated Sites
- Water Resources
- Park Expansion and Capital Improvements & Open Space Planning
- Unified Development Code (UDC) Revision

* NOTE : "Actions" are not listed necessarily in priority order within each Tier.

CITY COUNCIL FY 2002 BUDGET PRIORITIES TIER THREE

* Actions:

- ♦ Customer Service –services departments give to citizens
 - City staff and/or City agencies upgrades
 - Technology upgrades

- ♦ Parks & Libraries
 - Purchasing additional parkland and improving/developing what we have

 - Libraries – improving and expanding facilities & services

Strategic Issues:

- Community Link Kiosks & Service Centers
- 311 Call Center
- Competitive Workforce
- Performance Management & Award System
- Performance Reviews
- Enterprise Resource Planning (ERP) System
- E-San Antonio

- Park Planning

- San Antonio Public Library

* NOTE : "Actions" are not listed necessarily in priority order within each Tier.

Executive Summary

Executive Summary

FY 2002 Adopted Budget

OVERVIEW & PROCESS

The Adopted Budget for FY 2002 addresses the budget priorities of the City Council as expressed at the recent Goals and Objectives Worksession, eliminates a projected General Fund shortfall, and requires no increase in the overall property tax rate for the ninth consecutive year while decreasing the rate to 57.854 cents per \$100 valuation. The Adopted Budget includes improvements that continue to implement the Police Staffing Plan and the Fire Master Plan, while providing for a comprehensive code enforcement and brush collection system. For the first time since FY 1993, a new Brush Collection Fee of \$1.20 per month is added to the overall monthly solid waste fee to recover the nearly twofold increase in added annual brush collection costs that has occurred over the last eight years.

Staff began the budget process early in the year with preparation of the Five-Year Financial Forecast. The Forecast is a financial and budgetary planning tool that identifies emerging issues that will be encountered in the next five years and that will have a fiscal impact upon the City's program of services. In addition, the Forecast serves as a foundation for development of the Adopted Budget by projecting revenues and anticipated expenditures under a defined set of assumptions. The Forecast allows the City Council and staff to identify financial issues in sufficient time to develop a proactive strategy in order to meet emerging strategic issues.

The Forecast, which was presented to the City Council on June 14, 2001, assumed modest growth in current revenues and expenditures. The Forecast for FY 2002 was based upon the continuation of existing services at the FY 2001 level with adjustments for inflation, increased vehicle fuel expenses, rising employee health insurance costs, and mandates. The Forecast projected a General Fund ending balance of \$18.16 million in FY 2001. The five-year General Fund projection showed shortfalls for FY 2002 (\$19.8 million), FY 2003 (\$18.6 million), and FY 2004 (\$522,000) followed by two years of positive fund balances. While the forecast assumed added wage increase-related costs from the last year of the Police collective bargaining agreement, it did not assume subsequent added costs from any successor Police agreements.

Following the presentation of the Five-Year Financial Forecast, the City Council held the Goals and Objectives Worksession on June 22. This year was the twelfth consecutive year in which the City Council met to determine its priorities for the coming budget deliberations. Under the leadership of the Mayor, participation in this year's worksessions once again included City Council members, policy advisors from each respective Council district, advisors from key sectors of the community and City department heads. The worksession participants focused on establishing FY 2002 Budget Priorities through a multi-step process using as reference the 107 Strategic Issues identified in the Five-Year Financial Forecast.

First, the worksession participants developed an overall agenda of priority actions to be undertaken within the two-year term of the new Council (June 2001 through May 2003). Secondly, the two-year agenda was narrowed down to a first year agenda of actions (June 2001 through May 2002). Third, the Councilmembers, citizen advisors and staff working together examined the first year agenda list to produce a set of proposed FY 2002 Budget Priorities. Finally, using the proposed FY 2002 Budget Priorities developed by all the participants as a basis, the Council, by consensus, finalized the selection of a list of ten FY 2002 Budget Priorities. A follow-up budget priorities meeting with the Council was held on July 12 that gave the opportunity for Councilmembers to clarify with the City Manager the ten budget priorities that came from the June 22 worksession. The City staff, in turn, used the Council's guidance from the June 22 and July 12 meetings as the basis for formulating the recommended service level

enhancements that were contained in the Proposed Budget for FY 2002. A listing of the Council's FY 2002 Budget Priorities, cross-referenced to the Five-Year Financial Forecast Strategic Issues, is provided immediately preceding this Executive Summary.

Continuing to recognize the need to effectively communicate the City's ability to address City Council priorities and demonstrate the organization's ability to meet the needs of the community, the Proposed Budget document reflected updated program information, goals and objectives and performance measures for each department. Department directors met with the Management Team in April and May to review the departments' goals and objectives for the upcoming fiscal year. During these meetings, staff presented existing and proposed performance indicators which would help them track the City's progress in the efficient and effective delivery of services to citizens and achieve their stated goals and objectives. The performance indicators are divided into four categories which track the following: the demand for service (Input), the workload produced (Output), the management of resources (Efficiency), and the quality of the work performed (Effectiveness). These categories are also designed to demonstrate and validate the impact of improvements to service delivery.

The FY 2002 Proposed Budget was developed within the context of revised projected funds available and the City Council FY 2002 Budget Priorities. Departments were given target budgets based on current service requirements and allowed to submit expenditure proposals within the target amount. The target budgets submitted represent the departments' best judgment on how resources should be allocated based on their experience on the most effective method for delivering services. In view of the \$19.8 million shortfall projected by the Forecast for FY 2002, each department was specifically asked to prepare proposals for the redirection of resources and/or suggested program reductions equivalent to 3% of each department's FY 2001 Adopted Budget. In June and July, the City Manager and the Management Team met with each department director to review the department's estimated commitments for FY 2001, FY 2002 base budgets, resource redirections, program reductions, proposed program improvements, projected mandates, revenue enhancements, and performance measures based on the City Council FY 2002 Budget Priorities.

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

Amendments to the Proposed General Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Existing Infrastructure	Increase the Neighborhood Accessibility and Mobility Program (NAMP) from \$175,000 to \$200,000 per Council District	\$250,000
Economic Development *	Brooks City-Base strategic planning and marketing	200,000
Human Development	City Council Human Development Services Fund (Increase to \$70,000 per district)	400,000
Human Development	Senior Nutrition Program	542,094
Human Development *	Contribution to Brooks Challenger Program	50,000
Human Development *	Challenge Contribution to Respite Care	30,000
Human Development *	Challenge Contribution to Project MEND	15,000
Customer Service	Bring General Fund employees in the "temporary" classification to the \$8.50 per hour living wage	430,600
Other Improvements	Increase City Council District Contingency Fund from \$15,000 to \$20,000 per district	55,000
Other	Decrease the Property Tax Rate by 1/8 cent	483,082
Other	Reverse proposed establishment of a Coin-Operated Amusement Violation Administrative Fee	7,200
Total Added Amendments		\$2,462,976

* One-Time Expenditures

Supporting Sources

Department/Source	Description	Amount
Municipal Elections	Reduce budget to realize savings in November 2001 election	\$308,000
Delegate Agencies	Adjust contribution increase to Project Quest	450,000
Other	Reduce General Fund Fund Balance	19,000
Other	Maintain Reserve for Revenue Loss at Current Level	500,000
Capital Improvements	Reduce funding for FY 2002 Facilities & Improvement	820,399
Reserve Fund	Maintenance Program (FIMP)	
Parks Development & Expansion Fund	Charge off expense for five Proposition 3 – related positions to Proposition 3 authorized funds	365,577
Total Supporting Sources		\$2,462,976

Amendments to the Proposed Alamodome Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Customer Service	Bring Alamodome Fund employees in the "temporary" classification to the \$8.50 per hour living wage	\$253,367
Total Added Amendments		\$253,367

Supporting Sources

Department/Source	Description	Amount
Alamodome Fund Fund Balance	Reduce Fund Balance	\$253,367
Total Supporting Sources		\$253,367

Amendments to the Proposed Hotel/Motel Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Other Improvements	One-Time Contribution to Sports Foundation for Pan Am Games	\$250,000
Total Added Amendments		\$250,000

Supporting Sources

Department/Source	Description	Amount
Hotel/Motel I&C Fund	Reduce Fund Balance	\$250,000
Total Supporting Sources		\$250,000

Amendments to the Proposed Capital Budget

Added Amendments

City Council Budget Priority	Description	Amount
Existing Infrastructure	Add Pearsall Road Landfill Park Development Project	\$320,000
Total Added Amendments		\$320,000

Supporting Sources

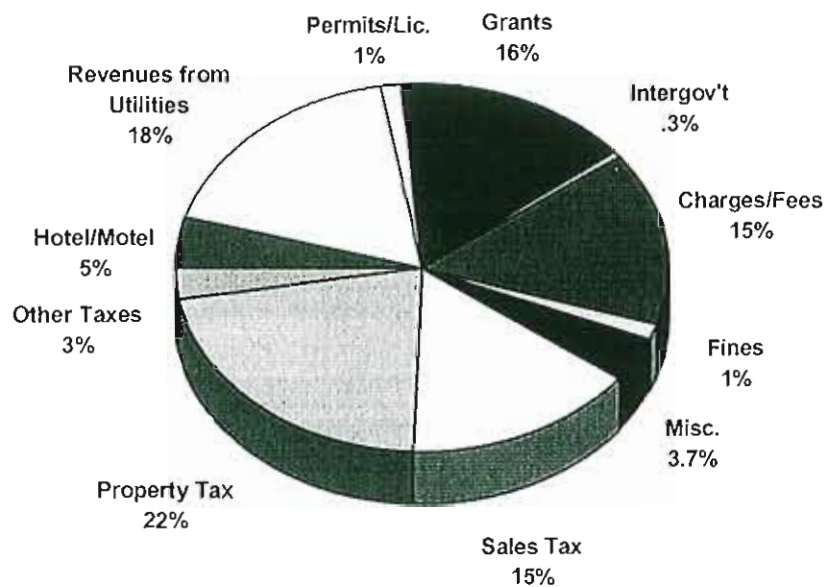
Department/Source	Description	Amount
Certificates of Obligation	Reduce Navajo Area Street Project from \$3.081 Million to \$2.761 Million	\$320,000
Total Supporting Sources		\$320,000

The Adopted Budget for FY 2002 represents a program of revenues and expenditures which provide the highest level of service possible within available resources. Overall, adopted expenditures have been closely examined to ensure the most efficient use of resources and to identify opportunities for improving the effectiveness of service delivery. The Adopted Budget puts forward a balanced budget which eliminates the projected shortfall, utilizes available resources, and provides for enhanced service delivery in accordance with City Council priorities.

FY 2002 ALL FUNDS ADOPTED BUDGET SUMMARY

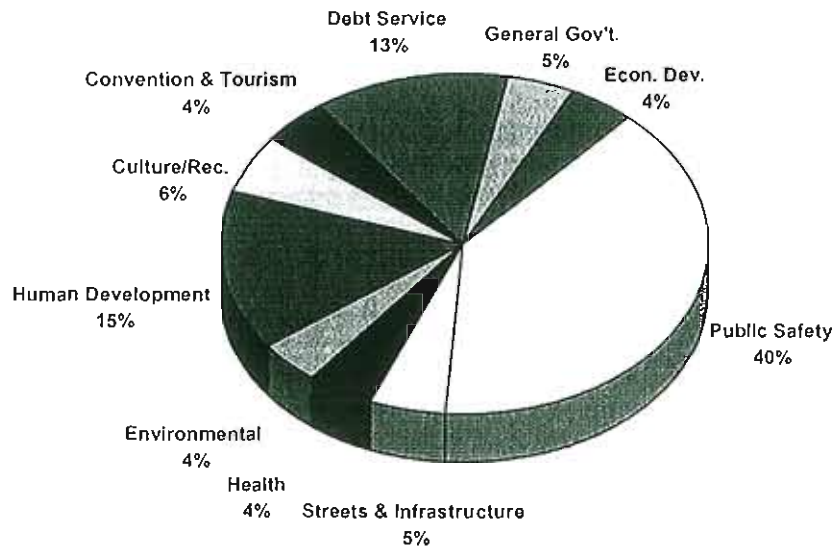
The FY 2002 Adopted Budget appropriation for all funds is **\$1.377 billion**, excluding transfers of **\$163.7 million**. This amount includes **total operating expenses of \$1.057 billion** and **\$319.8 million in capital expenditures**. The following charts show operating appropriations and revenues for all funds for FY 2002.

FY 2002 ADOPTED CONSOLIDATED OPERATING BUDGET SOURCE OF CURRENT REVENUES



TOTAL: \$1,057,069,717

FY 2002 ADOPTED CONSOLIDATED OPERATING BUDGET USE OF FUNDS



TOTAL: \$1,057,069,717

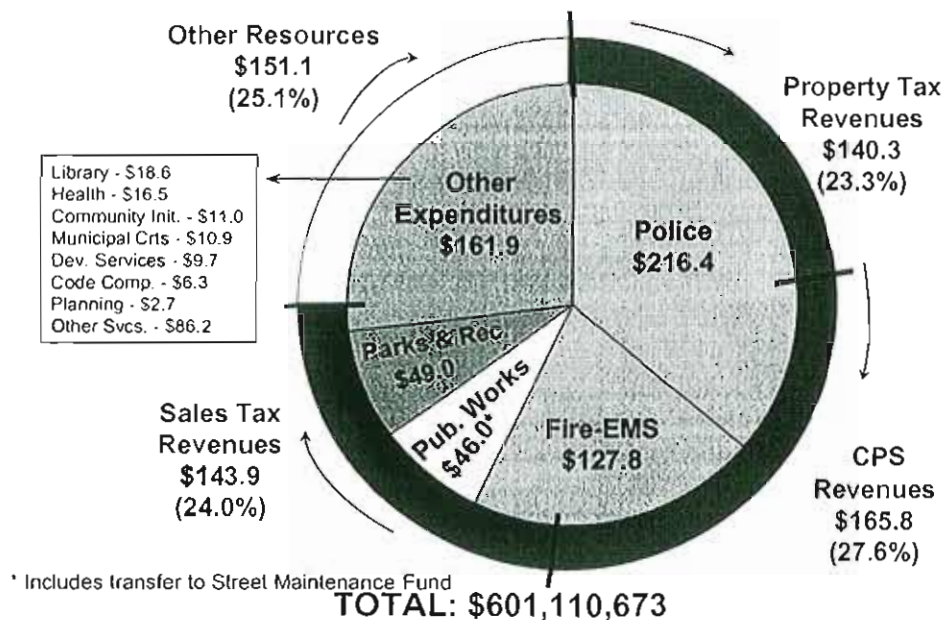
FY 2002 GENERAL FUND ADOPTED BUDGET

The Five-Year Financial Forecast projected a shortfall of \$19.8 million for the General Fund under certain assumptions. The Adopted Budget for FY 2002 eliminates the projected shortfall, while at the same time sets aside resources sufficient to support \$25.59 million in new service level enhancements. This was achieved through a combination of additional estimated City Public Service and property tax revenues, new and changed revenues, savings in projected current services expenditures, redirection of existing programs and resources, and suggested program reductions. This section addresses the General Fund revenue changes adopted for FY 2002 that contribute to the elimination of the shortfall. Additionally, this section outlines the adopted improvements to service delivery and provides descriptions of mandated added expenses.

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **\$601.1 million**. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately \$450 million, or 75%, of the total General Fund available resources. As shown on the chart below, the FY 2002 Adopted Budget appropriations for the Police, Fire/EMS, Public Works and Parks & Recreation Departments consume all property tax revenue, all revenue from City Public Service, and most sales tax revenue.

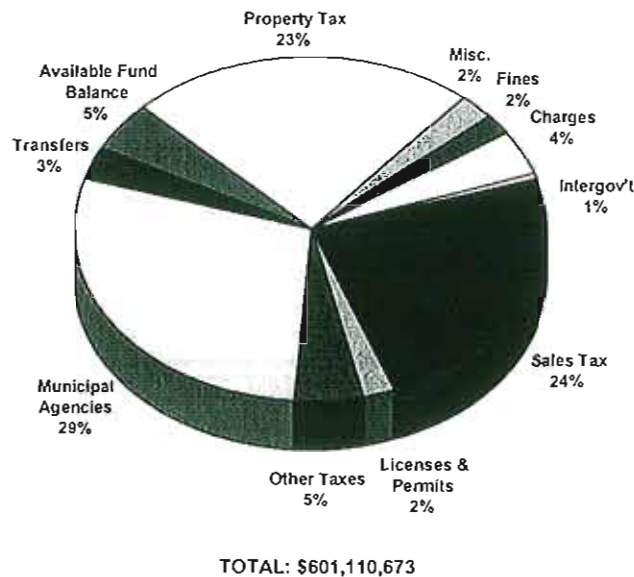
**FY 2002 ADOPTED GENERAL FUND AVAILABLE RESOURCES
DISTRIBUTED OVER MAJOR SPENDING AREAS (in millions)**



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

In summary, a total of **\$601.1 million** is available for appropriation as noted in the following chart. A corresponding pie chart appears in the expenditure section depicting the seven areas of service delivery in which \$601.1 million has been appropriated.

**FY 2002 ADOPTED GENERAL FUND AVAILABLE
REVENUES**



● **City Public Service** **\$165.8 million**

The largest source of revenue to the General Fund is generated by City Public Service (CPS). Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2002 Adopted Budget amount of \$165.8 million from CPS revenues is \$2 million, or 1.2%, less than the FY 2001 net re-estimate of \$167.8 million. The \$165.8 million projection is 11.4% over the \$148.82 million budgeted for FY 2001.

The estimated revenue of \$167.8 million for FY 2001 is net of \$10.82 million in adjustments made in response to high CPS energy bills resulting from the unusual conditions experienced early in the fiscal year. Specifically, in the fall/winter of 2000 - the first quarter of FY 2001 - San Antonio CPS ratepayers were impacted by a combination of both dramatically higher natural gas prices and protracted cold weather. The increased usage of higher priced natural gas created by these conditions caused CPS payments to the City to increase dramatically.

In response to the financial hardships to ratepayers created by these conditions, the City Council voted in January 2001 to dedicate the portion of the City's CPS payments resulting from the impact of increased fuel prices - \$9.25 million - to provide assistance to the City's ratepayers in two ways:

- First, the Council rebated to San Antonio ratepayers across-the-board the amount of \$8.57 million based on ratepayer natural gas usage.
- Second, the Council set aside \$678,199 from the higher CPS payments as an additional contribution to Project WARM to significantly supplement the project's efforts to provide utility relief to economically disadvantaged residents.

In addition, \$1.57 million was earmarked to mitigate the cost impact of higher electrical costs to operate City street lights, traffic signals and facilities, making the total adjustment to FY 2001 CPS revenues at \$10.82 million. After deducting the rebate, the Project WARM contribution, and the increased energy costs from the total of \$178.6 million in estimated payments to the City in FY 2001, the net amount available for normal General Fund operations in FY 2001 is \$167.79 million.

As has been the case for the last several years, the CPS revenue projection of \$165.8 million for FY 2002 is conservative. As demonstrated this year, unpredictable factors such as weather conditions and fuel prices can dramatically impact the amount of revenue realized by the City. Therefore, the FY 2002 projection for this revenue does not assume continuation of the unusual conditions seen in FY 2001. Specifically, staff analyzed CPS' projected growth rates, discounted partially CPS' projections of continuing high natural gas prices in the coming years, and discounted CPS' projected demand. Consequently, staff's projected growth rates as shown above are conservative and prudent in view of the rapidly changing natural gas fuel price environment.

It has been the City's policy in recent years to treat CPS payment revenue in excess of budget as one-time revenue in nature. One-time revenue has been used for one-time improvements, rather than for support to recurring expenditures. Refinement of this policy is needed to accommodate conditions that generate unexpectedly higher amounts of revenue to the General Fund such as the unusual combination of abnormally high fuel prices and excess electricity use experienced in FY 2001. Staff is also working with CPS to develop a policy outlining the extreme circumstances (e.g. abnormally high fuel prices and excess electricity usage) under which consideration of a customer rebate may be warranted.

● **Sales Tax** **\$143.9 million**

The Adopted Budget assumes a moderate rate of increase for sales tax growth in FY 2002 of 3.3% over the FY 2001 re-estimate. The FY 2001 budgeted revenue amount of \$140.2 million assumed an annual rate of growth of 4.6% over FY 2000. However, the re-estimate for FY 2001 sales tax revenue – \$139.3 million – is \$948,023, or 0.68%, less than the budgeted amount and only 4% over actual FY 2000 sales tax revenue amount of \$133.8 million. The slowdown in the national economy that began in late 2000 and continuing through to the present has negatively impacted sales tax revenue collections. By FY 2002, as projected in the Five-Year Financial Forecast, the national economy is expected to begin a moderate rebound from the slowdown. Consequently, sales tax revenues in FY 2002 are projected to rebound modestly at a 3.3% annual rate of growth.

● **City Current Property Tax** **\$137.0 million**

The FY 2002 Adopted Budget includes \$137.0 million in maintenance and operations support for the General Fund from property taxes. To provide a measure of relief from rising property tax payments resulting from increased property tax valuations, the Property Tax rate is reduced by one-eighth, or 0.125 of a cent to 57.854 cents per \$100 valuation. **For the ninth straight year, there will be no increase in the overall tax rate.**

The property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The debt service rate for FY 2001 was 22.900 cents per \$100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The M&O rate for FY 2001 was 35.079 cents per \$100 of assessed value. These two components taken together provided for a total tax rate for FY 2001 of 57.979 cents per \$100 of assessed value.

Property tax values are determined by the Bexar Appraisal District (BAD) in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2002 show an increase in net taxable value of approximately \$3.57 billion, or 9.89%, above last year. Included in this total, however, is \$1.3 billion for new improvements and \$427 million in annexations, which reflects real growth of 4.79% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is \$1.84 billion or 5.1%. The following chart breaks down the components of total taxable value.

Taxable Values in Billions
(FY 2002)

Base Value FY 2001	Increase in Base Value	Annexation	New Improvements	Total Value FY 2002
\$36.070	\$1.839	\$0.427	\$1.301	\$39.638
% of Increase:	5.10%	1.18%	3.61%	9.89%

State law requires cities to calculate an "effective tax rate" which is generally equal to the prior year's taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by \$1.839 billion, or 5.10%. Consequently, for FY 2002 to generate the same amount of revenue as in FY 2001, the effective property tax rate is calculated at 54.921 cents per \$100 valuation, a decrease from the FY 2001 tax rate (57.979 cents) by 3.058 cents, or 5.27%.

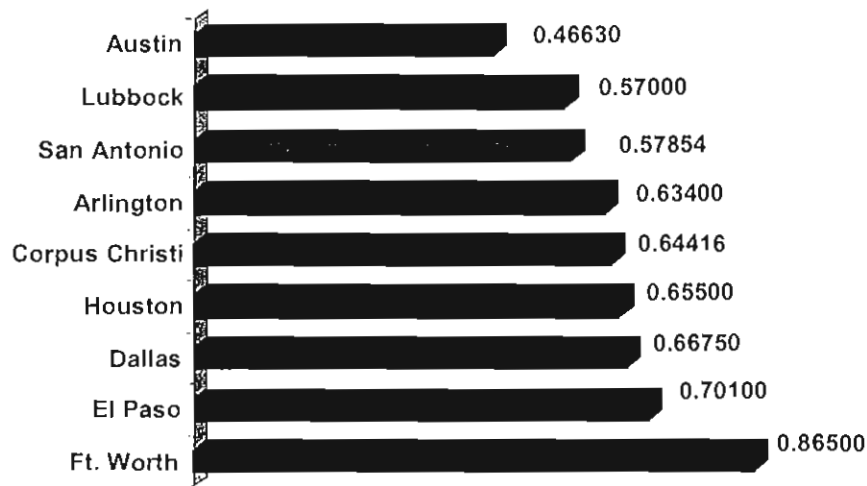
To meet the requirements of the program of General Fund services the FY 2002, Adopted Budget reduces the overall Property Tax rate for FY 2002 by one-eighth, or 0.125, of a cent to 57.854 cents per \$100 valuation. Specifically,

- The overall FY 2002 adopted property tax rate of 57.854 cents per \$100 valuation is 2.933 cents (or 5.34%) above the FY 2002 effective property tax rate;
- The FY 2002 adopted M&O rate is 35.454 cents per \$100 valuation which is 0.375 cents above the FY 2001 adopted M&O rate of 35.079 cents per \$100 valuation; and
- The FY 2002 adopted debt service rate is 22.400 cents per \$100 valuation which is 0.5 cents (1/2 cent) below the FY 2001 adopted debt service rate of 22.900 cents per \$100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the total property tax rate of 57.854 cents per \$100 valuation. ***Therefore, for the ninth straight year the overall tax rate does not increase and in FY 2002 it is further reduced by one-eighth of a cent.*** For the individual homeowner whose appraised value has not changed from FY 2001 to FY 2002, there will be a one-eighth, or 0.125, of a cent savings per \$100 valuation on the City's property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2001 to FY 2002, the average homestead in the City of San Antonio increased in value from \$78,123 to \$83,834, as a result of the healthy local economy, which is an increase of \$5,711, or 7.31%. This means that the average homestead would pay \$33.04 more in City property taxes per year. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2002 of 57.854 cents per \$100 valuation places San Antonio as the third lowest of the major cities in Texas. The following chart shows the FY 2002 tax rate for San Antonio as compared to the rates in other major Texas cities.

Texas Cities Tax Rate Comparison



The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current adopted tax rates for taxing entities including the adopted tax rate for the City of San Antonio. Of the total tax bill due for a \$83,834 home, which is the average certified homestead value, City taxes represent \$485.01 or 21.43% of the total taxes due.

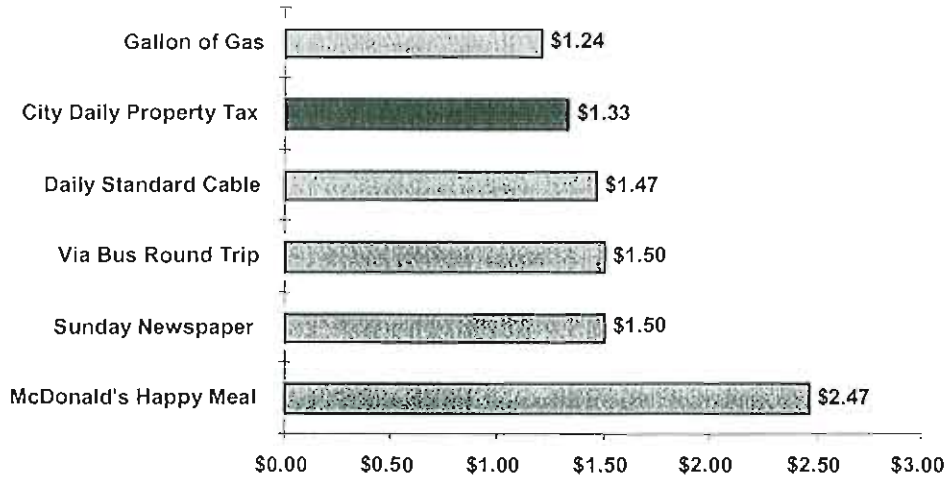
SAMPLE STATEMENT PROPERTY TAXES BEXAR COUNTY, TEXAS

Taxing Unit	2001 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per \$100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	\$ 83,834	\$ 15,000	\$ 68,834	\$1.72200	\$ 1,185.32	52.36%
Alamo Comm. College District	\$ 83,834		\$ 83,834	\$0.10690	\$ 89.62	3.96%
Bexar County	\$ 83,834		\$ 83,834	\$0.33946	\$ 284.58	12.57%
University Health System	\$ 83,834		\$ 83,834	\$0.24387	\$ 204.45	9.03%
Road & Flood	\$ 83,834	\$ 3,000	\$ 80,834	\$0.01810	\$ 14.63	0.65%
<i>City of San Antonio</i>	<i>\$ 83,834</i>		<i>\$ 83,834</i>	<i>\$0.57854</i>	<i>\$ 485.01</i>	<i>21.43%</i>
Totals				\$3.00887	\$2,263.61	100.00%

The senior citizen homestead tax exemption is maintained at \$60,000 for FY 2002. According to the Bexar Appraisal District, there are 55,615 certified senior citizen-owned property accounts. Of these accounts, 31,211, or 56.1%, pay no City property tax.

The average daily amount of City property taxes due is \$1.33, which compares favorably with the common consumer services and items shown in the following chart. All applicable added sales taxes and franchise fees are included in the costs shown. The daily property tax is based on the average homestead value of \$83,834.

Daily Consumer Costs Comparison



● Additional Revenues and Fee Increases

In order to address the pressure on available funds, the Adopted General Fund Budget includes increases to some existing fees and creates new fees. These revenue items total \$2.1 million. Most of the increases are from revenue items that have not been increased since the mid-1990's. The cumulative rate of inflation since 1995 has been 15.8%. The added revenue to be generated from the fee changes represents only a 9.2% increase over the revenue amounts that would be generated by the current fee rates. Also adopted are new revenue items that have been identified to more directly recoup the costs for certain City services that benefit specific customers.

The Code Compliance Department will raise two fees that have not been raised since FY 1997. The two fee changes will generate \$34,127 in added revenue to help offset the rising costs of code enforcement services. The two fees are the Vacant Lot Cleanup Administrative Fee and the Clean and Secure Administrative Fee. The department will raise each fee from \$125 to \$150 per enforcement action involving a vacant lot cleanup or a clean and secure order.

The Development Services Department will administer adjustments of its fees to reflect both the added costs of implementing the requirements of the newly revised Unified Development Code (UDC) and to help offset the costs of providing plan review services. Added revenues totaling \$761,749 are adopted from these fee adjustments.

- In order to implement the newly revised UDC, the Adopted Budget includes \$951,574 in added General Fund mandated improvements for FY 2002. Specifically, to help offset, in part, the added costs of increased review requirements associated with platting, zoning and tree preservation-related applications under the revised UDC, a total of \$302,351 in revenue adjustments are adopted. A four percent across-the-board rate increase is suggested for fees involving plat applications and zoning procedures. A ten percent across-the-board rate increase is suggested for fees related to issuance of tree affidavits in connection with enforcement of the Tree Preservation Ordinance.
- The department offers engineers and architects the opportunity to have preliminary consultations with City plans reviewers prior to plan submittal as well as make corrections to already submitted plans. Frequently, overtime must be expended for City staff to make these services available to the development community. Accordingly, the department will increase its preliminary plan review fees and its follow-up additional plan review fees by 50% raising an additional \$459,398 in added revenues to the General Fund.

The Fire Department will raise two fees associated with Emergency Medical Services that will generate an additional \$476,323 in FY 2002.

- An increase in the electrocardiogram (EKG) utilization fee will help offset the costs associated with the improvement of adding ten 12-Lead EKGs in FY 2002. These medical devices allow emergency care personnel with a view of the heart from 12 angles and to more precisely assess a patient's cardiovascular system. The 12-Lead EKG utilization fee has been modified from the current \$25.00 charge to a \$35.00 per use charge. This will generate \$26,537 in FY 2002.
- The current Ambulance Service Fee will increase to help offset the operating costs associated with transporting patients. Increasing paramedic personnel costs along with rising fuel and maintenance costs have resulted in higher transport costs for the Department. The Ambulance Service Fee will increase from \$265 per transport to \$300 per transport. This increase will generate \$449,786 in FY 2002.

The Health Department will increase fees associated with the enforcement of the City's food service inspection, trailer court, and environmental regulations that are expected to generate a total of \$246,551 in FY 2002.

- With respect to food service inspection, the department will raise the Food Establishment License fee by ten percent. This fee has not been increased since 1992. The fee increase will generate \$170,201. Other fee increases related to food inspection services include the Rendering Materials Collector Fee (from \$30 to \$40 per vehicle), the Food Vending Fee (from \$35 to \$40), permits associated with different types of pre-packaged perishable foods, and the Pushcart Vending License (from \$50 to \$60). These fees have not been increased since 1997.
- The department will increase the Trailer Court Operator's License from \$20 per space to \$25. This fee has not been increased since 1997. The fee increase is projected to result in \$37,195 in added revenues in FY 2002.
- Several environmental fees have not been increased since 1991 or earlier. These fees include the Air Pollution Inspection Fee (from \$300 to \$350 per year), the Cross Connection Survey Fee (from \$60 to \$75 per survey), the Asbestos Demolition Inspection Fee (from \$50 to \$75 per inspection), and the Water Lead Test Fee (from \$15 to \$20 per test). These fees will raise a total of \$10,300 in added revenue.

The Parks & Recreation Department is adjusting a variety of fees related to the many different services provided by the department. The fee adjustments will result in a total of \$566,347 in increased revenue in FY 2002. Parks services fee changes include downtown parks, the Tower of the Americas, McFarlin Tennis Center, City pool operations, park softball fields, park pavilions, community centers and gymnasiums.

- Fees related to downtown parks include the Downtown Peddlers License (from \$300 to \$350 per license), San Saba Street Rental (from \$500 to \$750 per event) and the Market Square Mall Outdoor Lease Fee (from \$300 to \$350 per event). The increases in fees will likely result in \$11,000 in added revenue for FY 2002.
- Not since 1995 have the City's admission fees for the Tower of Americas been adjusted. The department will raise the standard admission fee from \$3 to \$4 for adults, \$1 to \$1.50 for children aged four to eleven, and from \$2 to \$2.50 for senior citizens aged 55 and over. For admission to the Tower Restaurant, the department will raise the fee from \$1.25 to \$1.75 for adults, from 50 cents to 75 cents for children aged four to eleven, and from \$1 to \$1.25 for senior citizens aged 55 and over. These two fee increases will raise \$313,908 in added revenue for FY 2002.
- The Adopted Budget provides that the operation of the McFarlin Tennis Center be placed under the full management of the Parks Department as opposed to the current tennis professional contractual management arrangement. Under the new management arrangement, the City will garner 100% of the net revenue from the operation of the Tennis Center Pro Shop (as opposed to the 3% of gross revenue the City received in FY 2001), 100% of the net revenue from the sale of food in the snack bar and from vending machines (as opposed to zero revenue in FY 2001), 100% of the revenue from the

provision of tennis racket repair services (as opposed to zero revenue in FY 2001), and 100% of revenue from the operation of tennis leagues and the hosting of tennis tournaments (as opposed to zero revenue in FY 2001). The revenue adjustments will add \$147,535 in revenue to the General Fund in FY 2002.

- The Parks Department will change the admission rates for outdoor City pools. There has not been a change to these rates since 1987. Specifically, the rates for admission for those under seven years of age (25 cents), those aged seven to 12 (50 cents) and those aged 13 to 17 (75 cents) remain unchanged. However, for those aged 18 and over, the admission is recommended to increase from 75 cents to \$1.25. This increase is expected to result in \$7,595 in added revenue.
- User fees for the use of softball diamonds have not been changed since 1997. The Parks Department will increase fees for the use of Class A (Alva Jo, Kennedy and Koger Stokes) and Class B (Lambert Beach, Rusty Lyons, Tony Martinez, and Normoyle) softball fields as follows: Class A fields – from \$110 all day to \$165 for the first 12 hours with \$15 per hour for each additional hour; and Class B fields – from \$110 all day to \$110 for the first 12 hours with \$15 per hour for each additional hour. These fee adjustments will generate \$5,300 in added revenue.
- Fees for Park Pavilion Permits have not been increased since 1996. The Parks Department will increase these fees to allow the City to recover some of the costs of utilities and pavilion maintenance. The department will raise the fee for pavilion usage on Friday, Saturday and holidays from \$50 to \$65 and keeping the fee from Mondays through Thursdays the same (\$25). The fee increase will generate \$12,150 in revenue for FY 2002.
- The fee structure for reserving the use of Parks community centers has not been modified since 1996. The Parks Department will adjust the fee structure to help recover the varying costs associated with different types of events that may be hosted in a community center. The department will do away with the \$15 per hour flat fee (two hour minimum) for all events and replacing it with a \$15 per hour fee (two hour minimum) for gym practice; \$25 per hour fee (two hour minimum) for general, no admission/no concessions usage with a \$50 clean-up fee assessed if food is served; and a \$50 per hour fee (two hour minimum) for special events charging admissions and/or selling concessions with a \$100 clean-up fee.
- Fees for reserving the use of the San Fernando and Woodlawn Gymnasiums have not been modified since 1997. Similar to the revised fee structure for Parks community centers, the department is restructuring the gymnasium usage fee structure to accommodate the needs of different types of events. The flat \$10 per hour (two hour minimum) fee will be eliminated and replaced with a \$25 per hour fee (two hour minimum) for gym practice and games; and a \$50 per hour fee (two hour minimum) for special events (e.g. tournaments, boxing matches) charging admissions and/or selling concessions with a \$500 damage/clean-up deposit.

The Planning Department will implement changes in five of its fees and add a new fee in order to partially address the added costs of implementing the recently revised Unified Development Code. A total of \$6,783 is expected to be generated by the fee adjustments. Existing modified fees include: Sale of Zoning Maps (from \$30 to \$36), Map Reproduction Fee (from \$15 to \$18 per linear foot), Plan Completeness Review Fee (from \$381.10 to \$397 per plan), Plan Amendment Fee (from \$257.50 to \$268 per plan amendment), and Vested Rights Permit (from \$145 to \$160 per permit). There is a new fee for situations when applicants choose not to provide a Notification List for Planned Unit Developments (PUD's). The fee for staff to generate the list will increase from \$50 inside the City limits to \$52 inside the City limits and from \$100 outside the City limits to \$104 outside the City limits. This fee will generate \$140 in FY 2002.

The Public Works Department will implement a new fee to recoup a portion of the costs associated with the development of a Design Criteria Manual. The manual will act as a guide or tool for developers to use in conjunction with the revised Unified Development Code. The fee is \$45 per manual and is expected to result in \$4,500 in added revenue.

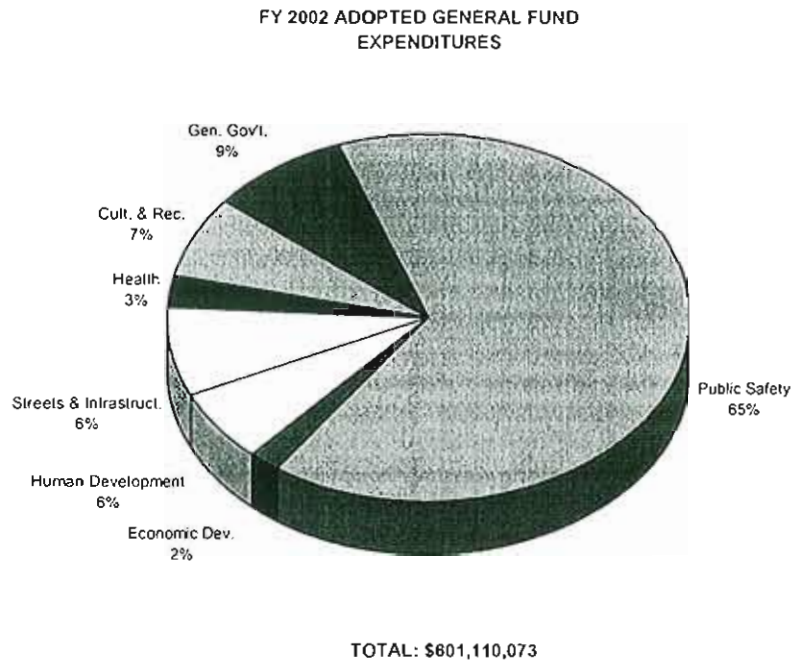
● Fund Balance

The final element of resources available in the General Fund is fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$30.36 million that will be used to augment available resources for FY 2002.

GENERAL FUND EXPENDITURES

The FY 2002 Adopted General Fund expenditures are **\$601.1 million**. This amount represents a 5.58% increase over the FY 2001 Adopted Budget. This section will discuss current services, improvements to service delivery and mandated changes to service delivery. For purposes of presentation, the Emergency Medical Services (EMS) Fund and the Streets Maintenance Fund, which are dependent on the General Fund, will also be discussed in this section.

The pie chart below depicts the seven general areas of service delivery among which the \$601.1 million in General Fund expenditures is proposed for appropriation.



● Current Services

The current services budget represents the cost of providing services at the FY 2001 level before mandates or improvements are considered. Current services takes into account the full cost of existing personnel at FY 2001 staffing levels. No increases in civilian employee compensation are assumed in estimating the personnel cost component of the current services budget. The FY 2002 current services budget does, however, reflect \$10.52 million in increased expenditures over the FY 2001 budget that are needed to accommodate significant cost increases that have been experienced primarily in the following types of expenses: employee health insurance, liability claims, Workers Compensation, motor fuels, and electricity charges.

Among the non-personnel adjusted costs factored into the current services budget include increased assessments for self-insurance funds. Significant adjustments to the departmental assessments budgeted in all City funds for the City's self-insurance funds will be needed to sustain the current programs supported by these funds. Rising health care costs, changing employee demographics, and significant claims increases are creating dramatic financial stresses on the City's self-insurance programs. Specifically, the City operates three primary self-insurance programs supported by three different City funds: Employee Benefits, Workers Compensation and Liability. More information on the rationale for the assessment rate increases for the programs supported by each of these funds will be provided in detail in

the "FY 2002 Other Funds" section of the Executive Summary. The total added cost impact to the General Fund for the self-insurance fund assessment rate increases is \$8.124 million. Each of the increased assessment rate adjustments is described below.

- The Employee Benefits program supports the City's employee health insurance program that provides health insurance for each employee and his or her dependents at no cost to the employee, if the employee selects the standard CitiMed program. Employees, if they wish, may supplement the City's contribution to receive coverage under a Health Maintenance Organization (HMO). The program has experienced dramatically increased costs for medical claims and prescriptions that will place the Employee Benefits Fund in shortfall situation at the end of FY 2001. Specifically, medical claims costs rose 16.13% and prescription costs rose 21.5% in FY 2000. Furthermore, the volume of medical claims increased by 23.72% in FY 2000. The trend for cost increases is expected to continue with a 12% projected increase in overall medical costs for FY 2002. In response, the Financial Forecast recommended a series of assessment rate increases to be implemented over each of the next five years in order to bring the Employee Benefits Fund back into a positive fund balance at the end of that period. The percentage increase of the assessment rate included in the Adopted Budget for FY 2002 is 25% over FY 2001. The impact to the General Fund is \$6.5 million in additional expenditures in FY 2002.
- The Workers Compensation program provides compensation to employees injured on the job as well as supports the Employee Safety Program and the Occupational Health Clinic. Claims activity in this program has increased significantly over the years. In order to maintain a fund balance adequate to support future claims, departmental assessments in all funds will be increased. For FY 2002 the percentage increase of the assessment rate is 7% over FY 2001. The impact to the General Fund is \$423,537 in additional expenditures in FY 2002.
- The Liability Fund provides resources to address claims made against the City and supports the Risk Management and Litigation staffs in the City Attorney's Office that defend the City against claims. Within the Liability program, claims activity has also risen markedly. Based on value of claims known today, the Liability Fund balance will be negative by FY 2003 without significant adjustments to departmental assessments in all funds. For FY 2002, the projected rate of increase in the assessment rate is 30%. The impact to the General Fund is \$1.2 million in additional expenditures for FY 2002.

The current services budget has also been adjusted to accommodate significantly higher motor fuel costs that have been also experienced nationwide. The FY 2001 General Fund budget for motor fuel was \$2.9 million and re-estimated expenditures for the current year are \$3.6 million – a difference of 24%. For FY 2002, the rate of fuel cost increase is projected at 35% over the FY 2001 budget. The current services budget for FY 2002 for motor fuel is \$3.9 million.

Charges for electricity use by City street lights, traffic signals and facilities have also risen significantly due to the increased costs of electricity generation experienced by CPS discussed earlier. The FY 2001 General Fund budget for electricity usage was \$13.24 million and re-estimated expenditures for the current year are \$14.8 million – resulting in \$1.57 million in unexpected costs for the current year. As referenced earlier in the discussion on CPS revenues, the \$1.57 million in added FY 2001 electricity expenses will be covered by a portion of the added CPS revenues attributable to the abnormal rise in natural gas prices that have been set aside for this purpose. For FY 2002, to accommodate the increased electricity costs, the current services budget is at \$14.65 million which represents a \$1.4 million, or 10.6%, increase in electricity expenses over the FY 2001 budget.

● City Council Budget Priorities - Changes to Service Delivery Overview

Overall, the FY 2002 Adopted Budget includes **total net program changes of \$27.71 million**. This is accomplished by adding **\$25.59 million for program improvements, \$10.7 million in mandated improvements and \$8.6 million in redirections/reductions**. Included in these amounts are **\$6.96 million in one-time expenditures**. Departments reviewed current services and programs, and by using City Council's Budget Priorities, identified service level enhancements and opportunities to reduce

expenditures or redirect resources to higher priority areas. The City Manager and the Management Team reviewed the anticipated effect to services and fiscal impact of the proposals.

The City Council's June 22 Goals & Objectives Worksession resulted in a list of budget priorities for staff to use as a guide in the development of the FY 2002 Proposed Budget. The budget priorities were expressed by the Council in terms of three tiers, with those listed in Tier One being of higher priority than those listed in Tier Two and Tier Three. The improvements and mandates included in the Adopted Budget are described here in terms of these priorities. As an overview prior to a more detailed discussion of the adopted changes, the priority areas for which improvements and mandates are recommended are listed below. Within each tier, the priorities are not necessarily listed in priority order.

- **Tier One**
 - Existing Infrastructure
 - Housing & Neighborhood Planning
 - Economic Development
 - Public Safety
- **Tier Two**
 - Human Development
 - Charter Review/Governance
 - Environment
 - Unified Development Code (UDC) Implementation
- **Tier Three**
 - Customer Service
 - Parks & Libraries

● **Adopted Improvements and Mandated Expenditures**

The Adopted Budget contains over **\$36 million** in improvements and mandated expenditures. The improvements and mandates are described below and categorized by the Council's Budget Priorities.

◆ **TIER ONE – EXISTING INFRASTRUCTURE**

The City's continued growth and economic prosperity have always hinged upon an effective infrastructure. The Adopted Budget includes **\$2.8 million in enhanced services** to address infrastructure issues such as implementing the final Brooks City Base agreement with the Air Force, improving the City's ability to deliver capital projects on-time and within budget, enhancing maintenance of the City's existing street system, and planning for the revitalization of the inner city core as recommended by the Community Revitalization Action Group (CRAG) process.

Brooks City Base. The Adopted Budget has \$1.02 million in added expenditures to implement the Brooks City-Base Project. The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City, designed to improve mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. In November 2000 the City Council passed an ordinance authorizing the City Manager to enter into a Non-Binding Agreement with the Secretary of the Air Force to implement the Base Efficiency Project at Brooks AFB. The Non-Binding Agreement outlines the general terms and conditions of the transfer of 1,310 acres of land, facilities, utility systems and infrastructure to the City or its assignee.

The final definitive agreement is still subject to negotiations with the Air Force and will require City Council approval. The expected completion date of the final definitive agreement is later this summer. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base and to begin efforts to develop the base as a business and technology park. The City has established the Brooks City-Base Office to serve as its central point for managing the project. The \$1.02 million represents the added costs to the City of providing the following basic services assuming a February 1, 2002 effective date:

<u>Department</u>	<u>Function</u>	<u>Description</u>	<u>Cost</u>
Brooks City-Base	Strategic planning and marketing	Planning and marketing resources	\$200,000
City Attorney	Legal doc./utility negotiation	Contractual money for outside legal counsel	\$150,000
Police	Police	One Patrol Officer	\$47,120
Fire	Fire	Operating Costs (overtime, fuel, etc)	\$14,316
Fire/EMS	EMS	Operating Costs (peak period overtime, fuel, etc)	\$27,341
Public Works/Streets	Street Maintenance	Operating resources	\$86,544
Public Works	Traffic	Street sign replacement & maintenance	\$36,666
Non-Departmental	Street Lighting	Streetlight utility charges	\$24,210
Parks & Recreation	Parks	Contractual operating resources	\$437,109
Health	Animal Control	Operating resources	\$374
TOTAL IMPROVEMENT COST			\$1,023,680

The above costs in FY 2002 will be offset in part by \$573,680 in revenues to the City from operation of the base to include leases and proceeds from other consideration. This revenue offset will make the net added General Fund cost in FY 2002 at \$450,000. The full year costs in FY 2003 are expected to be \$917,063.

Also, included in the Adopted Budget related to the Brooks City-Base project is \$255,122 in the Stormwater Operating Fund to maintain 255 acres on Brooks AFB and 345 acres of drainage areas on Kelly AFB. The City will pick up the responsibility for drainage areas maintenance on Brooks under the terms of the Brooks City-Base agreement. The drainage areas on Kelly AFB are now the City's responsibility with the recent closure of Air Force operations on the base. Included in the improvement are four positions funded for six months: one Equipment Operator I, one Equipment Operator II, one Maintenance Worker, and one Maintenance Crew Leader. Also included in the improvement is the acquisition of all necessary materials and equipment.

Capital Programs Implementation. The Adopted Budget has \$381,229 in added expenses to make improvements to the City's implementation of capital programs.

- To improve the City's responsiveness in the design and construction of capital projects, particularly those authorized by general obligation bond programs, the Adopted Budget includes \$286,229 to create a fifth Project Management Team. Specifically, this improvement would add five positions for nine months -- one Sr. Engineer, one Engineer, one Engineer Associate, one Capital Projects Officer and one Engineering Technician. This additional team will reduce the workload currently assigned to the existing four Project Management Teams in the Capital Programs Division. The cost of this improvement will be offset through charges to the funding sources for the capital projects managed by the team.
- As a further enhancement to the City's management of the capital program, the Adopted Budget includes \$20,000 for software development services to integrate the existing Capital Budget Information System maintained by the Office of Management & Budget with the Capital Project Status System maintained by the Public Works Department. The added cost for the integration will be charged off to capital project funds.
- In order to place the City in the best position possible to receive grant resources to augment its capital improvement program from the state and federal governments, the Adopted Budget includes \$75,000 for membership fees to two transportation-related associations; TEX-21 and the San Antonio Transportation Alliance. TEX-21 is a statewide coalition of counties and cities dedicated to finding

ways to improve the state's transportation infrastructure. The dues for TEX-21 are \$25,000. The San Antonio Transportation Alliance (SATA) is a collaboration of area-wide entities (e.g. City, County, Metropolitan Planning Organization, VIA, chambers of commerce, developers, transportation industry representatives, and alternative transportation advocates) dedicated to attracting additional transportation funding to the San Antonio area. The dues for SATA are \$50,000.

- Funding is also included in the Adopted Budget to conduct an external performance review of the City's Capital Projects Management function. The Adopted Capital Budget includes a \$713.9 million Six-Year Capital Program and a single-year capital budget of \$319.8 million for FY 2002. The performance review will research best practices in the area of capital projects management, determine the degree to which the City's process relates to those practices, and make recommendations for adjustments as needed.

Streets Maintenance. Included in the Adopted Budget is a total of \$947,191 in added expenditures associated with maintenance of the City's streets system.

- The Adopted Budget will add \$670,000 to the Neighborhood Accessibility and Mobility Program (NAMP). The NAMP provides resources for use in each Council district to accomplish small street repair, sidewalk repair, speed hump and school flasher projects. Currently, \$133,000 is budgeted for each district. In FY 2002, the NAMP scope will be expanded to include other transportation projects such as streetlights, traffic signals, medians and pedestrian walks. Under this improvement, each district will have a total of \$200,000 apiece for NAMP-related projects.
- In order to improve productivity, the Adopted Budget includes funding to acquire equipment and materials to establish a complete full-depth streets reclamation program at a first-year cost in FY 2002 of \$277,191. As opposed to having to apply new asphalt to build the base of a street, the full-depth reclamation concept removes and recycles existing street overlay materials. The Public Works has piloted this concept with a standard milling machine. Acquisition of a new roadway reclaimer machine, along with the necessary truck and trailer to transport the equipment, will be achieved using a lease-purchase payment method allowing payments to be spread over five years. Use of the reclaimer will reduce the time needed for base application by half as compared to using a standard milling machine for the reclamation process. The first-year cost also includes six months of operating needs (e.g. equipment replacement fund program costs, fuel, maintenance and repair). The first-year cost will be offset by a reduction in the purchase of new asphalt materials with estimated savings at \$155,000 for a net improvement cost of \$122,191.

Community Revitalization Action Group (CRAG) Target Area Planning. A focus of the inner city revitalization efforts developed by the CRAG has been to emphasize the need for improvements and sustainability of neighborhoods/communities through the redevelopment of infrastructure, housing, community development and neighborhood services. The CRAG Target Area consists of the original 1940s city limit boundaries that encompasses a 36 square-mile area surrounding the inner city. Included in the Adopted Budget is \$88,558 in added resources for improved planning efforts to guide the area's redevelopment and revitalization.

- The amount of \$38,558 is in the Adopted Budget to add one Senior Planner for nine months to conduct a comprehensive architectural survey of the institutions, commercial corridors and historic neighborhoods within the CRAG Target Area. The cost of the position will be offset 50% from capital projects, and 50% from a grant from the San Antonio Conservation Society. The survey, when complete, will facilitate timely review and approval of building and demolition permits issued by the City within the CRAG Target Area.
- The Adopted Budget has \$50,000 that will be used to gather and develop materials that support inner city revitalization efforts including land use planning and development projects, programs and policies. The preparation of materials is required prior to attracting national urban planning professionals affiliated with the Urban Land Institute (ULI) to help develop a strategy for implementation and revitalization of the CRAG Target Area. The cost for hosting a ULI conference in the Spring of 2002 may be up to \$150,000 (anticipated to be funded from the Neighborhood Revitalization Fund) depending on the scope and number of national panelists selected to work on the project.

Infrastructure Inventory. New financial reporting standards mandated by the Governmental Accounting Standards Board (GASB) to be effective in FY 2002 require the retroactive reporting of all general infrastructure purchased, constructed or donated to the City after June 30, 1980. The new standards are referred to as GASB 34. To meet the GASB 34 requirement, the Adopted Budget includes \$169,667 in additional resources to begin the task of preparing and maintaining a comprehensive inventory and valuation of the City's infrastructure. Specifically, three positions will be added to the Public Works Department - a Special Projects Coordinator and two Engineering Technicians for nine months. The new positions will work closely with the Finance Department's existing GASB 34 implementation team.

Market Square Study. The City's Market Square area is a historic landmark and a major tourist attraction for San Antonio. The Adopted Budget includes \$35,000 to prepare a Master Plan for potential major upgrades and improvements, and to identify opportunities for future development.

City Facilities Office Space. Included in the Adopted Budget is \$123,460 to cover increased rent and relocation expenses associated with the relocation of the Fire Marshal's Office and the Neighborhood Action Department to relieve crowded conditions and inefficient uses of space.

Capital Project Infrastructure Improvements. The Adopted Capital Budget for FY 2002 also includes \$2.38 million in resources funded with projected Certificates of Obligation directly related to priority Council infrastructure issues.

- An additional \$1.75 million in assistance to four Kelly USA improvement projects in FY 2002 involving demolition, right-of-way acquisition and road design.
- With respect to the Medical Center area, \$626,000 is set aside as City matches to capital projects involving needed transportation improvements.

◆ TIER ONE – HOUSING & NEIGHBORHOOD PLANNING

Strong, safe, dynamic neighborhoods with well-maintained and affordable housing provide a better quality of life for San Antonio residents and a healthier city. Included in the Adopted Budget is \$1.9 million in enhanced services to improve the responsiveness and effectiveness of the City's code enforcement efforts, add resources to address the Housing Rehabilitation Waiting List, and to provide additional resources for the Neighborhood Commercial Revitalization program.

Code Compliance Neighborhood Program. This improvement totaling \$773,987 will significantly enhance the City's proactive code enforcement efforts for FY 2002. A total of 12 new positions will be funded in the Code Compliance Department – eight Code Enforcement Officers and four Abatement Officers for six months with associated equipment. Specifically, the additional positions will support three Code Enforcement-related initiatives for FY 2002. These initiatives will enhance service delivery and interdepartmental coordination involving the Code Compliance Department, the Police Department and the Council Action Team. The programs include: Code Compliance/Police Cooperative, Abatement/Environmental Services, and an interdepartmental Service Accountability Program.

- **Code Compliance/Police Cooperative.** Decaying structures and blighted conditions affect many of San Antonio's older neighborhoods. These conditions often act as catalysts that spur criminal activity and affect crime prevention efforts. The Code Compliance Department recognizes these issues and has attempted to increase community awareness and voluntary compliance by encouraging and coordinating partnerships with other City Departments, neighborhood and community groups and other entities.

The Code Compliance/Police Cooperative will strengthen the already existing working relationship between the Police and Code Compliance Departments. Cooperative programs already in place include:

- San Antonio Fear Free Environment (SAFFE) Program – Code Enforcement Officers work jointly with San Antonio Police Officers to identify and solve neighborhood nuisances which present community problems from both a code and law enforcement perspective.
- Strategic Nuisance Abatement Program (SNAP) – this Police lead initiative includes a multi-departmental team charged with targeting nuisances through the utilization of civil statutes aimed at health, safety and other quality of life issues.
- Commercial Corridor Safety Program – this Police Department initiative focuses on problem solving and the development of long-term solutions posed by general nuisance within selected Commercial Corridors.

In order to further these cooperative efforts between the Police Department and Code Compliance, the FY 2002 Adopted Budget will establish a working team of Police and Code Compliance personnel that will work together daily to identify, through crime and code analysis, the problem “hot spots” impacting neighborhood safety. This improvement includes the utilization of four existing Code Enforcement Officer positions as well as the addition of eight Code Enforcement Officer new positions, to be funded at six-months in FY 2002. Beginning in October 2001, four existing positions will be deployed to the North, South, East and West Police Sub-Stations. In March 2002 eight new positions will be deployed in the following manner: two positions at the Prue and Downtown Police substations and one additional position for the North, South, East and West sub-stations. By the end of FY 2002, the total number of Code Compliance personnel housed out of Police substations will total twelve.

The major elements of this program consist of:

- The Code Enforcement Officers at each station will work with each of the Police Substation Commanders and the SAFFE Officers to address code and public safety issues within the neighborhoods. These cooperative efforts will be able to call upon other key Code Compliance personnel such as Abatement Officers or Dangerous Premises Investigators to address the needs.
 - The team’s functional responsibilities will lie within the boundaries of existing Police Substation District areas, with its efforts being driven by the Police Department’s Management Accountability Program crime data and other participating departmental databases.
 - The team will be responsible for working closely with neighborhood associations in an effort to more quickly address problems and devise solutions.
 - SAFFE Officers will be trained in code violation procedures whereby they can document and issue citations thus facilitating corrective action.
 - The team will track their enforcement and compliance efforts and will continue to work small areas of high crime and code violations until the area is cleaned up on a long term basis.
 - The team will assist with the mobilization of volunteer clean-up projects.
 - The introduction of a Code Compliance Neighborhood Coordinator, charged with evaluating neighborhood needs and programmatic impacts.
- **Service Accountability Program.** In addition to Police and Code Compliance coordination, a new initiative utilizing Geographic Information System (GIS) technology will also be implemented in FY 2002. Similar to the Police Department’s Management Accountability Program, the Service Accountability Program will focus on Code Compliance, Public Works, Parks & Recreation and other field departments. This monthly program will combine service request information, generated through the 311 Call Center, as well as existing service delivery data from departments. Departments will be held accountable to strategically deal with heightened service request areas, and encouraged and empowered to resolve the issues. The Information Technology Services Department (ITSD) GIS

Division will collect and assist the departments with trend analysis of the information at the monthly meetings. This improvement will be supported with the additional resources being added to the ITSD Department GIS Division for further improvement of the City's GIS system as part of the Adopted Budget for FY 2002.

- **Brush Service Enhancements.** The four new Abatement Officer positions established in the Code Compliance Department will provide additional dedicated and directed enforcement of the City's regulations regarding illegal dumping and the improper placement of brush and bulky goods on curbs outside of normal refuse collection schedules. The Abatement Officers will augment the five existing Abatement Officer positions who already work in close coordination with the Environmental Services Department in enforcing the City's illegal dumping codes. With this improvement, a total of nine Abatement Officers will be focused on this issue. The cost of the additional Abatement Officers (\$273,987) will be offset by additional revenue from fines resulting from the increased enforcement.

Housing Rehabilitation Waiting List. The City's Owner-Occupied Rehabilitation/Reconstruction Program, which was transferred from the San Antonio Development Agency in February 2001, receives Community Development Block Grant (CDBG) and HOME funds from the U.S. Department of Housing and Urban Development for rehabilitation and reconstruction housing projects. The average cost for rehabilitation and reconstruction of housing units is \$35,000 and \$50,000 respectively. Currently, there are up to 158 individuals on the Housing Rehabilitation Waiting List requesting housing assistance. In FY 2001, the General Fund contributed \$1 million dollars to help address the Housing Rehabilitation Waiting List. The Adopted Budget will add another \$1 million in FY 2002 bringing the total General Fund contribution to \$2 million. In combination with \$6.6 million set aside in FY 2001 and FY 2002 in the CDBG and HOME Budgets, the total available resources from the City for the waiting list totals \$8.6 million. Staff is developing policies for those units funded by the General Fund to possibly include low interest loans, extended payback terms, and/or emphasis on units based on health and safety needs.

Neighborhood Commercial Revitalization. The Adopted Budget will add \$140,000 to the Neighborhood Commercial Revitalization (NCR) Program. In February 1998, the City Council approved the creation of the NCR Program. The goals of the NCR Program are to support economic reinvestment in the business corridors of San Antonio's urban core, create economic and employment opportunities in the inner city, and improve the physical appearance of these areas. Working with community-based organizations made up of businesses, property owners and neighborhood residents, the Program focuses revitalization efforts on four main areas: design and planning, marketing and promotion, business development, and organization. During the Spring of 2001, the Department initiated a program review to include stakeholder input for recommendations on program policy changes. This review resulted in recommendations to modify process for selection and funding of projects. These changes include extending current three year contracts to six year contracts, increasing funding for projects from \$225,000 to \$360,000; limiting selection of revitalization projects to existing partnership projects; initiating year-round marketing and applications for partnership projects; and providing technical assistance to both participants and areas businesses. In addition, Planning Department resources will assist in preparing development plans to guide revitalization efforts including urban design assistance and land use planning.

As approved by City Council in 1998, the NCR Program has completed four funding rounds with resources allocated from the General Fund and Community Development Block Grant (CDBG) and currently has seven targeted neighborhood commercial revitalization districts. These areas include: Southtown, Deco District, EastTown@Commerce, Presa Real, Midtown on Blanco, Historic E. Houston St. and New Light Village. Of the \$140,000 improvement in the FY 2002 Adopted Budget, \$70,000 is a mandated expenditure that will be used to support the approved New Light Village NCR project. The remaining \$70,000 will provide funding for the fifth NCR Program 2002 Selection Round with award anticipated in July 2002. Since January 1999, when the first of seven projects was placed under contract, cumulative private reinvestment of \$2.9 million in 34 new and expanded businesses has resulted in the creation or retention of 171 jobs while enhancing the quality of life by bringing needed goods and services to inner-city neighborhoods.

◆ TIER ONE – PUBLIC SAFETY

The Adopted Budget includes a total of \$11.34 million in net adopted enhancements and mandated improvements for Public Safety services. Of this amount is \$1.06 million to implement the first year of the Police Rolling Staffing Plan, \$531,597 for matches to Police-related grant programs, \$266,465 for continued implementation of new Police facilities and technology authorized by the 1999 General Obligation Bond program, \$2.027 million to implement the FY 2002 recommendations of the Rolling Fire Master Plan, \$1 million set aside as a package to implement the results of the Park Ranger Performance Review, and \$535,365 for improvements and mandated expenditures in Municipal Court,

Police Rolling Staffing Plan. Since FY 1993, the City has concentrated on enhancing the level of Police services annually to meet the changing needs of the community. The blueprints for the enhanced services include the 1992 Comprehensive Staffing Plan, the Vision 2001 Plan implemented in FY 1997, and the SAPD Rolling Staffing Plan. A common goal in each of these plans is reducing crime in all categories through various measures. Factors such as crime and demographic trends, calls for service, patrol availability, peak level staffing during critical call load periods, and improved operational efficiencies to be realized through technological enhancements have been considered throughout the Police Department's planning efforts.

Building on the foundation established by the City's 1992 Comprehensive Staffing Plan, Vision 2001, the Management Accountability Program, and the 2000 General Obligation Bond Program, the 2000 Rolling Staffing Plan was presented to the Council in June 2000. The 2000 Staffing Plan proposed the addition of 369 sworn positions and 22 civilian positions over five years. A key component of the 2000 Plan was implementation of the concept of directed patrol. Under the directed patrol concept, manpower is provided to substation commanders to address problem areas within their neighborhoods as well as provide a ready source of officers for the Chief of Police to deploy to major incidents while maintaining overall patrol availability. Another objective of the Plan is to maintain a high Patrol Availability Factor (PAF). The PAF has been a key performance measure for the Police Department since the development of the original 1992 Comprehensive Staffing Plan. The PAF is defined as the amount of time available to a patrol officer for proactive patrol as opposed to responding to radio calls for service. The original 1992 Plan focused on increasing the number of police officers to improve the PAF. Incrementally, the PAF has increased from 27.76% in FY 1993 to a high of 42.7% in FY 1996. After a slight decline to 40.4% in FY 1997, PAF held steady in FY 1998. However, in FY 1999 PAF declined to 37.9%. The 2000 Rolling Staffing Plan made recommendations for improvements to maintain a 42.5% annual PAF and a 40% PAF during peak workload months of July through September in FY 2001.

Because the Staffing Plan is "rolling", it is a flexible document, and the total staffing requirements will vary over time depending on workload, attrition, and numerous other factors. It was anticipated that the plan would be updated on an annual basis to accommodate changing circumstances. To begin to address the issues raised in the 2000 Rolling Staffing Plan, included in the FY 2001 Adopted Budget were ten added police officer positions as the first increment of directed patrol officers. To supplement these positions, \$229,000 for additional overtime expense was included in the FY 2001 Budget specifically for directed patrols in peak call load months, which are July through September. Matching funds were designated in FY 2001 to continue ten SAFFE officer positions from the FY 2000 Department of Justice Universal Hiring Program (UHP) grant, and additional funds were provided as match for ten more SAFFE positions in an FY 2001 UHP grant.

In June 2001, the Police Department presented to the Council the 2001 Rolling Police Staffing Plan. The 2001 Plan was presented in the context of rising property and violent crime rates along with projections of unusual numbers of police officer retirements leaving potential gaps in police staffing. The department pointed out that violent crimes (homicide, robbery, sexual assault and aggravated assault) are projected to rise by 22.5% in 2001 over 2000. Property crimes (burglary, larceny and vehicle theft) are expected to rise by 15.3% in FY 2001. Additionally, as a consequence of recent, more lucrative changes to the police officers and firefighters pension system, the department projects from 80 to 100 police officers leaving in FY 2002 as opposed to the 40 to 45 officers leaving per year that have occurred historically. In response to these challenges and to continue progress toward the objectives set out in the 2000 Staffing Plan, the

2001 Plan proposed the redeployment of 72 existing police officer positions, the addition of 265 new sworn police positions, and the addition of 20 civilian support positions over the next five years (from FY 2002 through FY 2006) at a total cost of \$45 million. With implementation of the 2001 Plan, the PAF would be expected to range on average between 42.00% and 44.89% per year over the next five years.

This concept of redeployment in combination with additional resources is key to the effectiveness of the 2001 Plan. Specifically, the concept moves more police officers into patrol duties to directly address increasing crime rates by increasing the PAF while minimizing the impact of the rising number of anticipated vacancies from retirements. Of the 72 positions proposed to be redeployed, 40 would be expected to come from the San Antonio Fear Free Environment Program (SAFFE), 27 from the Street Crimes Arrest Teams (SCAT), and five positions from separate administrative units of the department. There are currently 113 SAFFE officers – with the proposed redeployment, 73 would remain to maintain the effectiveness of the SAFFE program within the community. Under the 2001 Plan, however, 40 experienced SAFFE officers and 27 experienced SCAT officers are moved directly into the field improving patrol availability and significantly enhancing the department's ability to address rising crime.

For FY 2002, first year implementation of the 2001 Rolling Staffing Plan will require the redeployment of 72 police officers, and the addition of 27 uniformed and ten civilian positions at a cost of \$1.2 million. Since the 2001 Plan was presented in June, the Police Department has re-examined its first year recommendations. The department has concluded that the 2001 Plan's objective of a 44.89% PAF in FY 2002 can still be achieved with a reduced number of redeployed SAAFE officers (29 instead of 40) and with 24 new added police officer positions as opposed to 27 added positions as originally recommended. To offset the effect of redeploying 29 officers from SAFFE as opposed to the original 40, the department will be implementing differential police response (DPR) for private property accidents and selected thefts under \$50 ("beer" and "gas" drive off thefts) effective October 1, 2001. Officers will not respond to these calls for service, and citizens' calls will be automatically referred to a call expediter who will take a telephonic police report. It is estimated that the time saved annually by initiating this procedure is equivalent to 11 officer positions.

The Police Department's adjustments to the first year implementation of the Rolling Staffing Plan result in a lower cost in the first year. The Adopted Budget reflects the modified plan totaling \$1.06 million for first year implementation of the 2001 Rolling Staffing Plan. The specific components of the Adopted Budget's first year implementation include:

- Redeploy 29 SAFFE officers to patrol units. A total of 84 officers will remain in the SAFFE program allowing it to retain its effectiveness in the community. Furthermore, the SAFFE program will be augmented next year through an improvement that significantly increases interdepartmental cooperation with the Code Compliance Department. Specifically, in Code Compliance, the FY 2002 Adopted Budget will redeploy four existing positions and add eight new positions for a total of 12 Code Enforcement Officer positions that will be dedicated to working in daily cooperation with SAFFE officers in addressing neighborhood blight conditions that contribute to criminal activity. Under this improvement, the 12 Code Enforcement Officer positions will be housed out of existing Police substations to ensure maximum cooperation with SAFFE officers. This improvement to Code Compliance is discussed in more detail in the Housing & Neighborhood Planning Council Budget Priority section.
- Redeploy 27 SCAT officers to patrol units
- Redeploy five officers from administrative units to patrol units
- Add 24 new sworn police officer positions. Of the 24 new positions, eight will be directed to patrol units. The remaining 16 new positions will be allocated as indicated in the 2001 Rolling Staffing Plan to the following investigative units as indicated: two to Narcotics, three to the Integrity Unit, three to the Repeat Offenders Program, two to the Financial Crimes Unit and six to Property Crimes. The 2001 Rolling Staffing Plan recommended the added resources in these units because crime trends point to increased workloads in the crime categories addressed by the units.
- Add 10 civilian positions to provide essential support to police operations. The added positions include four Secretary II positions, two Office Assistant positions, three Administrative Assistant I positions and one Management Analyst position.

In summary, under the Adopted Budget, through a combination of redeployments and added new positions, 69 officers will be directed into patrol activities and 16 will be added to investigative units that address high priority criminal activities. With the redeployment and added positions, a PAF of 44.89% can still be achieved in FY 2002, consistent with the objectives of the 2001 Rolling Staffing Plan.

Other Police Improvements. The Adopted Budget also contains \$531,327 in additional mandated grant match expenditures and \$305,465 in mandated expenses to operate and maintain projects supported by the 1999 General Obligation Bond Program.

- Universal Hiring Program Grant Matches - \$256,971 in grant matches for the 30 additional police officer positions added under this program in FY 1999, FY 2000 and FY 2001, ten in each year respectively.
- COPS MORE Grant Match - \$163,926 in additional funds needed to fully absorb 11 expediter positions that were originally funded by the COPS MORE grant into the General Fund.
- Local Law Enforcement Block Grant Match (LLEBG) - \$110,700 to fund the operating expenditures associated with equipment (20 police vehicles) purchased with FY 2000 LLEBG funds.
- Public Safety Integrated Technology System (PSITS) - \$266,465 to operate and maintain 200 additional Field Entry Reporting System (FERS) units being installed in FY 2002. These units are part of the overall PSITS that will provide a comprehensive information management system to increase police officer and detective effectiveness while enhancing customer service. Acquisition of this system is supported with funds authorized by the 1999 General Obligation Bond Program. The FERS units will enable officers to enter reports from the field via wireless modem. Other PSITS components will provide for more efficient filing and retrieval of the field-generated data. A total of 200 FERS units are being installed in FY 2001. After 200 more are installed in FY 2002, 400 remain to be acquired and installed beyond FY 2002 bringing the total of FERS units deployed to 800.
- Police Substation Expansion Operation – \$39,000 to operate and maintain the expansions made to the North, West and South Police Substations. The expansions to the substations were supported with funds authorized by the 1999 General Obligation Bond Program.

Fire Rolling Master Plan. As the City continues to grow, the Fire Department's focus will remain on strategic planning efforts to ensure that adequate staffing, facilities, equipment and training are available to provide consistent levels of fire services throughout the City. In April 1997, the Fire Department was directed by City Council to obtain community input on certain issues of the master plan through a process of community presentations. With guidance from City Council, input from the community and Fire Department staff, the Fire Department developed the Rolling Five-Year Fire Master Plan. The Rolling Five-Year Fire Master Plan, presented to the City Council in June 2001, is an indication of the department's continuous efforts to provide the highest levels of service to the community. Since the Fire Master Plan has now become a rolling plan, the Fire Department receives input on an annual basis from staff and the citizens of San Antonio. In doing so, the department will be able to analyze trends, review community input and update its recommendations on an annual basis.

The Adopted Budget includes **\$2.03 million** in improvements to continue implementation of the Fire Master Plan. These improvements include:

- Add One Full-Time Emergency Medical Services (EMS) Unit - \$499,248. This improvement will add 12 full-time paramedic positions for three months. One time costs include the acquisition of an ambulance and associated equipment. The full year recurring cost for this improvement beginning in FY 2003 is projected at \$1.08 million. This improvement will bring the number of full-time EMS units from 25 to 26.
- Replace Four Pumpers, One Ladder Truck and One HazMat Vehicle with Lease-Purchase - \$366,981. This improvement will provide six months of the first year lease-purchase funding to replace six fire apparatus (payments over five years) - four pumpers, one ladder truck, and one HazMat Vehicle. The Master Plan's goal is to replace all pumpers over 16 years old and all ladders over 18 years old.

- Replace Mobile Data Terminals with Cellular Digital Packet Data (CDPD) Laptops - \$92,102. This improvement will replace 40 MDT's in fire vehicles with portable CDPD laptop computers with lease-purchase funding with payments over three years. Included in cost is operational support funding. The Master Plan calls for the purchase of 120 CDPD laptop computers over a three-year period (40 units already acquired in FY 2000, 40 already acquired in FY 2001, and 40 in FY 2002).
- Add Two First Responder Vans - \$59,018. This represents Phase Three of a Master Plan program that will add eight first responder vans to the Fire Department fleet over a three year period: four vans in FY 2000 (Phase One - implemented with the FY 2000 Adopted Budget), two vans in FY 2001 (Phase Two – implemented with the FY 2001 Adopted Budget), and two vans in FY 2002 (Phase Three). This program will increase the total first responder fleet to eighteen vans. First responder vans are used to provide cost effective emergency medical assistance for patient basic life support while allowing regular fire apparatus to remain available for calls.
- Add One Special Projects Coordinator as Safety Officer - \$44,787. This will add one Special Projects Coordinator position for three months. The position will act as a Safety Officer and will ensure compliance of protective clothing procedures and maintain contact with incident commanders during ongoing firefighting responses.
- Enhance Two Personnel Investigators - \$50,019. This improvement places two civilian personnel in positions currently filled by uniformed personnel temporarily detailed to perform the Applicant Processing function with three months funding. Specifically, the improvement will add two civilian personnel investigator positions in the Fire Department's Applicant Processing Section allowing two uniformed personnel to be returned to regular assignments in the Firefighting Division. This improvement will permit an offsetting \$88,568 reduction in overtime.
- Add One Senior GIS Analyst - \$39,277. This improvement adds one Senior GIS Analyst position for three months. The position will prepare locator maps for Firefighting and EMS units, map materials for future updates to the Rolling Master Plan and other GIS materials as needed. With this improvement, uniformed personnel now performing GIS functions can be deployed back into the field. This improvement will permit an offsetting \$10,000 reduction in overtime expenses.
- Add One Building Maintenance Officer - \$31,210. This will add one Building Maintenance Officer funded for three months. This position will assist the Fire Department's Facilities Coordinator with work requests, site visits to fire stations to check for maintenance problems, and coordinate with the Public Works Department on fire station projects.
- Add ten 12 Lead Electrocardiogram (EKG) Devices - \$229,906. This improvement represents the first year of a four-year program to acquire and install a total of 40 EKG devices with 12 leads for all active and spare EMS units. In FY 2002, ten devices will be acquired. Since 1974, the City has used 3 lead EKG devices. The new devices provide paramedics with more precise information about a patient's cardiovascular system and will enable more timely and effective emergency care.
- Implement 2nd Year of Ladder Truck Buy-In Program - \$615,000. The Fire Master Plan recommended in FY 2001 that funds be set aside over a period of years to build up resources for the eventual replacement of 11 ladder trucks from FY 2006 through FY 2009. Eleven trucks purchased in FY 1988 are scheduled to be replaced in FY 2006, under the normal timeframe for ladder truck replacement. No replacement funds have been allocated in the vehicle replacement fund for the 11 trucks. In FY 2001, \$615,000 was set aside as the first year's contribution. The amount of funds that will be set aside in FY 2002 is equivalent to the value of one replacement ladder truck, representing the second year of the funding set aside proposal. The Master Plan recommended that \$615,000 be set aside each year in FY 2001 through FY 2005. Continued funding of this program through FY 2005 will provide replacement funds needed to purchase five trucks in FY 2006. The Master Plan proposes that one-time resources be found in FY 2006 to acquire two additional trucks (over the five acquired with set-aside funds) with the remaining four trucks to be acquired over the subsequent three years, FY 2007 through FY 2009.

Park Rangers Operations & Performance Review. The amount of \$1 million is set aside in the Adopted Budget for implementation of improvements related to the Park Rangers Division of the Parks & Recreation Department. Specifically, these funds will be set aside to implement in FY 2002 the final results of the operations and performance review of the Park Rangers Division.

Park Rangers have responsibilities that include customer service, park resource protection, and law enforcement. Additionally, Rangers are a key source of information to the Parks Department concerning on-site parks maintenance needs. The Park system is also undergoing a period of significant expansion. Ongoing property acquisitions using Proposition Three and bond program resources will eventually double the Park system's total acreage. The properties being acquired will have widely varying levels of development (e.g. developed urban parks vs. large natural open spaces) that will present challenges to the current Park security system. To assist in evaluating the Parks Department's security and law enforcement requirements, a Police Captain from the San Antonio Police Department will be temporarily assigned in FY 2002 as an advisor to address concerns in the Park Rangers Division. The Police Captain will evaluate and improve the following law enforcement aspects of the Park Rangers Division:

- Customer service
- Identify and coordinate necessary training needs
- Leadership development
- Efficient patrol deployment
- Revised Standard Operating Procedures
- Standard levels of service to different types of parks
- Proper supervision structure
- Dispatch/patrol procedures
- Data management
- Coordination of public safety efforts at City's parks with the Police Department
- Accountability system

The Police Captain's recommendations will be coupled with the findings of the ongoing performance review in coordination with the Parks & Recreation Department. Adjustments to salary levels for Park Rangers will be recommended as part of the review's findings. Funding to support the salary adjustments is included as part of the \$1 million set aside for implementation of the performance review's recommendations.

Municipal Courts Improvements. The Adopted Budget includes \$536,750 in enhancements and mandated expenditures to improve operation of the City's Municipal Courts system.

- Complete the Document Imaging System - \$380,683. This improvement will provide funding to complete the Document Imaging System project that was initiated in FY 2000. Funds to support the development of this system come the Municipal Courts Technology Fee. The system will allow for court documents to be electronically scanned into computers rather than having the information manually entered. The system will be able to quickly recall any case and provide visual reproductions of all documents pertaining to a given case.
- Add One Programmer Analyst for Document Imaging System Support – \$46,467. This will add one Programmer Analyst II position for nine months to support the Document Imaging System. The cost of this improvement will be offset by a \$64,600 reduction in the Municipal Court budget representing the value of the current contractual support arrangement.
- Add Nine Positions for Extended Court Hours - \$23,615. This improvement add nine part-time positions for three months to allow the Courts to extend Municipal Court hours until 8:00 pm on three nights each week. The positions will include one Judge, two Court Officers, two Administrative Aides, two Office Assistants and two Court Clerks.
- Add One Additional Courtroom - \$84,600. This mandated one-time expense provides funding for the construction of an additional courtroom to accommodate the new court which was created as a mid-year budget adjustment in FY 2001.

◆ TIER TWO – HUMAN DEVELOPMENT

The implementation of human development strategies will continue to be a high priority for the City. Human Development issues include implementation of the Better Jobs initiative, encouragement of family strengthening, support to early childhood development, providing health care-related programs, improving the availability of educational opportunities, and caring for senior citizens. The Adopted Budget includes \$3.4 million for improvements related to the Better Jobs Initiative, establishment of a Quality Assurance Team to provide for more human development services programmatic accountability, increased efficiencies in the provision of nutrition services to seniors, increased contribution to the Senior Nutrition Program, operation of a new multiservice center, enhanced safety in the administration of immunizations, and a challenge contribution for family strengthening and increased elderly and disabled services..

Better Jobs Initiative. Better Jobs emphasizes workforce development programs that will build the community's human capital through strategic investments and coordination to create a highly skilled workforce, at the same time, emphasizing higher standards and accountability. Better Jobs links partners in support of parents and the community, quality early childhood education, education enrichment, job training, and employers. The FY 2002 Budget includes \$1.77 million in improvements consistent with the goals of the Better Jobs Initiative.

- Increase Contribution to Project Quest - \$450,000. The Adopted Budget will add \$450,000 to the City's contribution to Project Quest bringing the General Fund total contribution for Project Quest to \$3.0 million. The City's contribution to Project Quest from all fund sources would total \$3.9 million.
- The Adopted Budget adds \$650,000 in scholarship expenditures. In FY 2001, \$650,000 was added as a one-time improvement for the San Antonio Education Partnership. This will be established as a recurring expenditure beginning in FY 2002. This improvement provides scholarship funds at five high schools. The total General Fund budget for support to the Education Partnership in FY 2002 is \$1.362 million
- Kindergarten Readiness Curriculum Development - \$60,000. This improvement will provide funds for professional services to develop curricula for use by schools to implement the Better Jobs Kindergarten Readiness Guidelines.
- Add One Economic Development Coordinator for Workforce Development and Support to San Antonio, Inc. Initiative - \$54,054. This improvement will add one Economic Development Coordinator position for nine months in the Economic Development Department to develop and oversee the department's workforce development program, coordinate on Better Jobs Initiative issues and serve as the coordinating focal point for the San Antonio, Inc. initiative. As recommended in the Strategic Plan for Enhanced Economic Development, presented to Council in May 2001, San Antonio, Inc. will be a new public/private partnership designed to bring together the City's 38 separate economic development organizations under one coordinating umbrella group. This improvement is consistent with the Better Jobs Performance Review.
- Add Two Senior Management Analysts for Better Jobs Quality Assurance - \$48,325. This will add two Senior Management Analyst positions to the Better Jobs Office to provide an accountability mechanism for performance measure achievement by Better Jobs programs. This improvement is consistent with the Better Jobs Performance Review.
- Provide Funding for May 2002 Better Jobs Sales Tax Election - \$460,000. This improvement sets aside resources to conduct an election to obtain voter consideration of a proposal to assess a sales tax to provide revenues to support Better Jobs-related programs.
- The After School Challenge Program will continue working toward improving the quality of its services during FY 2002. Self-Monitoring Standards approved by City Council in June 2001 will be implemented to ensure compliance with state regulations. Surveys of parents, staff and students participating in the program will be conducted to measure program quality and to compare with results from previous years. The program will continue to operate at 157 sites serving over 28,900 students in FY 2002. The total adopted General Fund budget for support to the After School Program is \$4.179 million in FY 2002.
- The Brooks Challenger Program will offer exposure to aspects of astronaut training to middle school

students. This program seeks to motivate students to consider training for careers in the aerospace field, which specifically encourages an emphasis in math and science. The total one-time General Fund contribution in FY 2002 will be \$50,000.

Quality Assurance Unit. The Adopted Budget will transfer three positions from the Community Initiatives Department to establish a Quality Assurance Unit within the City Manager's Office. The unit will conduct quality assurance reviews of Community Initiatives Department grants and delegate agency contracts. The unit will increase accountability in the areas of program management and attainment of grant program/delegate agency goals. The establishment of the unit is consistent with the recommendations of the Better Jobs Performance Review.

Senior Nutrition Services. The Adopted Budget includes two improvements to the Senior Nutrition Program totaling \$782,620

- The amount of \$755,061 will be added to the General Fund transfer to the Senior Nutrition Program to make up for a shortfall in the level of grant funding from the state and to help address the significantly rising costs of providing meals to senior citizens. In FY 2000, 1.066 million meals were served at a cost of \$3.64 per meal – in FY 2001 it is estimated that the cost per meal will rise by 20% to \$4.40 per meal allowing only 973,993 meals to be served. For FY 2002, the cost per meal is projected to increase further to \$4.62. The rising costs are attributable to the rising costs of food and fuel for transportation of meals from kitchens to nutrition centers where meals are served. The City has been notified that it will receive \$212,969 less for the Senior Nutrition Program from the Texas Department on Aging (through AACOG). Without an increase in funding for the program, the number of meals to be served in FY 2002 will decline to 780,182. The increased level of funding will provide an amount of meals served equivalent to the FY 2001 level of service – over 970,000 meals.
- The amount of \$27,559 will be added to establish a consolidated Senior Nutrition Program kitchen in an existing building on Fort Sam Houston. An analysis of the Senior Nutrition Program in 2000 recommended the creation of a more centralized senior nutrition meal preparation and distribution system. This improvement will support the one-time expenses associated with consolidating the cooking operations of seven existing nutrition site kitchens into one kitchen at Fort Sam Houston. Based upon a November 2001 completion date, this improvement is expected to yield a projected savings of \$28,360 which when rolled back into the Senior Nutrition Program.

In summary, with these two improvements, the City will increase its General Fund contribution to the Senior Nutrition Program by \$782,620, raising the overall contribution by 40% from \$1.89 million in FY 2001 to \$2.645 million in FY 2002.

Southside Multiservice Center. Included in the Adopted Budget is a mandated improvement to operate the new Southside Multiservice Center beginning in March 2002. Specifically, the addition of an Assistant Multiservice Center Supervisor position and a Building Custodian position, each for seven months, at a cost of \$67,966 is included in the Adopted Budget. The new Center will improve the accessibility and delivery of social and human development services for residents in the southwest sector of the community. The following services are slated to be provided out of the new Center: the Community Initiatives Department will provide emergency assistance services, pregnancy prevention (Project WORTH) services, youth diversion services, and child-care management services; the Code Compliance Department will use the Center as a point for citizens to file code enforcement complaints; and the San Antonio Housing Authority (SAHA) will coordinate Section 8 Housing services affecting the area.

Hypodermic Needle Safety. The Adopted Budget includes as a mandated expenditure \$110,863 for the Health Department to meet new state-mandated safety requirements for hypodermic needles used in the administration of the City's immunization programs.

Establishment of Council District Human Development Services Fund. The FY 2002 Budget will transfer the funds previously budgeted in the Community Initiatives Department for the Council District senior services program to a separate activity to support a wider range of human development services. The Adopted Budget increases the \$300,000 budget to \$700,000 (\$70,000 for each district). In addition to senior services, the funds can now be used for other public purposes such as scholarship programs, childcare programs, youth services programs or training programs.

Family Strengthening. The FY 2002 Adopted Budget will increase the City's \$27,209 contribution to Respite Care by \$30,000 for a total of \$57,209. This is contribution assist Respite Care in providing emergency shelter for disabled and homeless children.

Elderly & Disabled Services. The FY 2002 Adopted Budget will provide a challenge contribution for \$15,000 to Project MEND. Project MEND provides low and moderate income disabled persons access to medical equipment and supplies. Project MEND solicits repairs and maintains an extensive inventory of donated medical equipment such as wheelchairs, hospital beds, walkers and crutches.

◆ TIER TWO - CHARTER REVIEW/GOVERNANCE

The Adopted Budget will add \$1.2 million in improvements related to the Charter Review and Governance budget priority. The category includes issues such as the City governance structure as defined by the City Charter, implementation of performance review of City functional areas and support to the work of Council committees

Charter Election. The Adopted Budget contains \$268,000 as an improvement to hold an election in November 2001 to seek voter approval of revisions to the City Charter currently under review by the City Council.

Business Contract Management Process & City Attorney's Office Performance Review. In August 2000, the City Council approved the selection of an independent project team lead by the consulting firm of DMG-MAXIMUS, Inc. to conduct an independent review of the City Attorney's Office (CAO) and the City's management of business contracts. The comprehensive review was an effort to improve the efficiency and effectiveness of current operations and procedures by the City Attorney's Office and the City's management of business contracts. As a result of its review, the consultant team proposed various strategies outlined below which center on the effectiveness and efficiency of the City's overall business contract process as well as the City Attorney's Office.

➤ City Attorney's Office. To address the management issues found during the course of the review, the following seven strategies were recommended:

- Enhance the stature of the legal function and design and implement a strong client service model;
- Establish a service-oriented organizational structure;
- Develop a service-oriented staffing model;
- Attract and retain outstanding lawyers and paralegals;
- Enhance performance, supervision and training;
- Improve the management and utilization of support resources; and
- Improve the management of outside legal services.

➤ Business Contract Management. To make improvements to the City's contract management processes on a citywide basis, the following six strategies were recommended:

- Establish a central business contract support unit;
- Establish citywide business contract management standards;
- Implement a structured planning and solicitation process for business contracts;
- Streamline the business contract negotiation and approval process;

- Institute more rigorous business contract monitoring practices; and
- Expand and enhance business contract management technology

The final report was presented to the City Council in May 2001. At that time, City staff presented immediate action steps to be taken in the current fiscal year to begin implementing the consultant team's recommendations. The action steps taken to date include creation of a business contract improvement team (BCIT) made up of City staff that builds upon the organization's strengths and help immediately define the role of the contracts services unit. The Asset Management Department has been working with the BCIT and the Information Technology Services Department on designing and implementing a Contracts Management Database. In addition, in-house training for 200 contract monitors throughout the City organization occurred in late July and early August of this year.

Additionally, in late May 2001, City Council approved the creation of the Contracts Management Division in the Asset Management Department and authorized the position of Special Project Manager to lead the newly formed Contract Services Unit. In addition, Council authorized the newly created position of Legal Administrator in the City Attorney's Office.

To continue implementation of the overall performance review the FY 2002 Adopted Budget includes a combined \$936,280 in further improvements in the City Attorney's Office and the Asset Management Department.

With respect to the City Attorney's Office component of the performance review's recommendations, the Adopted Budget contains \$486,704 in improvements for FY 2002.

- Add one Deputy City Attorney position for six months - \$50,845.
- Add four Assistant City Attorney IV positions, two for six months and two for three months - \$145,858.
- Add three Paralegal support positions, one for six months and two for three months - \$58,373.
- Increase continuing legal education allocations from \$350 to \$750 per attorney - \$17,200.
- Provide funding for attorney salary range regrades and position reclassifications - \$214,428

For the Asset Management Department, the Adopted Budget includes \$449,576 in added resources for FY 2002 to complete the creation of the Contracts Management Division in accordance with the Contracts Management Process portion of the performance review. Specifically, the improvement includes the addition of four Special Project Coordinator positions (two at twelve months and two at three months) and one Senior Administrative Assistant position for 12 months.

Administrative Support for City Council Committees. The Adopted Budget includes \$25,000 to add one Administrative Assistant II position to the Special Projects Office for six months to provide dedicated administrative support to the operation of the various committees of the City Council.

◆ TIER TWO - ENVIRONMENT

Included in the Adopted Budget is \$398,531 in improvements addressing issues affecting the environment. Specifically, the improvements include addressing public health concerns over environmental contamination in and around Kelly AFB, establishing a San Antonio Metropolitan Energy Partnership, and addressing state groundwater testing requirements.

Environmental Health Clinical Services Program. The Adopted Budget includes \$286,531 to continue to expand an environmental health clinic at the Las Palmas Public Health Clinic to perform health assessments of persons who may be adversely impacted from living or working over the plume of chemical contamination in and around Kelly AFB. Specifically, this improvement will staff the clinic with six positions at nine months – one Health Program Manager, one Special Projects Coordinator, two Administrative Aides, and one Senior Public Health Nurse Supervisor. Currently, staff has been moved from other sites to expand services. A portion of the cost of the clinic will be offset by \$102,265 in grant funds from the U.S. Department of Defense. Further reimbursement for future health care expenses related to the contamination in and around Kelly AFB will continue to be sought.

San Antonio Metropolitan Energy Partnership. The Adopted Budget will contribute \$100,000 toward the establishment of the San Antonio Metropolitan Energy Partnership. The purpose of the group is to increase public awareness and improve cooperation among public entities on energy issues. The Partnership will involve participation from the City, the County, CPS, Alamo Area Council of Governments, Council of Suburban Mayors, Metropolitan Planning Organization, VIA and Solar San Antonio. The City's contribution represents one-third of the \$300,000 first year operating cost of the Collaborative with CPS picking up 50% and the County picking up 16.7% of the costs.

Groundwater Sampling Funding. This mandated expenditure of \$12,000 will provide resources to the Parks & Recreation Department for the sampling required by the state of groundwater in Brackenridge Park in the vicinity of previously existing underground fuel storage tanks. The funding will support professional testing a cost of \$3,000 four times per year.

◆ TIER TWO - UNIFIED DEVELOPMENT CODE IMPLEMENTATION

In May 2001, the City Council adopted a major revision to the Unified Development Code (UDC). The UDC is that portion of the Municipal Code that governs land development for the City and its Extraterritorial Jurisdiction (ETJ). The old UDC was a compilation of ordinances and amendments that have been adopted over the past sixty years. Due to its age and the number of amendments, the old UDC evolved into a document that was not well organized, had areas of potential conflict, and was difficult to read.

The revised UDC required over two years of development in close coordination with neighborhood groups, developers, City staff and other stakeholder groups through numerous public meetings. The intent of the new UDC is to encourage more inner City development, encourage more infill development, discourage urban sprawl, utilize smart growth principles, incorporate more public involvement in the development process, protect and preserve older neighborhoods, provide for certainty in development process, and improve efficiency in administration and processing of development permits. The revised UDC includes significant and new requirements to include mandated timelines for development and design reviews and increased public notification requirements. The added requirement necessitates the addition of 35 staff positions (26 in the General Fund and 8 in the Stormwater Regional Facilities Fund) to ensure efficient and timely implementation and enforcement. The FY 2002 Adopted Budget includes \$951,574 in improvements for implementation of the revised UDC. Specifically, improvements are for the following departments: Development Services (\$638,975), Planning (\$74,139), Parks & Recreation (\$105,194), Code Compliance (\$42,704), and City Attorney (\$90,562). The full year cost of these improvements in FY 2003 is \$1.25 million.

Development Services. A total of 21 positions and \$638,975 are added as improvements for UDC implementation in the Development Services Department for FY 2002. The second year cost in FY 2003 for these improvements after full implementation of staffing and equipment is estimated to be \$829,553.

- Three Positions for Subdivision Platting - \$113,592. Add two Planner II positions and one Office Assistant position for nine months. These positions will assist current staff in meeting the revised UDC's requirement that minor plats be reviewed for completeness within five days and major plats be reviewed for completeness within ten days.
- Two Positions for Development Drainage Review - \$64,533. Add one Senior Engineering Technician and one Engineering Technician for nine months. These positions will perform technical analysis of drainage studies submitted within subdivision plat or commercial development projects to ensure compliance with the more stringent standards in the revised UDC.
- Three Positions for Mechanical/Electrical/Plumbing Review - \$105,166. Add three Plans Examiner II positions for nine months to achieve an improved and streamlined plan review process to meet the requirements of the revised UDC.
- Two Positions for Inspections - \$98,602. Add one Tree Preservation Inspector position for three months and one Building Inspector position for nine months. These positions will provide the

additional support necessary to ensure that all inspections for commercial projects and street tree installations are compliant with the stricter requirements of the revised UDC.

- Two Positions for Building Permit Review - \$70,270. Add one Engineer position and one Engineering Technician position for nine months. These positions will assist the engineering division in the review of building permit applicants to ensure compliance with the revised UDC.
- Three Positions for Zoning - \$77,957. Add One Senior Planner position for nine months, one Planner II for three months and one Sr. Administrative Assistant position for three months. These positions will be used to calculate and track density bonuses provided for in the revised UDC for affordable housing and open space; to coordinate the new UDC zoning case sign notification requirement; to conduct completeness reviews on zoning applications within the UDC-required two days; to coordinate with the Planning Commission for zoning cases inconsistent with neighborhood plans; and to be proactive in rezoning properties that become non-conforming as a result of the conversion to the new UDC.
- One Position for Board of Adjustment Support. Add one Planner I position with no funding to assist current staff in meeting the increased demand for Board of Adjustment actions anticipated from the revised UDC. The position is unfunded and will be filled if the demand for increased activity increases significantly. If the demand warrants, the resulting added revenue from increased application activity will offset the costs of the position.
- One Position for Building Plan Review - \$16,146. Add one Plans Examiner II position for three months. This position will handle increased review requirements stemming from the revised UDC.
- One Position for Landscape/Tree Plans Review - \$25,767. Add one Plans Examiner II position for six months. This position will act as a Landscape/Tree Plans Examiner to assist current staff in reviewing commercial plans and street design for street trees based upon the more stringent requirements of the revised UDC.
- Two Positions for Subdivision Coordination - \$53,778. Add two Engineering Technician positions for nine months to assist current staff in coordinating the more comprehensive completeness review process required by the revised UDC.
- One Position for Administrative Support - \$13,164. Add one Administrative Assistant I position for three months to assist in administering the new performance standards associated with the revised UDC.
- Redirect \$15,209 in existing resources to provide training to members of the Zoning Commission and the Planning Commission on the provisions of the revised UDC.

Planning. The Adopted Budget contains \$74,139 in improvements and two additional positions associated with implementation of the revised UDC in the Planning Department for FY 2002. The second year cost in FY 2003 for these improvements after full implementation of staffing and equipment is estimated to be \$104,435.

- One Position for Historic Preservation - \$24,796. Add one Planner II position for six months to be responsible for the administrative and Historic Design Review Board review of historic-related development applications arising from within the revised UDC-authorized additional Riverwalk overlay districts.
- One Position for Neighborhood Planning - \$49,343. Add one Planner II position for six months to develop formal neighborhood plan updates as required by the revised UDC.

Parks & Recreation. Included in the Adopted Budget is \$105,194 and one position to meet the requirements of the revised UDC for the Parks Department in FY 2002. The second year cost in FY 2003 for these improvements after full implementation is estimated to be at \$104,435.

- One Position for Parks Planning - \$37,694. Add One Sr. Planner position for nine months. This position will review subdivision plans for compliance with the park dedication requirements contained in the revised UDC.
- Maintenance of Dedicated Parks - \$67,500. Add funding to support additional maintenance requirements arising from new parkland anticipated to be added to the City's inventory in FY 2002 as a result of the park dedication requirements contained in the revised UDC.

Code Compliance. The Adopted Budget includes \$42,704 to add one Code Compliance Investigator position for three months to address the additional caseload anticipated from implementation of the revised UDC. The full year cost of this improvement in FY 2003 is \$133,266.

City Attorney. The amount of \$90,562 in the Adopted Budget will add one Assistant City Attorney III position and one Paralegal position, each for nine months. These positions are needed to address the significantly increased number of legal issues expected to arise from implementation of the revised UDC. The full year cost of this improvement in FY 2003 is \$110,602.

As part of Adopted Budget for the Stormwater Regional Facilities Fund, the amount of \$215,969 is set aside for drainage development services improvements required to implement the revised Unified Development Code (UDC). The revised UDC requires that the City provide guidance to developers on how their developments will impact the overall projected stormwater runoff flow in a given watershed. The Adopted Budget will add eight positions to the Stormwater Engineering section of the Public Works Department (funded for six months) to meet this requirement. The added positions will include: two Engineer positions, two Engineer Associate positions, three Engineering Technician positions, and one Administrative Assistant I position. The full year cost of this improvement is \$267,508 in FY 2003.

◆ TIER THREE – CUSTOMER SERVICE

The Customer Service budget priority includes issues such as developing a more customer service-oriented approach in City employees in their daily interactions with citizens, maintaining a competitive workforce compensation structure, and upgrading the technologies that support the provision of services to the community. With respect to employee compensation, the Adopted Budget contains several workforce-related issues that will be discussed in detail in the City Employee Perspective Section of the Executive Summary. With respect to customer service and the upgrade of technologies, the Adopted Budget includes \$56,227 in improvements:

- Increase funding for printing and reproduction by \$12,961 to disseminate to employees information concerning the “Customer First” initiative. On an organization-wide basis, the Customer First Program works to instill in each City employee a customer first perspective that places the needs of individual citizens foremost in their daily work. The program also seeks to obtain individual, written commitments from City employees to rededicate themselves toward the objectives of a customer first service approach.
- Add one position to the Development Services Department to serve as the primary liaison between the department and the Enterprise Resource Management (ERM) system development project at a nine-month cost of \$43,266. This improvement will add one Special Projects Coordinator position that will be dedicated to facilitating the development of the land management component of the ERM. The ERM system is being developed in a multi-year effort to include ultimately new applications benefiting the entire City organization such as financial management, human resources management, land management and customer relationship management, and to provide easy access to historical data. The land management component will greatly improve the City’s responsiveness in the data-intensive land development services process. The cost of the position will be charged off to the ERM project.

◆ TIER THREE – PARKS & LIBRARIES

The Adopted Budget includes \$1.76 million in improvements and mandated expenditures making enhancements to the City’s parks and library systems.

Parks & Recreation. A total of \$1.47 million in enhancements directly related to the City’s parks system are in the Adopted Budget

- Reorganization of the McFarlin Tennis Center - \$130,359. This improvement will add one Tennis Program Coordinator and one Senior Recreation Specialist for nine months. These positions will manage and operate the McFarlin Tennis Center under direct City management as opposed to the

current arrangement under which the Center is operated under contract with a tennis professional. The cost of this improvement will be offset from increased revenues of \$147,535 that would be realized through the City's direct management of the facility.

- Maintenance of Capital Program-Funded Parks Facilities - \$579,356. This mandated improvement will add sixteen positions to maintain 24 parks facilities which are receiving improvements under the 1999 Parks General Obligation Bond program and other capital project funding sources. The following positions will be added at nine months funding: one Equipment Operator II, two Equipment Operator I's, six Maintenance Workers, one Horticulturist II's, four Tree Maintenance Workers, one Landscape Irrigator, and one Plumber Helper.
- Maintenance of Salado Creek and Leon Creek Linear Parks - \$182,084. This mandated improvement adds two Maintenance Worker I, two Maintenance Crew Leader and two Equipment Operator I position for nine months. These positions will maintain Salado Creek Linear Park and Leon Creek Linear Park facilities acquired and developed with resources from the 2000 Proposition Three Sales Tax.
- Maintenance of Edwards Aquifer Recharge Zone Parkland - \$290,889. This mandated improvement will add one Parks Operation Supervisor position for six month, four Maintenance Worker positions for five months and one Parks Naturalist position for six month to maintain parkland acquired over the Edwards Aquifer Recharge Zone using resources from the 2000 Proposition Three Sales Tax. Additionally, \$50,000 will be used in developing a Utilization Plan for the open space lands being acquired by the City with the Proposition Three resources. The cost of this improvement will be offset with the operations and maintenance funding component of the Proposition Three Sales Tax.
- Maintenance of Medina River Area Parkland - \$111,397. This mandated improvement will add one Nature Preserve Coordinator and two Maintenance Worker positions for nine months to maintain the recently acquired parkland in the Medina River Area.
- Enhanced Maintenance of Existing Parks Facilities - \$59,209. This improvement will add funds for additional materials and equipment for increased parks maintenance activities along with seven unfunded positions: one Concrete Finisher, two Maintenance Workers, one Welder, two Tree Maintenance Workers, and one Gardner II. The unfunded nature of the positions gives the department the flexibility of continuously advertising and filling maintenance positions that have been difficult to recruit.
- Rainbow Hills Community Center Operation - \$64,460. This mandated improvement will add one Sr. Community Center Leader position, one Community Center Leader II position, two Community Center Leader I positions, and one Maintenance Worker for three months to operate the Rainbow Hills Community Center. This facility has been constructed with proceeds from the 1999 Parks General Obligation Bond program.

Library. The Adopted Budget includes \$291,236 in improvements and mandated expenditures affecting the Library system.

- Operation of New Branch Library - \$97,332. This improvement will add nineteen positions for two months funding to operate the new S.W. Military Drive/Marbach Road Area Branch Library to be built with proceeds from the 1999 Library General Obligation Bond program. The following full-time positions will be added: one Librarian III, two Librarian II's, one Librarian I, one Library Assistant II, one Library Circulation Attendant II, one Library Circulation Attendant I and one Building Custodian. The following part-time positions will be added: one Library Assistant II, one Library Circulation Attendant I, one Library Aide and one Building Custodian. The full year implementation cost for this improvement is \$533,988 for FY 2003.
- Conversion of 12 Part-Time Maintenance Positions to Six Full-Time Positions - \$143,904. This improvement will add six full-time Building Custodian positions for twelve months to be assigned to six branch libraries. This improvement will be offset by a reduction of 12 part-time Building Custodian positions making the net cost to the General Fund only \$33,068.
- Library Resources Base Budget Increase - \$50,000. This improvement will increase the base budget for library resources by \$50,000 bringing the total General Fund contribution to \$2.214 million. The total contribution for library resources in FY 2002 for all funds is \$3.214 million.

◆ OTHER PROPOSED IMPROVEMENTS

The Adopted Budget includes four other improvements and mandated expenditures totaling \$266,636.

- Intergovernmental Relations Manager - \$35,382. This improvement will add an Intergovernmental Relations Manager position for six months to the External Relations Department. This position will serve as the division head for the Intergovernmental Relations Division in the department.
- GASB 34 Audit Services - \$150,000. New financial reporting standards mandated by the Governmental Accounting Standards Board (GASB) to be effective in FY 2002 require the Finance Department to implement a new financial reporting framework necessitating implementation assistance services from the City's external auditors.
- Streets Maintenance Disposal Contract Cost Increase - \$26,254. Under the terms of the City's contracts with refuse disposal service providers, the cost of disposing refuse generated from street maintenance operations increases on an annual basis based upon the annual increase in the Consumer Price Index.
- Funds are also set aside in the Adopted Budget for the City to join the CEO's for Cities organization. This national association is an alliance of prominent civic leaders to include local government, corporations, universities, hospitals and community-based organizations. The organization serves as research, policy and data clearinghouse focusing on urban development and technology issues.
- Increase City Council District Contingency Funds - \$55,000. The Adopted Budget increases the Mayor and each Council district contingency allocation from \$15,000 to \$20,000 per district.

● Reductions and Redirections

In order to address the \$19.8 million shortfall projected in FY 2002 by the Five-Year Financial Forecast, it is necessary to recommend resource redirections and program reductions in the current level of services provided by the General Fund. To this end, in addition to the \$4.52 million in redeployed uniformed positions discussed in the context of the Police Rolling Staffing Plan, the Adopted Budget contains \$4.40 million in General Fund redirections/reductions to include the elimination of 116 positions, 99 that are vacant and 17 that are filled. The redirections/reductions are described below by department.

City Attorney - \$10,000. Reduce the contractual services and commodities budget by \$10,000.

City Clerk - \$33,045.

- Reduce printing, publication, mail and contractual services budgets by a total of \$4,000.
- Eliminate one vacant Sr. Records Technician position from the Records Facility for a savings of \$29,045.

City Manager - \$10,000. The City Manager's Office will generate savings in the amount of \$10,000 from the management of vacant positions.

Code Compliance - \$18,300. Reduce commodities, travel and contractual services budgets by \$18,300.

Community Initiatives - \$55,903

- Eliminate one vacant Secretary I position funded for three months in the Literacy Services Division for a savings of \$5,303.
- Eliminate one vacant Office Assistant position in the Youth Services Division for a savings of \$23,988.
- Eliminate one vacant Case Aide position in the Community Action Division for a savings of \$26,612.

Contributions to Delegate Agencies - \$129,636. This reduction will decrease the General Fund's contribution to delegate agencies across the board by 1% after taking into account savings realized as a result of agencies that were funded in FY 2001 not applying for funding FY 2002.

Customer Service & 311 System - \$9,010. Reduction in contractual services budget.

Development Services - \$98,668.

- Eliminate budget for Polaroid film with a savings of \$2,261. The department is currently transitioning to the use of digital cameras.
- Reduce radio communications expenditures by \$9,471. The department uses cellular phones for communication and no longer needs a budget for two-way radios.
- Eliminate budget for outside plan review services with a savings of \$50,000. Previously, the department arranged plan review services with private firms when a customer wished to accelerate plan review by using a private firm. The department pays the private firm directly and obtains reimbursement from the customer. Under this reduction, customers wishing to use outside plan review services will pay the service provider directly.
- Eliminate one vacant Administrative Assistant II position for a savings of \$36,936.

Economic Development - \$186,113.

- Keep one vacant Grants Management Officer unfilled during the next fiscal year for a savings of \$52,725.
- Redirect funding support for two positions from General Fund to San Antonio Local Development Corporation (SALDC) Fund and eliminate the General Fund transfer to the fund with a total savings to the General Fund of \$133,388. The two positions are a Fiscal Operations Manager and an Administrative Assistant I. Additionally, \$45,000 in a transfer from the General Fund will be eliminated in FY 2002. The availability to the SALDC of more loan payment revenues serve as an offset to these previous General Fund costs.

External Relations - \$3,000. Reduction in contractual services budget.

Finance - \$265,133. Redirect portion of funding support for five project management positions working on the Enterprise Resource Management (ERM) software development project from the General Fund to ERM project funds. Specifically, the expenses associated with one Deputy Controller position and two Special Project Coordinator positions will be redirected at 100%; one Special Project Coordinator position will be redirected at 75%; and one Special Project Coordinator position will be redirected at 50%.

Fire - \$223,023

- Reduce the department's overtime budget for Applicant Processing by \$88,568. This reduction is enabled by a corresponding Fire Master Plan improvement included in the Adopted Budget that adds two civilian personnel investigator positions for Applicant Processing. As a result, two uniformed personnel will be reassigned from Applicant Processing to firefighting duties.
- Eliminate one vacant civilian Equipment Technician II position assigned to the Services section at a savings of \$34,455.
- Reduce the overtime budget by \$30,000 to reflect savings to be generated through increased coordination with the Police Department in personnel recruiting efforts.
- Reduce automotive repair inventory expenditures associated mainly with the maintenance of Emergency Medical Services (EMS) units by \$70,000. These savings will be achieved through implementation of a new Fleet Management System in FY 2002 that will permit the Fire Department to reduce the inventory of automotive repair facilities needed to remain on hand.

Health - \$355,080.

- Eliminate one vacant Senior Sanitarian position in the Food Division at a savings of \$47,589. With this reduction, five Senior Sanitarian positions will remain.
- Eliminate four positions that have been vacant for over one year's time at a savings of \$222,778. Specifically, the elimination of one Dental Hygienist position, one Public Health Aide position, and two Senior Public Health Physician positions is proposed.

- Keep vacant two positions at the West End Health Clinic in FY 2002 at a savings of \$84,713. Specifically, one vacant Senior Public Health Nurse and one vacant Public Health Nurse will be kept vacant.

Human Resources - \$68,224.

- Eliminate one Secretary II position that has been vacant for over one year's time at a savings of \$25,507.
- Eliminate funding for management training for a savings of \$20,000.
- Redirect a portion of General Fund support (\$22,717) for City-wide employee training to funds set aside for training purposes under an agreement between the City and the Alamo Community College District

International Affairs - \$10,000. Reduce travel and printing expenses associated with the Export Leaders Program by \$10,000. Funding support from outside sources will be sought to make up any shortfall realized in the administration of the program.

Library - \$113,142. The City will initiate a planning process with the Library Board and the County to examine the feasibility of renovating and expanding the Hertzberg facility as a combined San Antonio/Bexar County historical archive. During the transition of the facility's use, operation of the Hertzberg Circus Museum will be discontinued and six filled positions eliminated in FY 2002 at a cost savings of \$113,142. Two Museum Assistant positions, one Museum Aide position, two Building Custodian positions and one Secretary position will be eliminated. The rare book collection at the Hertzberg will continue to be accessible on a by-appointment basis. The FY 2002 Adopted Capital Budget set aside \$25,000 as the City's contribution to the planning effort.

Management & Budget - \$34,750. Redirect a portion of a Senior Budget & Management Analyst's personal services expenses to capital project funds. This position is responsible for preparing the City's Six-Year and Annual Capital Budget and the Facilities Improvement & Maintenance Program (FIMP) budget.

Municipal Court - \$152,956.

- Reduce expenses associated with the contract that provides nursing services for the Detention Facility by \$75,800. Under the current level of services provided by the contract, one registered nurse and up to two licensed vocational nurses (LVN) are on duty at all times to evaluate public inebriate defendants and to do routine monitoring of the Detention Facility cells. With this reduction, one register nurse will remain on duty at all times, one LVN will be present for ten hours each day during the heaviest defendant loads and one physician would be on call.
- Keep an Assistant Municipal Court Director position vacant in FY 2002 for a savings of \$73,376.
- Reduce expenses associated with postage by \$3,780.

Neighborhood Action - \$31,208.

- Redirect \$22,208 in funding originally allocated for discontinued NCR projects to contribute to the \$140,000 increase in NCR funding included in the Adopted Budget.
- Reduce contractual services expenses in the Office of the Director by \$9,000.

Parks & Recreation - \$1.33 million.

- Eliminate 15 positions that have been vacant for more than a year for a savings of \$420,109. Specific positions eliminated include the following: one Building Maintenance Officer, four Community Center Leader I's, one Community Center Supervisor, one Electrician, one Equipment Operator I, one Facilities Operations Coordinator, one Landscape Irrigator, one Maintenance Worker, one Plumber, one Recreation Specialist, one Senior Recreation Specialist and one Swimming Pool Mechanic.

- Redirect four General Fund-supported positions to the San Jose Burial Park Fund for a savings to the General Fund of \$210,026. The Parks Department has determined that all San Jose Cemetery operating expenses can be offset by the San Jose Burial Fund. The positions affected include one Parks Maintenance Crew Leader, one Cemetery Operations Superintendent, one Cemetery Services Crew Leader and one Equipment Operator.
- Redirect the function of Alamodome exterior grounds sanitation to the Alamodome Fund and eliminate four filled positions for a cost savings to the General Fund of \$101,840. The positions impacted include one Maintenance Crew Leader and three Maintenance Workers.
- Redirect the function of Convention Center exterior grounds sanitation to the Hotel/Motel Occupancy Tax Fund and eliminate one filled position for a cost savings of \$23,988 to the General Fund. The position impacted is one Maintenance Worker position.
- Redirect the function of Alamodome and Convention Center landscape maintenance to the Alamodome and Hotel/Motel funds and eliminate four filled positions for a cost savings to the General Fund of \$109,577. The positions impacted include two Gardener I's, one Maintenance Worker and one Equipment Operator II.
- Eliminate 47 seasonal recreational positions for a cost savings of \$172,974. The positions will be vacant as of October 1, 2001. Of the 47 positions that will be eliminated, 30 are connected with summer recreation programs conducted at school sites. Due to conflicting school construction project schedules, sites that would normally have been available will not be in FY 2002. Therefore, the elimination of the 30 summer recreation positions will not adversely impact the delivery of recreation programs in the summer of 2002. The remaining 17 positions that will be eliminated work in the Night Owl basketball program which operates night time basketball activities at 17 sites across the City. Normally, two City staff members oversee activities at each Night Owl site. With this reduction, one position will remain to support each Night Owl site with minimal impact on the program. Included in the total 47 positions that will be eliminated are 29 Recreation Assistants, ten Community Center Leader II's and eight Senior Community Center Leaders.
- Eliminate expenses associated with hiring contracted personnel to conduct recreational classes at Community Centers for a cost savings of \$15,160. City staff will conduct classes lost as a result of the elimination.
- Eliminate funding for Freidrich Wilderness Park Newsletter for a cost savings of \$2,060. Private sponsorships will be sought to cover the newsletter cost.
- Eliminate funding to print the Botanical Gardens Brochure for a cost savings of \$4,000. Private sponsorships will be sought to cover the brochure cost.
- Additional savings will be generated in the amount of \$46,503 from the management of vacant positions.

Planning - \$41,485.

- Eliminate one Planner II that has been vacant for over one year's time for a cost savings of \$38,485.
- Reduce postage expenses by \$3,000.

Police - \$352,969.

- Reduce \$25,000 in expenditures associated with training ammunition from the Police Academy section. The remaining funding will be sufficient to support ammunition for projected Academy classes next fiscal year.
- Reduce \$40,000 in contractual services and tools & apparatus budgets supporting the SAAFE program. Sufficient funds remain available after the reduction and no negative impact to SAAFE operations is anticipated.
- Reduce \$19,000 in contractual services for outside crime lab work in the Homicide section. Services to be received next fiscal year from Medical Examiner contract are expected to accommodate the additional work needed.
- Reduce \$15,000 in contractual services for the Narcotics section. Federal grant funds will pick-up the corresponding additional costs.

- Reduce \$20,000 in maintenance and repair expenses in the Photo Services Laboratory associated with the Auto Mug Shot system. Costs savings have been realized through a new five-year Auto Mug Shot system maintenance contract.
- Reduce \$32,790 in maintenance and repair expenses in the Identification Unit associated with the Automated Fingerprint Identification System (AFIS). Cost savings have been realized through a new five-year AFIS maintenance agreement.
- Eliminate one vacant Fingerprint Classifier position in the Identification Unit for a cost savings of \$27,755. A total of 13 Fingerprint Classifier positions will remain after the elimination of the position.
- Eliminate one vacant Transportation Inspector II position in the Ground Transportation Unit for a cost savings of \$31,604. A total of four Transportation Inspector II positions will remain after the elimination of the position.
- Eliminate one vacant Office Assistant position in the Vehicle Storage Unit for a cost savings of \$23,984. A total of 25 administrative support personnel will remain in the unit after the elimination of the position.
- Reduce Patrol Overtime expenses by \$6,031. A total of \$387,176 in funds to support Patrol Overtime will remain after the reduction.
- Eliminate one vacant Administrative Assistant I position in the Office of the Chief for a cost savings of \$31,158. One Administrative Assistant I position will remain after the elimination of the position.
- Eliminate one filled Graphics Designer and one filled Administrative Assistant II position in the Research & Planning section for a total cost savings of \$80,647. One remaining administrative support position will remain after the elimination of the position.

Public Works - \$673,164

- Eliminate one vacant Administrative Assistant II position in the Traffic Engineering/Traffic Sign Maintenance Section for a cost savings of \$33,959. One remaining administrative support position will remain after the elimination of the position.
- Eliminate three positions that have been vacant for over one year's time for a cost savings of \$112,118. The positions impacted are one Auditor, one Construction Inspector I, and one Construction Inspector II.
- Eliminate one vacant Maintenance Worker position from the Traffic Signal Construction section for a cost savings of \$23,952. Two remaining Maintenance Worker positions will remain after the elimination of the position.
- Eliminate one vacant Engineering Technician position from the Planning Design section of the Traffic Division for a cost savings of \$31,603. A total of 17 Engineering Technician positions will remain after the elimination of the position.
- Eliminate funding for contractual traffic management services for a cost savings of \$50,500. The services that have been provided by a consultant include testing and evaluating emergency traffic signal preemption projects, design phasing for new traffic signals, and analysis of traffic improvement projects through the use of computer simulation models. City staff will perform these services in-house in FY 2002.
- Eliminate eight positions in the Streets Maintenance Division that have been vacant for over one year's time for a cost savings of \$220,710. The positions impacted are one Carpentry Supervisor, three Equipment Operator I's, two Equipment Operator II's, one Maintenance Worker, and one Senior Equipment Operator.
- Reduce \$200,322 in expenditures associated with contractual services, botanical supplies, and maintenance in the Streets Maintenance Division. The cost savings result from more efficient streets maintenance methods of operations without any adverse impact on service delivery.

Special Projects Office - \$15,320. Reduce contractual services expenses in support of the Annual Housing Summit by \$15,320. With this reduction, \$85,000 will remain available to support conduct of the meeting with marginal negative impact.

FY 2002 OTHER FUNDS

HOTEL/MOTEL TAX FUND

The Adopted Budget for the Hotel/Motel Tax Fund is \$47.9 million. This Special Revenue Fund supports the Convention & Visitors Bureau, Convention Facilities, International Affairs, Cultural Affairs, outside arts agencies, and other convention/tourist-related activities. The Fund anticipates growth in Hotel/Motel tax collection over the FY 2001 re-estimate at a rate of 5% (\$1.79 million). The Adopted FY 2002 Hotel/Motel Tax projected amount is 2.6% in excess of the Adopted FY 2001 projection. The re-estimated tax revenue for the current year is expected to be \$825,425, or 2.25%, less than the \$36.67 million budgeted. The less-than-expected performance of the tax revenues can be attributed to the downturn in the economy that is affecting the travel industry nationwide. The FY 2002 projection for Hotel/Motel Occupancy Tax revenue is based upon an analysis of anticipated lodging demand, projected average daily room rates, estimated hotel/motel room supply and inflation rates.

The Adopted Budget includes \$1.08 million in improvements for the Convention Facilities Department. Of this amount, \$517,060 will add 90 positions to enhance the quality of services in the expanded Convention Center. The improvements are consistent with the preliminary recommendations of an internal performance review of the Convention Facilities Department. The improvements are designed to not only operate the expanded facility, but also to improve customer service delivery with added professional staff positions focusing on dedicated event coordination, quality assurance and increased management oversight. Also included as an improvement is an additional \$151,972 in first year costs to replace the contractual security service personnel working in the Convention Center with a cadre of City employees trained as security guards and guest services representatives. Additionally \$100,000 is set aside as a one-time improvement to develop a marketing package and an official logo for the Convention Center. The Adopted Budget also eliminates seven vacant positions for a total savings of \$161,208.

With respect to the Convention & Visitors Bureau, the Adopted Budget includes \$1.20 million in improvements. Primary among the improvements is a \$500,000 increase to the Bureau's advertising budget for FY 2002 - from \$5.1 million in FY 2001 to \$5.6 million in FY 2002. This represents a 9.8% increase in the advertising budget. Included among the improvements is \$150,000 to fund an additional Department System Specialist to manage, update and enhance the Bureau's interactive marketing Internet website as well as support the development of digital marketing tools such as virtual tours of the City's available convention facilities. Also, \$250,000 will be added as a one-time improvement to the FY 2002 contribution to the Sports Foundation to assist the foundation in preparing the bid material for the Pan Am Games bringing the total contribution to the Sports Foundation to \$400,000 next year. These additional funds will be drawn from the Hotel Motel Fund's reserve that has been set aside to support the conduct of the Pam Am Games. Another improvement includes \$100,000 in additional resources to provide research activities and expanded marketing efforts in Mexico. Additionally, the Adopted Budget contains \$142,225 in mandated expenditures covering meeting hosting obligations. Also contained within the Adopted Budget is \$263,733 in expenditure reductions to include the elimination of three vacant positions and reductions in equipment rental, printing and travel related expenses.

With respect to the International Affairs Department, the Adopted Budget adds \$38,335 in improvements. Specifically, these improvements include \$10,000 to support a Model United Nations program that will allow high school students from city-wide independent school districts the opportunity to research, write and speak on international issues. With the improvement, this multi-day event is anticipated to grow to include participants from throughout the San Antonio region, south Texas and to increase participation from Mexico.

ALAMODOME OPERATING FUND

The Adopted Budget for the Alamodome Fund is **\$9.81 million**. The Alamodome will operate with revenues in excess of expenditures for the ninth straight year. The primary sources of revenue from operation of the Alamodome are facility rentals, food and beverage concessions, reimbursable expenses and various event-related fees. Total Alamodome rental and facility fee revenue in FY 2001 is estimated at \$10.1 million. This amount will be 6.5%, or \$619,998, higher than the \$9.477 million budget. The increase in revenue can be attributed in large part to the advance of the San Antonio Spurs into the third round of the playoffs. The revenue projection for FY 2001 assumed four playoff games, while the Spurs actually had seven home games. For FY 2002, the \$8.76 million revenue projection assumes four Spurs playoff games.

The Alamodome's operations rely upon temporary, or alternative workforce, employees to serve as ushers and ticket handlers on an as-needed basis to assist with Spurs game, concerts, football games and other similar events. In order to bring those alternative workforce employees to the new living wage of \$8.50, \$253,367 is set aside in the FY 2002 Adopted Budget within the Alamodome Fund. The Adopted Budget for the Alamodome Fund also reflects \$264,675 in reductions resulting from the elimination of two vacant positions, keeping vacant three vacant positions throughout FY 2002, and reducing contractual services expenditures

AVIATION FUND

The Adopted Budget for the Aviation Fund is **\$42.97 million**. In FY 2002, the fund will continue to maintain a three month operational reserve of \$5.84 million.

The Adopted Budget includes an improvement of \$200,000 which provides funds for marketing assistance to airlines operating out of the International Airport to attract passengers for routes to targeted destinations. The Adopted Budget will also eliminate a filled Services & Supplies Superintendent position with cost savings of \$46,881. Efficiencies created by automation measures and a reorganization of the Airport's warehouse section make the position no longer necessary.

GOLF FUND

The FY 2002 Adopted Budget for the Golf Fund is **\$7.3 million**. The fund continues to reflect more cost-efficient performance as a consequence of implementing recommendations from the Golf Operations Performance Review in the previous fiscal year. Included in the Adopted Budget is a reduction in the amount \$207,668 in temporary employee expenditures.

The Adopted Budget also includes \$114,152 in additional revenues for FY 2002 from increasing all golf greens fees per round and golf cart rental fees by 25 cents, and by establishing weekend greens fees rates to be effective on Fridays at the Cedar Creek course in addition to Saturdays and Sundays.

The fund will continue to promote and expand initiatives such as the Junior Golf Program, utilize recycled water for irrigation, and promote the City's golf courses to the hotel and convention industry.

PARKING FACILITIES FUND

The FY 2002 Adopted Budget of the Parking Facilities Fund is **\$9.58 million**. The fund continues to maintain its financial stability, and projects total revenues to exceed \$9.6 million. To provide for increased cost efficiencies, the Adopted Budget includes \$277,864 in reductions that eliminate one vacant position, keeps vacant ten existing positions, and reduces temporary services and overtime budgets in FY 2002.

SELF INSURANCE - EMPLOYEE BENEFITS FUND

The FY 2002 Adopted Budget for the Self-Insurance Employee Benefits Fund is **\$57.3 million**. The City has long maintained as a significant employment benefit a health insurance program for employees and their dependents that is provided at no cost to the employee (standard CitiMed plan). However, as described in the City's Five-Year Financial Forecast, the City's continued ability to maintain this benefit has been threatened by significantly rising medical costs which have increased in recent years well above the normal rate of inflation. Continued maintenance of the current level of employee health benefit coverage in the future presents the greatest financial challenge among the three programs. The reasons include:

- Enrollment in the CitiMed basic program has increased by 15% over FY 2000. This increase stems from the transition of employees from HMO programs which have dropped their relationship with the City over the years (from three HMO's in FY 1999 to one in FY 2001) as well as dramatically increased employee HMO premium costs
- Increase in medical and prescription claims volume – 23.72% from FY 1999 to FY 2000
- Increase in the cost of prescriptions – 21.5% from FY 1999 to FY 2000
- Increase in the cost of medical claims – 16.13% from FY 1999 to FY 2000
- Increase in cost per employee enrollment – 14.4% from FY 1999 to FY 2000
- National authorities project medical costs to increase by 12% in FY 2002 with prescription costs increasing at a rate of 18%

At the end of FY 2000, the Employee Benefits Fund experienced a shortfall of \$48,755. By the end of FY 2001, the shortfall is projected to increase to over \$7.7 million as a consequence of the dramatically escalating costs described above. In response, the Financial Forecast recommended a series of assessment rate increases to be implemented over each of the next five years in order to bring the Employee Benefits Fund back into a positive fund balance at the end of that period. The percentage increase of the assessment rate against all funds included in the Adopted Budget for FY 2002 is 25% over FY 2001. This assessment increase will generate \$9.4 million in additional revenue for the fund in FY 2002.

The Employee Benefits Division is working to contain the rising costs of the program from several approaches. Current cost containment programs include:

- Prescription benefit management and discount program
 - In FY 2001, uniformed employees and retirees were added to the prescription discount program
- Preferred health care provider discounts
- Hospital bill review
- Claim review/second signature for checks over \$15,000
- Utilization review for large case management
- Coordination of benefits with other plans
- Employee wellness benefits
- Overpayment and subrogation recovery

As an additional cost containment measure, the Adopted Budget for FY 2002 includes \$100,000 for an independent analysis of the Employee Benefits Fund. Specifically, the analysis will address plan design, level of required funding and plan actuarial requirements.

SELF INSURANCE - WORKERS' COMPENSATION FUND

The FY 2002 Adopted Budget for the Workers' Compensation Fund appropriation is **\$12.7 million**. Revenues collected by the fund are received through departmental assessments based upon claim loss history. The fund balance enables the City to maintain a reserve capable of supporting all of its existing estimated claims liabilities. Claims activity in this program has increased significantly over the years. From FY 1999 to those projected for FY 2002, the value of claims on an annual basis has increased by \$1.73 million, or over 23% (from \$7.273 million in FY 1999 to \$9 million in FY 2002). In order to maintain

a fund balance adequate to support future claims, departmental assessments in all funds will be increased. The FY 2002 Budget reflects a seven percent increase in assessments City-wide which generates \$604,949 in additional revenue for the fund.

SELF INSURANCE - LIABILITY FUND

The FY 2002 Adopted Budget for the Self Insurance Liability Fund is **\$10.9 million**. The Liability Fund consolidates the City's liability insurance programs and collects revenues through assessments based upon a formula that considers a department's claim history, property value and budget. Within the Liability program, claims activity has also risen markedly. From FY 2000 through those projected for FY 2002, the value of liability claims is projected to increase by \$2.6 million, or over 50% (from \$5.1 million in FY 2000 to \$7.73 million in FY 2002). Based on value of claims known today, the Liability Fund balance will be negative by FY 2003 without significant adjustments to departmental assessments in all funds. In view of these projections, the FY 2002 Budget reflects a 30% increase in assessments City-wide which generates \$2.02 million in additional revenue for the fund.

ENVIRONMENTAL SERVICES FUND (FORMERLY SOLID WASTE FUND)

The Adopted Budget for the Environmental Services Fund is **\$47.1 million**. The Five-Year Financial Forecast presented in June concluded that without any changes to the fund's rate structure or significant reductions in expenditures, the Environmental Services Fund could expect a shortfall of \$3.35 million in FY 2002. All programs supported by this fund have been operated without a rate increase since FY 1993 when the monthly residential collection fee was increased from \$8.99 to \$10.60. The rate remained at this level through FY 1998. In FY 1999, the monthly residential fee was divided into two components - a \$9.20 Residential Collection Fee component and a \$1.30 Environmental Fee. The combination of the new component fees - \$10.50 - resulted in a ten-cent decrease in the overall monthly fee.

The programs supported by the monthly fee structure since FY 1993 include, among others, residential waste collection and disposal, brush & bulky goods collection and disposal, curbside recycling, dead animal retrieval and disposal, and landfill closure. Of these services, the brush & bulky goods collection and disposal has seen its costs and scope expand the most dramatically since the overall monthly fee was last increased in FY 1993.

- From FY 1993 to FY 2000, brush collection expenditures have increased from \$2.45 million annually to \$7.15 million – a nearly twofold increase (or 192%). By comparison, national inflation has only increased by 19% during the same period.
- The number of brush collection cycles has increased from 1.5 to three cycles per year since FY 1993.
- The number of tons of brush collected annually has increased from 49,050 tons in FY 1995 (the first year this data was collected) to 88,278 tons in FY 2000 – an increase of 80%.
- The brush collection portion of the Environmental Services budget has increased from just 8% in FY 1993 to 19% in FY 2000.
- Within the \$10.60 total monthly solid waste fee in FY 1993, \$1.06 (10% of the rate) can be attributed to brush collection requirements. By FY 2000, within the \$10.50 fee, \$2.31 (22% of the rate) can be attributed to brush collection – a difference of \$1.25.

To address the projected shortfall in the Environmental Services Fund, the Adopted Budget will establish a new Brush Collection Fee that will recover the added cost coming from the expanded scope of the brush collection program since the overall residential fee was last increased in FY 1993. **Specifically a new Brush Collection Fee of \$1.20 per month will be assessed** in addition to the current \$9.20 monthly Residential Collection Fee and the \$1.30 monthly Environmental Fee. The total combined monthly charge will increase to \$11.70 compared to the current total combined monthly charge of \$10.50. The new fee will recover \$4.3 million in additional revenue for the Environmental Services Fund in FY 2002. This amount is equivalent to the increased brush collection costs that have been added annually to the Environmental Services Fund since FY 1993.

The chart below compares the monthly combined fee with those charged by other large cities in Texas.

Texas Cities Monthly Solid Waste Rate Comparison



To enhance the efficiency of the brush collection process, the Adopted Budget includes funding to upgrade a significant portion of the City's fleet of brush collection apparatus. Currently, the primary brush collection vehicle is a truck with a dumpster that also tows a dumpster trailer. On an annual basis, 7,000 hours of collection time are lost due to the time needed to uncouple each truck and trailer combination at the landfill in order to dispose of collected brush separately from the truck and the trailer. The Adopted Budget includes funding to replace 15 of the existing truck and trailer combinations with 20 semi-tractor/trailers. Each semi-tractor will tow a single long trailer with the same hauling capacity as the current truck and trailer combination. The semi-tractor/trailer does not need to be uncoupled from the tractor at the landfill for disposal of collected brush, thus adding 7,000 hours of collection time on an annual basis to the City's brush collection efforts. Funding reserved in the Equipment Replacement Fund to replace the 15 existing truck and trailer combinations will be used to acquire 17 of the new semi-tractors. Using the lease-purchase method, an additional three semi-tractors and 20 high capacity trailers will be acquired. The first year payment for the lease-purchase arrangement is \$93,792 in FY 2002 and is included in the Environmental Services Fund.

Steps are also being taken to encourage compliance with the City's regulations regarding illegal dumping and the improper placement of brush and bulky goods on curbs outside of normal refuse collection schedules:

- The Environmental Services Department will improve public notification of brush collection schedules. The existing flyer mailed to residents announcing upcoming brush collection cycles will be made more clear and concise. Proactive outreach will be made to neighborhood associations to solicit their assistance in notifying residents about upcoming cycles. Additionally, the department will undertake a campaign to better use television, radio and newspapers as a means of notification. The Adopted Budget includes \$75,000 as an improvement to implement these efforts.
- A ordinance will be brought forward by the department for City Council action later in August to modify Chapter 14 of the City Code that governs illegal dumping. The ordinance will include changes to make citation of violators more efficient. Specifically, current regulations require a ten-day notification time frame before a citation can be issued for improper placement of material on the curb outside of the normal brush collection schedule. Under the proposed new regulations, the required ten-day notification prior to citation issuance would be eliminated.
- Enforcement of brush collection regulations will be improved. As discussed earlier, four new Abatement Officer positions will be added to the Code Compliance Department to provide additional dedicated and directed enforcement of the City's brush and illegal dumping regulations. The Abatement Officers will augment the five existing Abatement Officer positions (four plus one supervisor) who already work in close coordination with the Environmental Services Department in enforcing the City's illegal dumping codes. With this improvement, a total of nine Abatement Officers will be focused on this issue. The cost of the additional Abatement Officers will be offset by additional revenue from fines resulting from the increased enforcement.

To improve the Environmental Services Department's cost efficiency, the Adopted Budget also eliminates four positions that have been vacant for more than one year's time for a cost savings of \$130,211. The positions impacted are one Maintenance Worker, one Solid Waste Recycling Coordinator, and two Senior Equipment Operators.

STORMWATER OPERATING FUND & STORMWATER REGIONAL FACILITIES FUND

The FY 2002 Adopted Budget of the Stormwater Operating Fund is \$16.7 million. The primary source of revenue for the Stormwater Fund is the Stormwater Fee that is assessed each water meter within the City of San Antonio. The Adopted Budget for the Regional Facilities Fund is \$5.2 million. The primary source of revenue for this fund is the Regional Stormwater Detention Pond fee that is assessed against new developments for the planning and implementation of drainage improvement projects needed to accommodate the stormwater runoff resulting from new developments.

Included in the Adopted Budget for the Stormwater Operating Fund is \$255,122 to maintain 345 acres of drainage areas on Kelly AFB and 255 acres on Brooks AFB. The drainage areas on Kelly AFB are now the City's responsibility with the recent cessation of Air Force operations on the base. With respect to Brooks AFB, it is anticipated that the City will pick up the responsibility for drainage areas maintenance under the terms of the Brooks City-Base agreement with the Air Force that is currently under final negotiations. Included in the improvement are four positions funded for six months: one Equipment Operator I, one Equipment Operator II, one Maintenance Worker, and one Maintenance Crew Leader. Also included in the improvement is the acquisition of all necessary materials and equipment.

As part of Adopted Budget for the Stormwater Regional Facilities Fund, the amount of \$215,969 is set aside for drainage development services improvements required to implement the revised Unified Development Code (UDC). The revised UDC requires that the City provide guidance to developers on how their proposed developments will impact the overall projected stormwater runoff flow in a given watershed. The Adopted Budget will add eight positions to the Stormwater Engineering section of the Public Works Department (funded for six months) to meet this requirement. The added positions will include: two Engineer positions, two Engineer Associate positions, three Engineering Technician positions, and one Administrative Assistant I position.

As projected in the Financial Forecast, the Stormwater Operating Fund will continue to have fiscal challenges over the next five years. While no Stormwater Fee rate increase is recommended for the new fiscal year, it is not expected that the fund will be able to continue to operate with a positive fund balance without a rate increase in the near future.

FY 2002 CAPITAL BUDGET

The FY 2002 Adopted Capital Budget totals \$319.8 million which represents a 57.8% increase from the FY 2001 Adopted Capital Budget of \$202.7 million. The overall increase can be attributed largely to the terminal renovations at the International Airport and to the initiation in FY 2002 of more construction projects authorized by the 1999 General Obligation Bond Program.

The Adopted Six-Year Capital Budget for the years FY 2002 through FY 2007 totals \$713.9 million which represents an \$99.6 million, or 16.2%, increase over the \$614.3 million Six Year Capital Budget reflected in FY 2001. Included in the Six-Year Capital Budget is \$312.9 million in air transportation program projects at the International Airport and Stinson Municipal Airport. The new Six-Year Capital Budget also fully reflects the addition of \$67.5 million of Park Development and Expansion projects.

FY 2002 CITY EMPLOYEE PERSPECTIVE

The City recognizes the dedication and commitment to public service exhibited daily by City employees. Among our most valuable assets, City employees are responsible for delivery of critical services to over a million citizens each day and eight million visitors each year. The City Council Goals and Objectives Worksession in June addressed City workforce compensation issues as a priority. As a result, providing an enhanced compensation package has been an important objective for inclusion in the FY 2002 Adopted Budget.

In developing a compensation package proposal for FY 2002, many factors were considered including the prevailing market wages in San Antonio and other municipalities. The challenge today will be to ensure salaries and benefits are competitive with the local market in order to attract and retain quality employees. City staff periodically surveys the market to benchmark the City's salaries against those of other municipalities and the private sector.

The Adopted Budget includes funding to increase the salaries of all employees currently making less than \$8.50 per hour. This improvement expands the policy initiated in the FY 2001 Adopted Budget to provide a "living wage" for all full-time and part-time employees by including the "living wage" adjustment for employees in the "temporary" classification at an added cost to the General Fund of \$430,600. In February of each year the Federal Government releases an official income level for poverty. The 2001 Federal Poverty Guidelines for the 48 Contiguous states and the District of Columbia indicates that for a family of four, the approximate "living wage" hourly income guideline is \$8.49 per hour. By establishing the \$8.50 per hour minimum effective October 1, 2001, the City will maintain its commitment to a living wage standard.

In order to address the wage compression which will occur by bringing all employees to at least the \$8.50 per hour wage rate, the Adopted Budget includes a market salary adjustment to be implemented as follows: All non-executive civilians will receive a 3% increase (or move to the new \$8.50 living wage, whichever is greater of the two), and members of the City's Executive Team will receive a two percent salary increase. The Adopted Budget includes \$6.4 million in all funds (\$4.0 million in the General Fund) to implement the market adjustment and living wage.

Performance pay for outstanding full-time and part-time eligible employees who excel in their respective job responsibilities is continued in the FY 2002 Adopted Budget. The Adopted Budget includes \$2.3 million in the General Fund and \$1.4 million in other funds for this program. The one-time award will be distributed to eligible employees in April 2002.

To address existing contractually obligated pay increases for uniformed Police Officers, the Police Department budget includes \$5.9 million for the fourth year and final pay increase increment of the current San Antonio Police Officers Association Collective Bargaining Agreement. The contract mandates a three percent wage increase for all Police Officers plus step increases for Patrol Officers, Detectives, Sergeant, Lieutenants and Captains effective October 1, 2001. In addition to the three percent wage across-the-board increase, the added funding supports a Collective Bargaining Agreement requirement that additional salary range steps be established for two Police ranks – Police Officer and Detective - effective January 1, 2002. A fourth salary range step (Step E) will be created for Police Officers with at least 15 years seniority in rank and 60 college hours or 20 years seniority in rank. The new Step E salary is two percent higher than (Step D) for Officers. A third salary range step (Step C) will be created for Detectives with at least ten years seniority in rank and 60 college hours or 15 years seniority in rank. The new Step C salary is three percent higher than Step B for Detectives.

The current collective bargaining agreement with the San Antonio Professional Firefighters Association (SAPFFA) expires on September 30, 2001. A new contract with SAPFFA is currently being negotiated. The terms of the current agreement will remain in effect until a new agreement is executed.

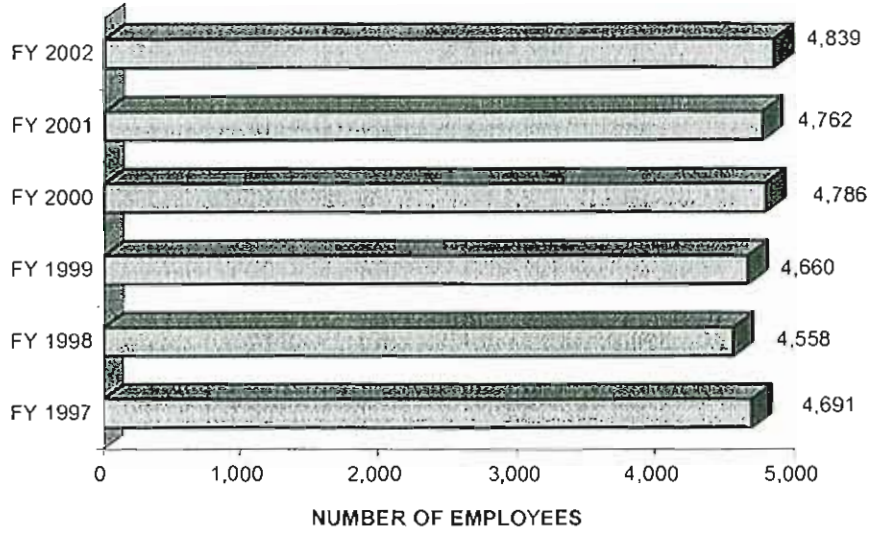
The Adopted Budget also sets aside \$823,090 in mandated expenditures for increased compensation arising from increased tenure for longevity pay, education pay, Emergency Medical Technician pay (Fire-only), and Paramedic Certification pay (Fire-only) arising from requirements of the terms of the current collective bargaining agreements with the police and fire associations.

Under new legislation passed earlier this year, effective January 1, 2002, civilian employees will be able to vest into the Texas Municipal Retirement System (TMRS) after five years of service instead of the current requirement of ten years.

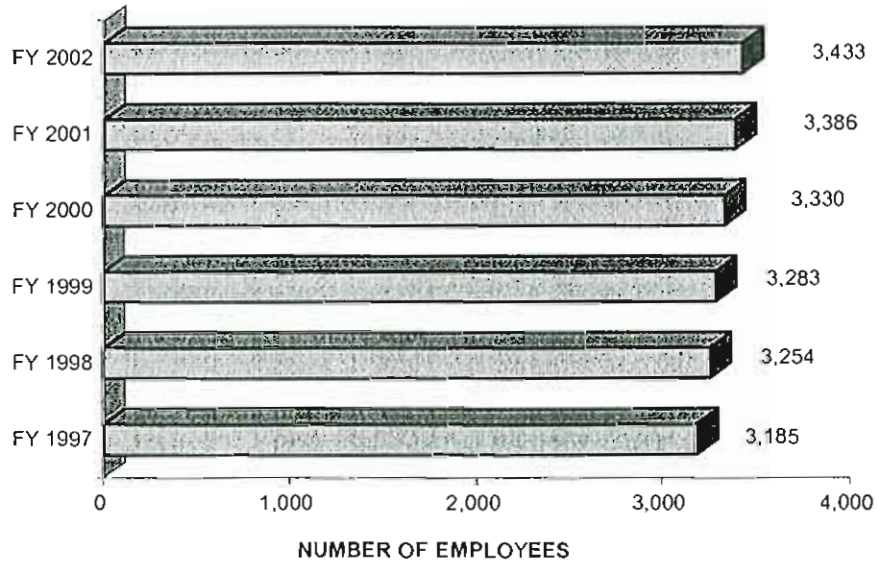
The following charts show the number of uniform and civilian positions authorized in the General Fund over the last six years. The charts provide a summary of the net result in positions after program reductions, mandates, program improvements, and reorganizations. On the civilian side, there is a net increase of **77** civilian positions from FY 2001 to FY 2002. On the uniformed positions side, there is a net increase of **47** uniformed positions. With civilian and uniformed positions combined, there is an overall net increase of **124** positions in the General Fund.

The total number of positions in FY 2002 for all funds including grants will grow by 2,146 positions to 14,243. Of that total, 963 positions are grant funded.

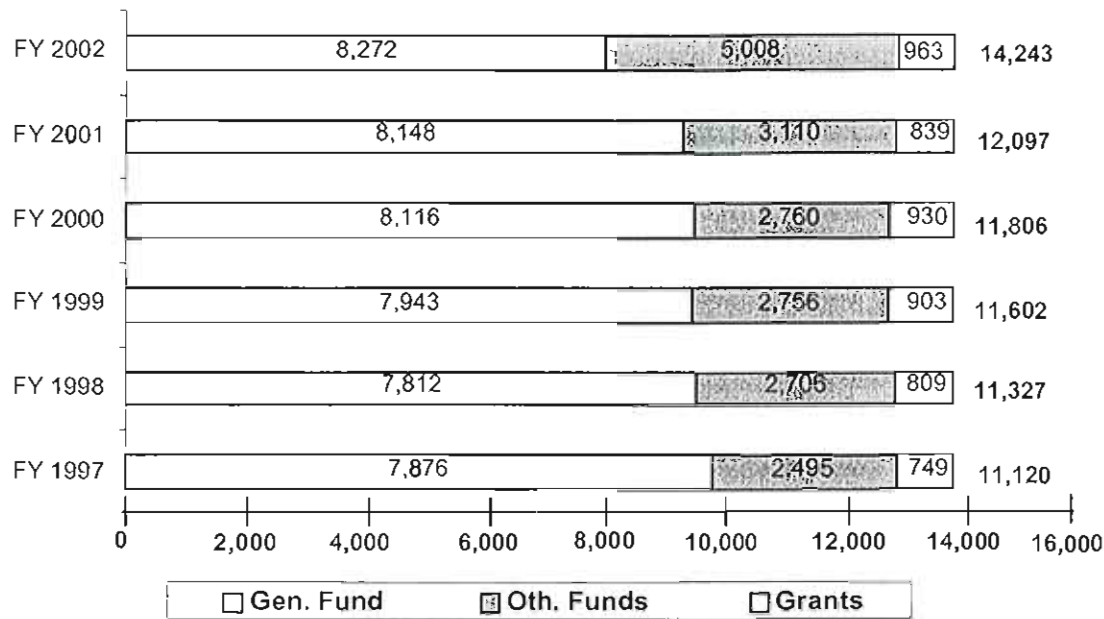
GENERAL FUND - AUTHORIZED CIVILIAN POSITIONS



GENERAL FUND - AUTHORIZED UNIFORM POSITIONS



ALL FUNDS - AUTHORIZED POSITIONS



CONCLUSION

The Adopted Budget for FY 2002 represents the staff's best professional judgment on a program of revenues and expenditures which provide for as high a level of basic services to the community as possible within the limits of available resources. To that end, the Adopted Budget was balanced utilizing available beginning balances, re-estimated FY 2002 revenues, making operational reductions, redirecting existing resources and increasing fees and charges where appropriate to provide improvements to high priority programs identified by City Council this year.

Finally, the overall property tax rate will be lowered to 57.854 cents per \$100 valuation and will not be increased for the ninth consecutive year. The Adopted Budget includes improvements that continue to implement the Police Staffing Plan and the Fire Master Plan, while providing for a comprehensive code enforcement and brush collection system. For the first time since FY 1993, a new Brush Collection Fee of \$1.20 per month will be added to the overall monthly solid waste fee to recover the nearly twofold increase in added annual brush collection costs that has occurred over the last eight years.

**ALL FUNDS
SUMMARY OF ADOPTED BUDGET REVENUES
PROGRAM CHANGES BY FUND**

	ACTUAL FY 1999-2000	REV. BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	CURRENT SVC. FY 2001-2002	PROGRAM CHANGES	ADOPTED FY 2001-2002
GENERAL FUND						
Revenue						
City Sales Tax	\$ 133,816,289	\$ 140,212,153	\$ 139,264,130	\$ 143,937,834	\$ 0	\$ 143,937,834
Liquor by the Drink Tax	3,224,213	3,127,032	3,339,285	3,484,855	0	3,484,855
Current Property Tax	113,242,956	121,775,814	124,014,864	137,538,640	(483,082)	137,055,558
Delinquent Property Tax	1,951,579	1,549,495	1,829,320	1,942,130	0	1,942,130
Penalty and Interest on Delinquent Taxes	1,385,578	1,041,000	1,188,850	1,262,300	0	1,262,300
Business and Franchise Tax	22,619,284	24,600,695	23,635,733	24,673,521	0	24,673,521
Licenses and Permits	12,257,775	13,956,634	12,462,705	12,866,642	422,318	13,288,960
City Public Service	167,138,876	148,822,550	167,793,042	165,756,000	0	165,756,000
San Antonio Water System	5,161,798	5,287,513	5,265,034	5,640,335	0	5,640,335
Other Agencies	2,669,780	2,427,488	2,427,488	2,517,179	0	2,517,179
Charges for Current Services						
General Government	6,595,022	6,391,512	6,223,457	6,227,841	304,147	6,531,988
Planning	1,881,974	1,510,797	1,519,584	1,768,831	277,735	2,046,566
Public Safety	4,474,294	4,340,187	4,796,854	4,824,436	0	4,824,436
Highways/Streets/Sanitation	101,421	219,985	341,287	347,733	0	347,733
Health	1,988,124	2,059,674	1,818,258	1,829,560	21,900	1,851,460
Recreation and Culture	7,969,989	7,949,764	8,047,812	8,181,054	563,497	8,744,561
Fines	11,593,504	12,436,550	11,611,700	13,121,897	0	13,121,897
Miscellaneous Revenue						
Sale of Property	1,281,030	1,186,200	1,354,166	1,430,347	0	1,430,347
Use of Money and Property	7,048,116	6,546,156	7,571,658	6,055,971	0	6,055,971
Recovery of Expenditures	1,735,590	1,866,963	1,807,994	2,408,695	30,460	2,439,155
Miscellaneous	87,978	28,510	60,880	58,470	0	58,470
Interfund Charges	3,144,498	4,664,984	3,531,785	4,484,699	0	4,484,699
TOTAL GENERAL FUND	\$ 511,369,668	\$ 512,001,656	\$ 529,905,886	\$ 550,358,980	\$ 1,136,975	\$ 551,495,955
OTHER FUNDS						
Alamodome	\$ 8,165,680	\$ 9,476,956	\$ 10,096,954	\$ 8,762,925	\$ 0	\$ 8,762,925
Aviation	39,387,247	40,930,025	40,789,547	42,152,411	983,070	43,135,481
Building Maintenance	N/A	7,489,695	8,059,249	7,503,881	50,000	7,553,881
Capital Improvements Reserve	2,810,014	1,930,227	2,289,682	1,276,060	0	1,276,060
Confiscated Property	1,413,615	1,289,210	918,384	1,001,190	0	1,001,190
Emergency Medical Services	7,723,121	8,581,610	7,925,014	8,585,196	476,323	9,061,519
Environmental Services	42,007,863	44,023,479	43,523,851	41,959,346	4,530,973	46,490,319
Equipment Renewal & Replacement	18,188,443	17,154,798	18,970,170	18,976,145	0	18,976,145
Expendable Trust Funds	645,179	5,429,638	5,480,768	1,042,399	0	1,042,399
Golf	7,132,874	7,613,354	6,910,511	7,389,554	114,152	7,503,706
Hotel/Motel	40,917,491	43,283,963	42,793,941	45,910,243	0	45,910,243
Hotel/Motel 2%	10,321,767	10,329,517	10,750,135	10,901,319	0	10,901,319
Information Technology Services	14,965,773	15,584,359	16,063,466	16,576,009	0	16,576,009
International Center	940,540	838,210	899,713	918,408	0	918,408
Job Training Neighborhood Revitalization	12,419,869	0	303,510	14,150	0	14,150
Nelson Wolff Stadium	642,387	762,065	758,866	777,513	0	777,513
Official City Store	N/A	163,300	163,300	167,383	0	167,383
Parking	11,140,810	8,513,987	8,045,923	9,643,787	0	9,643,787
Parks Development and Expansion	N/A	0	17,645,614	18,370,547	0	18,370,547
Public Health Support	1,744,702	1,585,830	1,859,562	1,906,682	0	1,906,682
Purchasing & General Services	22,341,414	23,513,814	25,721,436	27,251,280	925,740	28,177,020
Self Insurance	60,601,875	62,336,307	61,516,695	73,377,070	0	73,377,070
Stormwater	16,734,301	16,056,780	16,320,183	16,543,749	0	16,543,749
Stormwater Regional Facilities	3,902,738	3,683,295	4,085,357	4,081,641	0	4,081,641
Streets Maintenance & Improvement	3,414,664	1,975,837	2,714,447	579,700	0	579,700
Streets - Right of Way	N/A	2,177,545	928,686	5,227,093	0	5,227,093
Temporary Services	1,885,693	1,322,953	1,975,831	2,035,106	0	2,035,106
TOTAL OTHER FUNDS	\$ 329,548,060	\$ 336,056,754	\$ 357,510,795	\$ 422,047,162	\$ 7,080,258	\$ 429,127,420
TOTAL ALL FUNDS	\$ 840,917,728	\$ 848,058,410	\$ 887,416,681	\$ 972,406,142	\$ 8,217,233	\$ 980,623,375

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	CURRENT SERVICE FY 2001-2002
DEPARTMENTAL APPROPRIATIONS				
Asset Management	\$ 712,571	\$ 892,595	\$ 855,300	\$ 1,013,993
Brooks City-Base	0	169,519	159,994	250,505
City Attorney	3,355,637	4,242,818	4,190,243	4,157,604
City Clerk	1,083,702	1,313,546	1,221,194	1,233,058
City Manager	1,267,531	1,689,180	1,684,155	1,812,218
Code Compliance	4,427,045	5,239,927	4,917,025	5,495,390
Community Initiatives	8,745,315	10,974,429	10,941,156	10,430,186
Customer Service & 311 System	980,248	1,992,845	1,977,468	2,307,686
Development Services	7,260,364	8,971,476	9,018,363	9,079,648
Economic Development	1,885,448	2,005,421	2,004,617	2,037,846
External Relations	1,002,118	1,168,256	1,133,135	1,154,138
Finance	6,241,642	7,219,984	7,049,234	7,671,379
Fire	92,149,929	97,057,706	97,233,522	99,340,763
Health	14,971,378	16,443,776	15,712,838	16,440,968
Human Resources	1,909,576	2,352,440	2,352,086	2,355,015
Internal Review	968,610	1,592,168	1,497,499	1,647,864
International Affairs	383,681	515,926	464,180	457,200
Library	16,797,285	18,447,422	18,007,968	18,406,054
Management & Budget	1,161,167	1,160,418	1,134,853	1,081,472
Mayor and Council	2,391,539	3,073,888	3,105,683	3,104,434
Municipal Courts	9,146,967	10,789,984	10,459,175	10,568,816
Municipal Elections	208,685	1,260,707	861,221	0
Neighborhood Action	1,062,757	1,373,410	1,273,410	1,466,598
Parks and Recreation	40,958,001	46,558,549	45,629,984	47,855,298
Planning	2,262,537	2,501,346	2,417,240	2,633,666
Police	190,974,811	202,132,656	202,139,441	208,760,874
Public Works	18,220,828	14,467,410	14,446,409	14,666,256
Special Projects Office	424,603	1,339,479	1,214,116	1,273,470
Agencies	5,638,920	6,399,494	6,399,494	6,344,401
Non-Departmental/Non-Operating	18,308,640	20,476,787	20,057,327	23,106,407
Non-Depart.-CPS Rebate/Proj. WARM	0	0	10,822,575	0
One-Time Projects	2,609,161	7,443,667	7,643,667	870,321
Transfers				
Emergency Medical Services	25,043,347	25,656,207	27,018,447	26,684,644
Streets Maintenance & Improvement	27,527,539	29,489,829	30,544,261	30,441,884
Other Transfers	9,003,294	12,419,070	12,359,888	9,249,649
TOTAL APPROPRIATIONS	\$ 519,084,876	\$ 568,834,335	\$ 577,947,168	\$ 573,399,705
TOTAL AVAILABLE FUNDS	\$ 590,359,524	\$ 592,502,804	\$ 631,478,039	\$ 620,435,355
GROSS ENDING BALANCE	\$ 71,274,648	\$ 23,668,469	\$ 53,530,871	\$ 47,035,650
RESERVE FOR REVENUE LOSS	\$ 20,868,000	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000
ENDING BALANCE	\$ 50,406,648	\$ 500,469	\$ 30,362,871	\$ 23,867,650

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

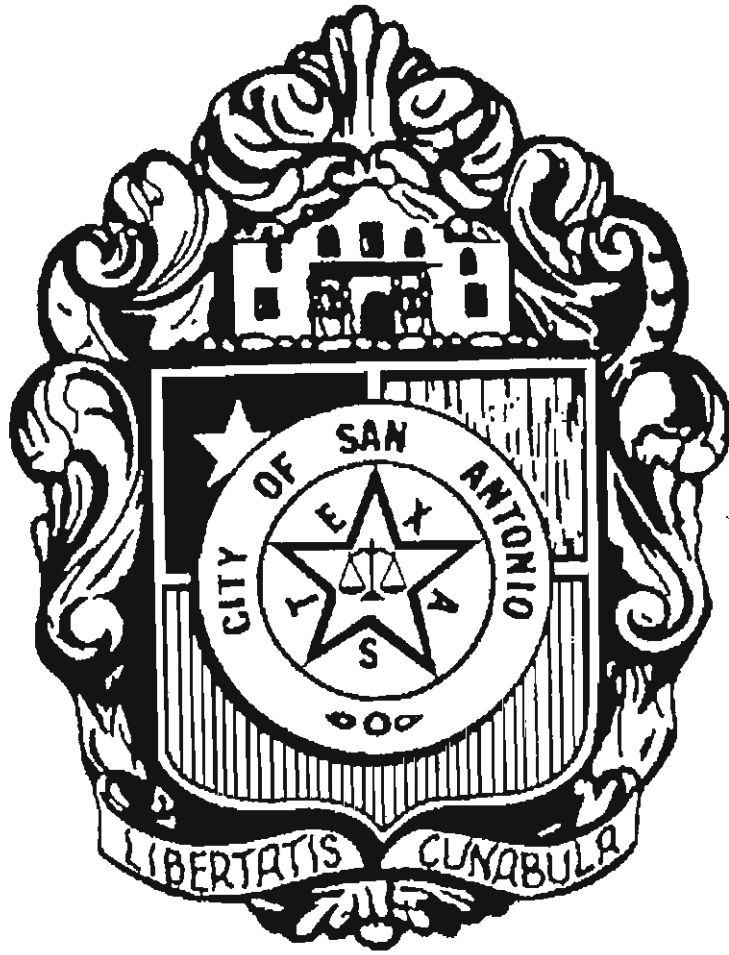
REDIRECTION/REDUX. FY 2001-2002	IMPROVEMENTS FY 2001-2002	MANDATES FY 2001-2002	TOTAL PROG.CHANGES	ADOPTED FY 2001-2002	DEPARTMENTAL APPROPRIATIONS
\$ 0	\$ 449,576	\$ 0	\$ 449,576	\$ 1,463,569	Asset Management
0	200,000	0	200,000	450,505	Brooks City-Base
10,000	436,704	90,562	517,266	4,674,870	City Attorney
33,045	0	0	(33,045)	1,200,013	City Clerk
10,000	0	0	(10,000)	1,802,218	City Manager
18,300	773,987	42,704	798,391	6,293,781	Code Compliance
230,912	737,559	67,966	574,613	11,004,799	Community Initiatives
9,010	12,961	0	3,951	2,311,637	Customer Service & 311 System
98,668	43,266	638,975	583,573	9,663,221	Development Services
141,113	54,054	0	(87,059)	1,950,787	Economic Development
3,000	35,382	0	32,382	1,186,520	External Relations
0	0	150,000	150,000	7,821,379	Finance
163,023	697,710	366,600	901,287	100,242,050	Fire
355,080	286,905	110,863	42,688	16,483,656	Health
68,224	0	0	(68,224)	2,286,791	Human Resources
0	0	0	0	1,647,864	Internal Review
10,000	0	0	(10,000)	447,200	International Affairs
113,142	193,904	97,332	178,094	18,584,148	Library
0	20,000	0	20,000	1,101,472	Management & Budget
0	55,000	0	55,000	3,159,434	Mayor and Council
152,956	450,765	84,600	382,409	10,951,225	Municipal Courts
0	728,000	0	728,000	728,000	Municipal Elections
31,208	120,000	70,000	158,792	1,625,390	Neighborhood Action
1,332,769	1,057,277	1,395,380	1,119,888	48,975,186	Parks and Recreation
41,485	38,558	74,139	71,212	2,704,878	Planning
4,876,775	5,631,425	6,932,917	7,687,567	216,448,441	Police
252,132	322,895	169,667	240,430	14,906,686	Public Works
15,320	248,334	0	233,014	1,506,484	Special Projects Office
129,636	495,000	0	365,364	6,709,765	Agencies
0	6,735,906	0	6,735,906	29,842,313	Non-Departmental/Non-Operating
0	0	0	0	0	Non-Dep.-CPS Rebate/Proj. Warm
0	2,608,460	0	2,608,460	3,478,781	One-Time Projects
60,000	756,495	163,947	860,442	27,545,086	Transfers
421,032	1,033,735	26,254	638,957	31,080,841	Emergency Medical Services
45,000	1,370,063	256,971	1,582,034	10,831,683	Streets Maint. & Improvement
\$ 8,621,830	\$ 25,593,921	\$ 10,738,877	\$ 27,710,968	\$ 601,110,673	Other Transfers
				\$ 624,286,871	TOTAL APPROPRIATIONS
				\$ 23,176,198	TOTAL AVAILABLE FUNDS
				\$ 23,168,000	GROSS ENDING BALANCE
				\$ 8,198	RESERVE FOR REVENUE LOSS
					ENDING BALANCE

FY 2001-2002 ALL FUNDS
BUDGET SUMMARY

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$	\$	\$	\$ 9,952,982	\$	
Asset Management	1,463,569			443,952		
Aviation					16,013,524	
Brooks City-Base	450,505					
City Attorney	4,674,870	300,888	243,653			
City Clerk	1,200,013					
City Manager	1,802,218					
Code Compliance	6,293,781	251,823				
Community Initiatives	11,004,799	236,765	107,074,025			
Convention Center Expansion				624,706	10,323,280	
Convention Facilities				19,658,365		
Convention & Visitors Bureau				14,763,419		
Cultural Affairs			342,230	760,698		
Customer Service & 311 System	2,311,637					
Development Services	9,663,221	156,231		140,356		
Economic Development	1,950,787		306,605			391,488
Environmental Services						
External Relations	1,186,520					
Finance	7,821,379	83,532				
Fire	100,242,050		444,802	36,806,605		
Health	16,483,658		21,595,420	1,731,089		224,636
Housing and Community Development		1,200,950				
Human Resources	2,286,791					
Information Technology Services						
Internal Review	1,647,884	173,766				
International Affairs	447,200			946,158		
Library	18,584,148		1,866,449			
Management & Budget	1,101,472					
Mayor & Council	3,159,434					
Municipal Court	10,951,225					
Municipal Elections	728,000					
Neighborhood Action	1,625,390	2,592,031				
Non-Departmental/Non-Operating	29,842,313			1,005,781		
Parks & Recreation	48,975,186	416,368	711,614	1,103,372	13,662,110	394,084
Planning	2,704,878	142,695	60,000			
Police	216,448,441		9,944,315	2,212,122		
Public Works	14,906,686	29,100		39,237,041	3,249,476	
Purchasing & General Services						
Self Insurance						
Special Projects Office	1,506,484					
Contribution to Other Agencies	6,709,765	18,774,574		2,401,193		
One-Time Projects	3,478,781					
Alternate Services Employee						
Debt Service					92,610,557	
Total Net Appropriations	\$ 531,653,063	\$ 24,358,723	\$ 142,589,113	\$ 131,587,839	\$ 135,858,947	\$ 1,010,208
Transfers	\$ 69,457,610	\$ 0	\$ 0	\$ 65,547,932	\$ 0	\$ 539,294
TOTAL APPROPRIATIONS	\$ 601,110,673	\$ 24,358,723	\$ 142,589,113	\$ 197,135,771	\$ 135,858,947	\$ 1,549,502

**FY 2001-2002 ALL FUNDS
BUDGET SUMMARY**

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUNDS	ORGANIZATIONS
					Departmental Appropriations
\$	\$	\$	\$	\$	Alamodome
	9,952,982		9,952,982		Asset Management
	1,907,521	9,090,000	10,997,521		Aviation
32,849,800	48,863,324	88,829,000	137,692,324		Brooks City-Base
	450,505		450,505		City Attorney
	5,219,411		5,219,411		City Clerk
	1,200,013		1,200,013		City Manager
	1,802,218		1,802,218		Code Compliance
	6,545,604		6,545,604		Community Initiatives
	118,315,589	3,587,000	121,882,589		Convention Center Expansion
	10,947,986	1,207,000	12,154,986		Convention Facilities
	19,658,365	1,313,000	20,971,365		Convention & Visitors Bureau
	14,763,419		14,763,419		Cultural Affairs
	1,102,928		1,102,928		Customer Service & 311 System
	2,311,637		2,311,637		Development Services
	9,959,808		9,959,808		Economic Development
	2,648,880	2,089,000	4,717,880		Environmental Services
44,712,144	44,712,144	320,000	45,032,144		External Relations
	1,186,520		1,186,520		Finance
	7,904,911	32,000,000	39,904,911		Fire
	137,293,457	17,775,000	155,068,457		Health
	40,034,801		40,034,801		Housing and Community Development
	1,200,950		1,200,950		Human Resources
	2,286,791		2,286,791		Information Technology Services
	0		0	18,617,777	Internal Review
	1,821,630		1,821,630		International Affairs
	1,393,358		1,393,358		Library
	20,450,597	6,155,000	26,605,597		Management & Budget
	1,101,472		1,101,472		Mayor & Council
	3,159,434		3,159,434		Municipal Court
	10,951,225		10,951,225		Municipal Elections
	728,000		728,000		Neighborhood Action
	4,217,421	1,400,000	5,617,421		Non-Departmental/Non-Operating
	30,846,094		30,846,094		Parks & Recreation
6,710,901	71,973,635	48,270,000	120,243,635		Planning
	2,907,573	128,000	3,035,573		Police
	228,604,878	8,526,000	237,130,878		Public Works
5,738,980	63,161,283	95,188,000	158,349,283	7,240,243	Purchasing & General Services
	0	4,000,000	4,000,000	45,550,626	Self Insurance
	0		0	73,457,076	Special Projects
	1,506,484		1,506,484		Contribution to Other Agencies
	27,685,532		27,685,532		One-Time Projects
	3,478,761		3,478,761		Alternate Services Employee
	0		0	2,035,106	Debt Service
	92,610,557		92,610,557		
\$ 90,011,825	\$ 1,057,069,718	\$ 319,837,000	\$ 1,376,906,718	\$ 146,900,828	Total Net Appropriations
\$ 28,111,012	\$ 163,655,846	\$ 0	\$ 163,655,846	\$ 15,406,278	Transfers
\$ 118,122,837	\$ 1,220,725,566	\$ 319,837,000	\$ 1,540,562,566	\$ 162,307,106	TOTAL APPROPRIATIONS



Revenues

REVENUES

GENERAL FUND REVENUES

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

In summary, a total of \$601.1 million is available for appropriation.

● City Public Service **\$165.8 million**

The largest source of revenue to the General Fund is generated by City Public Service (CPS). Fourteen percent of all CPS gas and electric customer revenue is paid to the City as a return on investment. The FY 2002 Adopted Budget amount of \$165.8 million from CPS revenues is \$2 million, or 1.2%, less than the FY 2001 net re-estimate of \$167.8 million. The \$165.8 million projection is 11.4% over the \$148.82 million budgeted for FY 2001.

The estimated revenue of \$167.8 million for FY 2001 is net of \$10.82 million in adjustments made in response to high CPS energy bills resulting from the unusual conditions experienced early in the fiscal year. Specifically, in the fall/winter of 2000 - the first quarter of FY 2001 - San Antonio CPS ratepayers were impacted by a combination of both dramatically higher natural gas prices and protracted cold weather. The increased usage of higher priced natural gas created by these conditions caused CPS payments to the City to increase dramatically.

In response to the financial hardships to ratepayers created by these conditions, the City Council voted in January 2001 to dedicate the portion of the City's CPS payments resulting from the impact of increased fuel prices - \$9.25 million - to provide assistance to the City's ratepayers in two ways:

- First, the Council rebated to San Antonio ratepayers across-the-board the amount of \$8.57 million based on ratepayer natural gas usage.
- Second, the Council set aside \$678,199 from the higher CPS payments as an additional contribution to Project WARM to significantly supplement the project's efforts to provide utility relief to economically disadvantaged residents.

In addition, \$1.57 million was earmarked to mitigate the cost impact of higher electrical costs to operate City street lights, traffic signals and facilities, making the total adjustment to FY 2001 CPS revenues at \$10.82 million. After deducting the rebate, the Project WARM contribution, and the increased energy costs from the total of \$178.6 million in estimated payments to the City in FY 2001, the net amount available for normal General Fund operations in FY 2001 is \$167.79 million.

As has been the case for the last several years, the CPS revenue projection of \$165.8 million for FY 2002 is conservative. As demonstrated this year, unpredictable factors such as weather conditions and fuel prices can dramatically impact the amount of revenue realized by the City. Therefore, the FY 2002 projection for this revenue does not assume continuation of the unusual conditions seen in FY 2001. Specifically, staff analyzed CPS' projected growth rates, discounted partially CPS' projections of continuing high natural gas prices in the coming years, and discounted CPS' projected demand. Consequently, staff's projected growth rates as shown above are conservative and prudent in view of the rapidly changing natural gas fuel price environment.

It has been the City's policy in recent years to treat CPS payment revenue in excess of budget as one-time revenue in nature. One-time revenue has been used for one-time improvements, rather than for support to recurring expenditures. Refinement of this policy is needed to accommodate conditions that generate unexpectedly higher amounts of revenue to the General Fund such as the unusual combination of abnormally high fuel prices and excess electricity use experienced in FY 2001. Staff is also working with CPS to develop a policy outlining the extreme circumstances (e.g. abnormally high fuel prices and excess electricity usage) under which consideration of a customer rebate may be warranted.

● **Sales Tax** **\$143.9 million**

The Adopted Budget assumes a moderate rate of increase for sales tax growth in FY 2002 of 3.3% over the FY 2001 re-estimate. The FY 2001 budgeted revenue amount of \$140.2 million assumed an annual rate of growth of 4.6% over FY 2000. However, the re-estimate for FY 2001 sales tax revenue – \$139.3 million – is \$948,023, or 0.68%, less than the budgeted amount and only 4% over actual FY 2000 sales tax revenue amount of \$133.8 million. The slowdown in the national economy that began in late 2000 and continuing through to the present has negatively impacted sales tax revenue collections. By FY 2002, as projected in the Five-Year Financial Forecast, the national economy is expected to begin a moderate rebound from the slowdown. Consequently, sales tax revenues in FY 2002 are projected to rebound modestly at a 3.3% annual rate of growth.

● **City Current Property Tax** **\$137 million**

The FY 2002 Adopted Budget includes \$137 million in maintenance and operations support for the General Fund from property taxes. To provide a measure of relief from rising property tax payments resulting from increased property tax valuations, the Property Tax rate is reduced by one-eighth, or 0.125 of a cent to 57.854 cents per \$100 valuation. For the ninth straight year, there will be no increase in the overall tax rate.

The property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The debt service rate for FY 2001 was 22.900 cents per \$100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The M&O rate for FY 2001 was 35.079 cents per \$100 of assessed value. These two components taken together provided for a total tax rate for FY 2001 of 57.979 cents per \$100 of assessed value.

Property tax values are determined by the Bexar Appraisal District (BAD) in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2002 show an increase in net taxable value of approximately \$3.57 billion, or 9.89%, above last year. Included in this total, however, is \$1.3 billion for new improvements and \$427 million in annexations, which reflects real growth of 4.79% over last year's total taxable value. The taxable value less new improvements and annexations yields the base valuation. The increase in the base valuation from last year is \$1.84 billion or 5.1%. The following chart breaks down the components of total taxable value.

**Taxable Values in Billions
(FY 2002)**

Base Value FY 2001	Increase in Base Value	Annexation	New Improvements	Total Value FY 2002
\$36.070	\$1.839	\$0.427	\$1.301	\$39.638
% of Increase:	5.10%	1.18%	3.61%	9.89%

State law requires cities to calculate an "effective tax rate" which is generally equal to the prior year's taxes divided by the current taxable value of properties that were also on the tax roll in the prior year (less new improvements and annexation). As indicated above, base valuations increased from last year by \$1.839 billion, or 5.10%. Consequently, for FY 2002 to generate the same amount of revenue as in FY 2001, the effective property tax rate is calculated at 54.921 cents per \$100 valuation, a decrease from the FY 2001 tax rate (57.979 cents) by 3.058 cents, or 5.27%.

To meet the requirements of the program of General Fund services the FY 2002, Adopted Budget reduces the overall Property Tax rate for FY 2002 by one-eighth, or 0.125, of a cent to 57.854 cents per \$100 valuation. Specifically,

- The overall FY 2002 adopted property tax rate of 57.854 cents per \$100 valuation is 2.933 cents (or 5.34%) above the FY 2002 effective property tax rate;
- The FY 2002 adopted M&O rate is 35.454 cents per \$100 valuation which is 0.375 cents above the FY 2001 adopted M&O rate of 35.079 cents per \$100 valuation; and
- The FY 2002 adopted debt service rate is 22.400 cents per \$100 valuation which is 0.5 cents (1/2 cent) below the FY 2001 adopted debt service rate of 22.900 cents per \$100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the total property tax rate of 57.854 cents per \$100 valuation. *Therefore, for the ninth straight year the overall tax rate does not increase and in FY 2002 it is further reduced by one-eighth of a cent.* For the individual homeowner whose appraised value has not changed from FY 2001 to FY 2002, there will be a one-eighth, or 0.125, of a cent savings per \$100 valuation on the City's property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2001 to FY 2002, the average homestead in the City of San Antonio increased in value from \$78,123 to \$83,834, as a result of the healthy local economy, which is an increase of \$5,711, or 7.31%. This means that the average homestead would pay \$33.04 more in City property taxes per year. The changes to property values will vary, but the property tax rate will remain the same.

The adopted tax rate for FY 2002 of 57.854 cents per \$100 valuation places San Antonio as the third lowest of the major cities in Texas.

The senior citizen homestead tax exemption is maintained at \$60,000 for FY 2002. According to the Bexar Appraisal District, there are 55,615 certified senior citizen-owned property accounts. Of these accounts, 31,211, or 56.1%, pay no City property tax.

● Additional Revenues and Fee Increases

In order to address the pressure on available funds, the Adopted General Fund Budget includes increases to some existing fees and creates new fees. These revenue items total \$2.1 million. Most of the increases are from revenue items that have not been increased since the mid-1990's. The cumulative rate of inflation since 1995 has been 15.8%. The added revenue to be generated from the fee changes represents only a 9.2% increase over the revenue amounts that would be generated by the current fee rates. Also adopted are new revenue items that have been identified to more directly recoup the costs for certain City services that benefit specific customers.

The Code Compliance Department will raise two fees that have not been raised since FY 1997. The two fee changes will generate \$34,127 in added revenue to help offset the rising costs of code enforcement services. The two fees are the Vacant Lot Cleanup Administrative Fee and the Clean and Secure Administrative Fee. The department will raise each fee from \$125 to \$150 per enforcement action involving a vacant lot cleanup or a clean and secure order.

The Development Services Department will administer adjustments of its fees to reflect both the added costs of implementing the requirements of the newly revised Unified Development Code (UDC) and to help offset the costs of providing plan review services. Added revenues totaling \$761,749 are adopted from these fee adjustments.

- In order to implement the newly revised UDC, the Adopted Budget includes \$951,574 in added General Fund mandated improvements for FY 2002. Specifically, to help offset, in part, the added costs of increased review requirements associated with platting, zoning and tree preservation-related applications under the revised UDC, a total of \$302,351 in revenue adjustments are adopted. A four percent across-the-board rate increase is suggested for fees involving plat applications and zoning procedures. A ten percent across-the-board rate increase is suggested for fees related to issuance of tree affidavits in connection with enforcement of the Tree Preservation Ordinance.
- The department offers engineers and architects the opportunity to have preliminary consultations with City plans reviewers prior to plan submittal as well as make corrections to already submitted plans. Frequently, overtime must be expended for City staff to make these services available to the development community.

Accordingly, the department will increase its preliminary plan review fees and its follow-up additional plan review fees by 50% raising an additional \$459,398 in added revenues to the General Fund.

The Fire Department will raise two fees associated with Emergency Medical Services that will generate an additional \$476,323 in FY 2002.

- An increase in the electrocardiogram (EKG) utilization fee will help offset the costs associated with the improvement of adding ten 12-Lead EKGs in FY 2002. These medical devices allow emergency care personnel with a view of the heart from 12 angles and to more precisely assess a patient's cardiovascular system. The 12-Lead EKG utilization fee has been modified from the current \$25.00 charge to a \$35.00 per use charge. This will generate \$26,537 in FY 2002.
- The current Ambulance Service Fee will increase to help offset the operating costs associated with transporting patients. Increasing paramedic personnel costs along with rising fuel and maintenance costs have resulted in higher transport costs for the Department. The Ambulance Service Fee will increase from \$265 per transport to \$300 per transport. This increase will generate \$449,786 in FY 2002.

The Health Department will increase fees associated with the enforcement of the City's food service inspection, trailer court, and environmental regulations that are expected to generate a total of \$246,551 in FY 2002.

- With respect to food service inspection, the department will raise the Food Establishment License fee by ten percent. This fee has not been increased since 1992. The fee increase will generate \$170,201. Other fee increases related to food inspection services include the Rendering Materials Collector Fee (from \$30 to \$40 per vehicle), the Food Vending Fee (from \$35 to \$40), permits associated with different types of pre-packaged perishable foods, and the Pushcart Vending License (from \$50 to \$60). These fees have not been increased since 1997.
- The department will increase the Trailer Court Operator's License from \$20 per space to \$25. This fee has not been increased since 1997. The fee increase is projected to result in \$37,195 in added revenues in FY 2002.
- Several environmental fees have not been increased since 1991 or earlier. These fees include the Air Pollution Inspection Fee (from \$300 to \$350 per year), the Cross Connection Survey Fee (from \$60 to \$75 per survey), the Asbestos Demolition Inspection Fee (from \$50 to \$75 per inspection), and the Water Lead Test Fee (from \$15 to \$20 per test). These fees will raise a total of \$10,300 in added revenue.

The Parks & Recreation Department is adjusting a variety of fees related to the many different services provided by the department. The fee adjustments will result in a total of \$566,347 in increased revenue in FY 2002. Parks services fee changes include downtown parks, the Tower of the Americas, McFarlin Tennis Center, City pool operations, park softball fields, park pavilions, community centers and gymnasiums.

- Fees related to downtown parks include the Downtown Peddlers License (from \$300 to \$350 per license), San Saba Street Rental (from \$500 to \$750 per event) and the Market Square Mall Outdoor Lease Fee (from \$300 to \$350 per event). The increases in fees will likely result in \$11,000 in added revenue for FY 2002.
- Not since 1995 have the City's admission fees for the Tower of Americas been adjusted. The department will raise the standard admission fee from \$3 to \$4 for adults, \$1 to \$1.50 for children aged four to eleven, and from \$2 to \$2.50 for senior citizens aged 55 and over. For admission to the Tower Restaurant, the department will raise the fee from \$1.25 to \$1.75 for adults, from 50 cents to 75 cents for children aged four to eleven, and from \$1 to \$1.25 for senior citizens aged 55 and over. These two fee increases will raise \$313,908 in added revenue for FY 2002.
- The Adopted Budget provides that the operation of the McFarlin Tennis Center under the full management of the Parks Department as opposed to the current tennis professional contractual management arrangement. Under the new management arrangement, the City will garner 100% of the net revenue from the operation of the Tennis Center Pro Shop (as opposed to the 3% of gross revenue the City receive in FY 2001), 100% of the net revenue from the sale of food in the snack bar and from vending machines (as opposed to zero revenue in FY 2001), 100% of the revenue from the provision of tennis racket repair services (as opposed to zero revenue in FY 2001), and 100% of revenue from the operation of tennis leagues and the hosting of tennis tournaments (as opposed to zero revenue in FY 2001). The revenue adjustments will add \$147,535 in revenue to the General Fund in FY 2002.

- The Parks Department will change the admission rates for outdoor City pools. There has not been a change to these rates since 1987. Specifically, the rates for admission for those under seven years of age (25 cents), those aged seven to 12 (50 cents) and those aged 13 to 17 (75 cents) remain unchanged. However, for those aged 18 and over, the admission is recommended to increase from 75 cents to \$1.25. This increase is expected to result in \$7,595 in added revenue.
- User fees for the use of softball diamonds have not been changed since 1997. The Parks Department will increase fees for the use of Class A (Alva Jo, Kennedy and Koger Stokes) and Class B (Lambert Beach, Rusty Lyons, Tony Martinez, and Normoyle) softball fields as follows: Class A fields – from \$110 all day to \$165 for the first 12 hours with \$15 per hour for each additional hour; and Class B fields – from \$110 all day to \$110 for the first 12 hours with \$15 per hour for each additional hour. These fee adjustments will generate \$5,300 in added revenue.
- Fees for Park Pavilion Permits have not been increased since 1996. The Parks Department will increase these fees to allow the City to recover some of the costs of utilities and pavilion maintenance. The department will raise the fee for pavilion usage on Friday, Saturday and holidays from \$50 to \$65 and keeping the fee from Mondays through Thursdays the same (\$25). The fee increase will generate \$12,150 in revenue for FY 2002.
- The fee structure for reserving the use of Parks community centers has not been modified since 1996. The Parks Department will adjust the fee structure to help recover the varying costs associated with different types of events that may be hosted in a community center. The department will do away with the \$15 per hour flat fee (two hour minimum) for all events and replacing it with a \$15 per hour fee (two hour minimum) for gym practice; \$25 per hour fee (two hour minimum) for general, no admission/no concessions usage with a \$50 clean-up fee assessed if food is served; and a \$50 per hour fee (two hour minimum) for special events charging admissions and/or selling concessions with a \$100 clean-up fee.
- Fees for reserving the use of the San Fernando and Woodlawn Gymnasiums have not been modified since 1997. Similar to the revised fee structure for Parks community centers, the department is restructuring the gymnasium usage fee structure to accommodate the needs of different types of events. The flat \$10 per hour (two hour minimum) fee will be eliminated and replaced with a \$25 per hour fee (two hour minimum) for gym practice and games; and a \$50 per hour fee (two hour minimum) for special events (e.g. tournaments, boxing matches) charging admissions and/or selling concessions with a \$500 damage/clean-up deposit.

The Planning Department will implement changes in five of its fees and add a new fee in order to partially address the added costs of implementing the recently revised Unified Development Code. A total of \$6,783 is expected to be generated by the fee adjustments. Existing modified fees include: Sale of Zoning Maps (from \$30 to \$36), Map Reproduction Fee (from \$15 to \$18 per linear foot), Plan Completeness Review Fee (from \$381.10 to \$397 per plan), Plan Amendment Fee (from \$257.50 to \$268 per plan amendment), and Vested Rights Permit (from \$145 to \$160 per permit). There is a new fee for situations when applicants choose not to provide a Notification List for Planned Unit Developments (PUD's). The fee for staff to generate the list will increase from \$50 inside the City limits to \$52 inside the City limits and from \$100 outside the City limits to \$104 outside the City limits. This fee will generate \$140 in FY 2002.

The Public Works Department will implement a new fee to recoup a portion of the costs associated with the development of a Design Criteria Manual. The manual will act as a guide or tool for developers to use in conjunction with the revised Unified Development Code. The fee is \$45 per manual and is expected to result in \$4,500 in added revenue.

● Fund Balance

The final element of resources available in the General Fund is fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$30.36 million that will be used to augment available resources for FY 2002.

OTHER FUNDS REVENUES

● Airport Operating Fund

The Aviation Department will increase two existing fees and implement a new fee for a combined revenue increase of \$983,070 in FY 2002.

- The Airport ID Badge Fee will be increased from \$5.00 per badge to \$8.00 per badge. This increase is consistent with recommendations of the Aviation Re-Engineering Study which pointed out that the current charge for this service was not enough to recover the full costs of issuing and administering the security access program associated with the ID Badges. Airport ID badges are required for access to certain areas of the International Airport pursuant to FAA regulation. This increase will generate an additional \$12,000 in FY 2002.
- In order to regulate the activity of commercial vehicles within the Airport terminal areas as well as to recover the costs of maintaining facilities and services that operators of commercial vehicles use, the Aviation Department will implement a new Commercial Ground Transportation Fee. Currently, a fifty-cents per departure is assessed on taxicabs. Off-Airport parking companies and the Airport/Downtown Shuttle services pay a percent of gross revenues for the use of terminal areas. The new fee will be assessed on commercial operators that do not currently pay a transportation fee. Such operators include hotel van operators, independent shuttle operators, charter buss and contract limousine operators. The fee will be based on the vehicle Class size which is determined by a vehicle's seating capacity. The fee will range from fifty-cents for a Class I vehicle (seven passenger or under) to \$3.50 for a Class IV vehicle (charter bus). This new fee will generate \$89,170 in FY 2002.
- The daily (long-term) parking and shuttle parking will increase in FY 2002. This will be the third and final rate increase pursuant to the Parking Fee Schedule incorporated in the Official Statement used for the Parking Improvement Revenue Bonds issued in 1996. The Daily Parking rate will increase from \$7.00 to \$8.00 per day. The Shuttle Parking rate will increase from \$4.00 to \$4.50. These rate increases will generate \$881,900 in FY 2002.

● Golf Fund

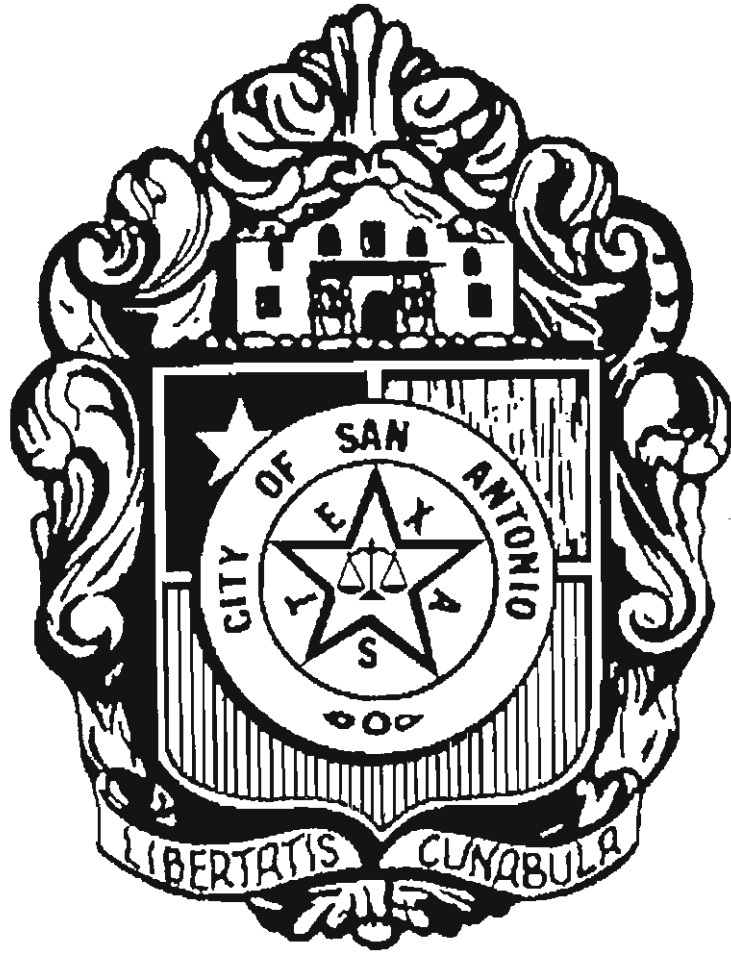
The Parks & Recreation Department will increase three fees in Golf Operations for a total increase in revenue of \$114,152 in FY 2002. The Friday Cedar Creek Golf Course Green Fees will increase to the Green Fee rate that is charged on the weekend at the Course. This rate increase varies based on one's age and whether or not a discount card is used. The increased fee will generate \$12,900 in additional revenue. The Golf Car Rental Fee and the Golf Course Green Fee at every City Golf course will also increase in FY 2002. The charge for these services will increase twenty-five cents and would generate a combined total of \$101,252 in FY 2002.

● Environmental Services Fund

The Environmental Services Department will administer six adjustments to the current rate structure that will generate \$4,530,973 in FY 2002.

- The Adopted Budget includes the establishment of a new Brush Collection Fee that will recover the added cost coming from the expanded scope of the brush collection program since the overall residential fee was last increased in FY 1993. Specifically a new Brush Collection Fee of \$1.20 per month will be assessed in addition to the current \$9.20 monthly Residential Collection Fee and the \$1.30 monthly Environmental Fee. The total combined monthly charge will increase to \$11.70 compared to the current total combined monthly charge of \$10.50. The new fee will recover \$4.3 million in additional revenue for the Environmental Services Fund in FY 2002. This amount is equivalent to the increased brush collection costs that have been added annually to the Environmental Services Fund since FY 1993.

- The Fine Mulch Fee is a new charge and will establish a three-cent per pound charge for fine mulch produced at the Bitters Road Brush Recycling facility. This charge will allow the Department to recoup a portion of the operating costs to produce fine mulch. This new fee will generate \$12,000 in FY 2002.
- The Commercial Brush Disposal Fee will be established to charge commercial brush operators and individuals residing outside San Antonio city limits to dispose of brush at the Bitter Road Brush Recycling Facility for a fee of \$23.50 per ton. This new fee will generate \$8,000 in FY 2002.
- The Non-Solid Waste Customer Collection Fee is a new fee that will be charged to owners of vacant lots for materials collected at the vacant lots by brush collection crews during scheduled brush collection cycles. The fee will be volume-based and is estimated to generate \$15,252 in FY 2002.
- The Household Hazardous Waste Disposal fee will allow Conditionally Exempt Small Quantity Generators (CESQG) of hazardous waste to dispose of materials such as paint and solvents through the City's Household Hazardous Waste Drop-Off Center for the unit disposal costs based on quantity plus a 15 percent handling fee. This new fee is expected to increase revenues by \$10,000 in FY 2002.
- The Licensing and Permitting Fee for private waste haulers will be increased. This fee was created in 1990 and has not been increased since its inception. The revenue increase will help to offset the costs associated with inflation, the increased costs of permitting and recording permits, and the cost to enforce commercial haulers that are collecting, disposing or hauling of solid waste within the City limits. The increase in revenues for FY 2000 by this new fee will be \$170,300.



Improvements

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
<i>One-Time Improvements</i>		
Existing Infrastructure		
Brooks City-Base	Strategic Planning & Marketing	200,000
City Attorney	Brooks City-Base Essential Services - Legal Counsel	150,000
Management & Budget	Capital Projects Automated Information System	20,000
Neighborhood Action	Urban Land Institute (ULI) Pre-Planning	50,000
Special One-Time Projects	Downtown Infrastructure & Housing Study	35,000
	Space Issues	123,460
Transfer to Streets Fund	Reclamation Program Enhancement	277,191
<i>Subtotal for Existing Infrastructure</i>		<u>855,651</u>
Housing & Neighborhood Planning		
Neighborhood Action	Future NCR Round Revitalization Project (2002)	70,000
Special One-Time Projects	Housing Waiting List	1,000,000
<i>Subtotal for Housing & Neighborhood Planning</i>		<u>1,070,000</u>
Public Safety		
Fire	Add 2 First Responder Vans	59,018
	Lease-Purchase 40 MDTs	92,102
	Lease Purchase 4 Pumper, 1 Aerial Platform, and 1 HazMat Vehicles	366,981
Municipal Court	Document Imaging System	380,683
Transfer - Other	Ladder Truck Buy-In Program	615,000
Transfer to EMS Fund	Add 1 Full-Time EMS Unit (One-Time Costs)	109,307
	Add Ten 12 Lead EKGs	229,906
<i>Subtotal for Public Safety</i>		<u>1,852,997</u>
Human Development		
Community Initiatives	Establish Ft. Sam Houston Consolidated Kitchen	27,559
	Better Jobs - Provide Kindergarten Readiness Curriculum Development	60,000
Contributions to Delegate Agencies	Contribution to Project MEND	15,000
	Increase Contribution to Respite Care	30,000

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
<i>One-Time Improvements</i>		
Human Development		
Municipal Elections	Better Jobs Election	460,000
<i>Subtotal for Human Development</i>		<u>592,559</u>
Charter Review/Governance		
Municipal Elections	City Charter Election	268,000
<i>Subtotal for Charter Review/Governance</i>		<u>268,000</u>
Customer Service		
Non-Departmental/Non-Operating	One-Time Performance Pay	2,320,000
<i>Subtotal for Customer Service</i>		<u>2,320,000</u>
<i>Subtotal for One-Time Improvements</i>		<u>6,959,207</u>
<i>Recurring Improvements</i>		
Existing Infrastructure		
Fire	Brooks City-Base Essential Services - Fire	14,316
Health	Brooks City-Base Essential Services - Animal Control	374
Non-Departmental/Non-Operating	Brooks City-Base Essential Services - Street Lighting	24,210
	Tex21/SA Transportation Alliance Association Costs	75,000
Parks & Recreation	Brooks City-Base Essential Services - Parks	437,109
Planning	Add 1 Sr. Planner Position for Historic Survey	38,558
Police	Add 1 Patrol Officer Position for Brooks City-Base Essential Services	47,120
Public Works	Brooks City-Base Essential Services - Traffic	36,666
	Add 5 Positions for CIP Project Management	286,229
Transfer to EMS Fund	Brooks City-Base Essential Services - EMS	27,341
Transfer to Streets Fund	Brooks City-Base Essential Services - Street Maintenance	86,544
	Increase NAMP Funding Per District	670,000
<i>Subtotal for Existing Infrastructure</i>		<u>1,743,467</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
<i>Recurring Improvements</i>		
Housing & Neighborhood Planning		
Code Compliance	Add 4 Code Compliance Abatement Officers	273,987
	Add 8 Code Compliance Investigator Positions	500,000
<i>Subtotal for Housing & Neighborhood Planning</i>		<u>773,987</u>
Public Safety		
Fire	Add 1 Building Maintenance Officer Position	31,210
	Add 1 Position for GIS	39,277
	Add 1 Special Projects Coordinator Position as Safety Officer	44,787
	Add 2 Personnel Investigators	50,019
Municipal Court	Add 9 Positions for Extended Court Hours	23,615
	Add 1 Programmer Analyst II Position	46,467
Police	Add 10 Civilian Positions - 2002 Rolling Staffing Plan	23,795
	Redeploy 1 Police Officer Position	68,573
	Redeploy 1 Police Officer Position	70,254
	Redeploy 1 Police Officer Position	71,377
	Redeploy 1 Police Officer Position	71,767
	Redeploy 1 Police Officer Position	76,343
	Add 24 Sworn Officer Positions - 2002 Rolling Staffing Plan	1,036,704
	Redeploy 27 Police Officer Positions	2,023,955
	Redeploy 30 Police Officer Positions	2,141,537
Transfer to EMS Fund	Add 1 Full-Time EMS Unit (Recurring Costs)	389,941
<i>Subtotal for Public Safety</i>		<u>6,209,621</u>
Human Development		
Community Initiatives	San Antonio Education Partnership Permanent Scholarships to Five Schools	650,000
Contributions to Delegate Agencies	Project Quest Contribution	450,000
Economic Development	Add 1 Economic Development Coordinator Position for Workforce Development-Customized Training/Better Jobs/ SA Inc.	54,054

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
<i>Recurring Improvements</i>		
Human Development		
Special One-Time Projects	Brooks Challenger Program	50,000
	Increase Council District Human Development Services Funds	400,000
Special Projects Office	Add 2 Sr. Management Analyst Positions for Better Jobs Quality Assurance	48,325
	Reallocate 3 Positions - Quality Assurance Team	175,009
Transfer - Other	Increase General Fund Support for Comprehensive Nutrition Program	755,063
<i>Subtotal for Human Development</i>		<u>2,582,451</u>
Charter Review/Governance		
Asset Management	Add 4 Special Project Coordinator & 1 Senior Administrative Assistant Positions	449,576
City Attorney	Reclassify 2 Assistant City Attorney I's.	14,428
	Increase Continuing Legal Education Pay	17,200
	Add 1 Deputy City Attorney Position	50,845
	Add 3 Paralegal Positions	58,373
	Add 4 Assistant City Attorney IV Positions	145,858
Non-Departmental/Non-Operating	Upgrade Salaries for City Attorney Staff and Provide Performance Pay	200,000
Special Projects Office	Add 1 Administrative Assistant II Position for Council Committee Support	25,000
<i>Subtotal for Charter Review/Governance</i>		<u>961,280</u>
Environment		
Health	Add 6 Positions for Environmental Health Clinical Services Program	286,531
Non-Departmental/Non-Operating	SA Metropolitan Energy Partnership	100,000
<i>Subtotal for Environment</i>		<u>386,531</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
<i>Recurring Improvements</i>		
Customer Service		
Customer Service & 311 System	Increase Printing Line Item Budgets for Enhanced Customer Service	12,961
Development Services	Add 1 Special Project Coordinator Position	43,266
Non-Departmental/Non-Operating	Regrades for Police/Fire Cadets	414,336
	Civilian Employee Compensation	3,602,360
Parks & Recreation	Alternate Workforce Compensation Enhancement	430,600
<i>Subtotal for Customer Service</i>		<u>4,503,523</u>
Parks & Libraries		
Library	Increase Library Resources Base Budget	50,000
	Add 6 Full-Time Building Custodian Positions	143,904
Parks & Recreation	Add Maintenance Funds and 7 Unfunded Positions	59,209
	Add 2 Positions for McFarlin Tennis Center Management Reorganization	130,359
Special One-Time Projects	Park Ranger Operations & Performance Review	1,000,000
<i>Subtotal for Parks & Libraries</i>		<u>1,383,472</u>
Other Improvements		
External Relations	Add 1 Intergovernmental Relations Manager Position	35,382
Mayor & Council	Increase Council District Contingency Funds	55,000
<i>Subtotal for Other Improvements</i>		<u>90,382</u>
<i>Subtotal for Recurring Improvements</i>		<u>18,634,714</u>
<i>Total General Fund</i>		<u>25,593,921</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Airport Operating & Maintenance Fund		
Economic Development		
Aviation	Air Service Incentive	200,000
<i>Subtotal for Economic Development</i>		<u>200,000</u>
Customer Service		
Aviation	Workforce Compensation Enhancement	495,994
<i>Subtotal for Customer Service</i>		<u>495,994</u>
Other Improvements		
Aviation	Windows 2000 / PC Lease Program Enhancement	14,203
<i>Subtotal for Other Improvements</i>		<u>14,203</u>
Total Airport Operating & Maintenance Fund		<u>710,197</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Alamodome Fund		
Customer Service		
Alamodome	Workforce Compensation Enhancement	331,605
<i>Subtotal for Customer Service</i>		<u>331,605</u>
Other Improvements		
Alamodome	Windows 2000 / PC Lease Program Enhancement	4,630
<i>Subtotal for Other Improvements</i>		<u>4,630</u>
Total Alamodome Fund		<u>336,235</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Building Maintenance Fund		
Customer Service		
Public Works	Workforce Compensation Enhancement	159,582
<i>Subtotal for Customer Service</i>		<u>159,582</u>
Other Improvements		
Public Works	Windows 2000 / PC Lease Program Enhancement	300
	Add 1 Management Analyst Position	36,065
<i>Subtotal for Other Improvements</i>		<u>36,365</u>
Total Building Maintenance Fund		<u>195,947</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Community Development Block Grant Fund		
<u>Housing & Neighborhood Planning</u>		
Housing & Community Development	Add 1 Assistant Director Position	100,350
<i>Subtotal for Housing & Neighborhood Planning</i>		<u>100,350</u>
<i>Total Community Development Block Grant Fund</i>		<u>100,350</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Convention Center Expansion Fund		
Customer Service		
Convention Center Expansion Office	Workforce Compensation Enhancement	13,388
<i>Subtotal for Customer Service</i>		<u>13,388</u>
Other Improvements		
Convention Center Expansion Office	Windows 2000 / PC Lease Program Enhancement	2,294
<i>Subtotal for Other Improvements</i>		<u>2,294</u>
Total Convention Center Expansion Fund		<u>15,682</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Employee Benefits Fund		
Customer Service		
Human Resources	Workforce Compensation Enhancement	25,889
<i>Subtotal for Customer Service</i>		<u>25,889</u>
Other Improvements		
Human Resources	Windows 2000 / PC Lease Program Enhancement	1,570
	Study of Employee Benefits Fund	100,000
<i>Subtotal for Other Improvements</i>		<u>101,570</u>
Total Employee Benefits Fund		<u>127,459</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Environmental Services Fund		
Environment		
Environmental Services	Neighborhood Outreach Initiative	75,000
	Lease-Purchase Brush Collection Equipment & Upgrade Equipment Scheduled for Replacement	93,792
<i>Subtotal for Environment</i>		<u>168,792</u>
Customer Service		
Environmental Services	Workforce Compensation Enhancement	715,723
<i>Subtotal for Customer Service</i>		<u>715,723</u>
Other Improvements		
Environmental Services	Windows 2000 / PC Lease Program Enhancement	7,442
<i>Subtotal for Other Improvements</i>		<u>7,442</u>
Total Environmental Services Fund		<u>891,957</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Equipment Renewal & Replacement Fund		
Other Improvements		
Purchasing & General Services	Add 4 Refuse Trucks	444,800
<i>Subtotal for Other Improvements</i>		<u>444,800</u>
<i>Total Equipment Renewal & Replacement Fund</i>		<u>444,800</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Golf Fund		
Customer Service		
Parks & Recreation	Workforce Compensation Enhancement	136,841
<i>Subtotal for Customer Service</i>		<u>136,841</u>
Other Improvements		
Parks & Recreation	Windows 2000 / PC Lease Program Enhancement	273
<i>Subtotal for Other Improvements</i>		<u>273</u>
Total Golf Fund		<u>137,114</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Hotel/Motel Fund		
Economic Development		
Convention & Visitors Bureau	Mexico Sales Representation Enhancement	40,000
	Research and Development Project	60,000
	Add 1 Position and Operating Funds for Digital Marketing Program	150,000
	Enhance Consumer Advertising	500,000
International Affairs	Trilateral Technology Conference	5,000
	Renovate CASA Monterrey Office	10,000
<i>Subtotal for Economic Development</i>		<u>765,000</u>
Customer Service		
Convention & Visitors Bureau	Workforce Compensation Enhancement	176,505
Convention Facilities	Workforce Compensation Enhancement	297,388
	Add 90 Positions for Service Enhancement	517,060
Cultural Affairs	Workforce Compensation Enhancement	13,893
International Affairs	Workforce Compensation Enhancement	12,038
Non-Departmental/Non-Operating	Workforce Compensation Enhancement	5,314
<i>Subtotal for Customer Service</i>		<u>1,022,198</u>
Other Improvements		
Convention & Visitors Bureau	Windows 2000 / PC Lease Program Enhancement	19,223
	Contribution to Sports Foundation for Pan Am Games	250,000
Convention Facilities	Windows 2000 / PC Lease Program Enhancement	10,035
	Marketing Package	100,000
	Add 21 Positions for Security Program	151,972
Cultural Affairs	Windows 2000 / PC Lease Program Enhancement	696
International Affairs	Windows 2000 / PC Lease Program Enhancement	1,297
	Model United Nations of San Antonio	10,000
<i>Subtotal for Other Improvements</i>		<u>543,223</u>
Total Hotel/Motel Fund		<u>2,330,421</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Information Technology Services Fund		
Customer Service		
Information Technology Services Department	Add 2 Positions for E-San Antonio	70,930
	Workforce Compensation Enhancement	395,001
<i>Subtotal for Customer Service</i>		<u>465,931</u>
Other Improvements		
Information Technology Services Department	Add 1 Position for Help Desk	20,435
	Add 1 Systems Programmer II Position for Network	32,928
	Add 1 Position for Data Security Plan	35,435
	Add 1 Sr. Management Analyst Position	48,632
	Windows 2000 / PC Lease Program Enhancement	54,682
	Add 3 Computer Operations Supervisor Positions	60,871
	Add 2 Positions for Project/Contract Management Initiative	71,230
	GIS Master Plan - Phase III	462,756
<i>Subtotal for Other Improvements</i>		<u>786,969</u>
Total Information Technology Services Fund		<u>1,252,900</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
International Center Fund		
Customer Service		
Asset Management	Workforce Compensation Enhancement	4,946
Public Works	Workforce Compensation Enhancement	8,161
<i>Subtotal for Customer Service</i>		<i>13,107</i>
Other Improvements		
Asset Management	Windows 2000 / PC Lease Program Enhancement	150
	Increase Advertisement Budget for International Center	5,000
<i>Subtotal for Other Improvements</i>		<i>5,150</i>
Total International Center Fund		18,257

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Liability Insurance Fund		
Charter Review/Governance		
City Attorney	Increase Continuing Legal Education Pay	3,600
	<i>Subtotal for Charter Review/Governance</i>	<u>3,600</u>
Customer Service		
City Attorney	Workforce Compensation Enhancement	44,196
	<i>Subtotal for Customer Service</i>	<u>44,196</u>
Other Improvements		
City Attorney	Windows 2000 / PC Lease Program Enhancement	2,950
	<i>Subtotal for Other Improvements</i>	<u>2,950</u>
	Total Liability Insurance Fund	<u>50,746</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Occupational Health Fund		
Customer Service		
Health	Workforce Compensation Enhancement	12,534
Human Resources	Workforce Compensation Enhancement	2,396
<i>Subtotal for Customer Service</i>		<u>14,930</u>
Other Improvements		
Health	Windows 2000 / PC Lease Program Enhancement	300
	Employee Reimbursements for Weight Watchers Program	29,892
Human Resources	Windows 2000 / PC Lease Program Enhancement	1,174
<i>Subtotal for Other Improvements</i>		<u>31,366</u>
Total Occupational Health Fund		<u>46,296</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Official City Store Fund		
<u>Customer Service</u>		
Asset Management	Workforce Compensation Enhancement	1,326
	Add E-Commerce Web Site for City Store	4,902
<i>Subtotal for Customer Service</i>		<u>6,228</u>
<i>Total Official City Store Fund</i>		<u>6,228</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Parking Fund		
Customer Service		
Public Works	Workforce Compensation Enhancement	128,799
<i>Subtotal for Customer Service</i>		<u>128,799</u>
Other Improvements		
Public Works	Windows 2000 / PC Lease Program Enhancement	5,148
<i>Subtotal for Other Improvements</i>		<u>5,148</u>
Total Parking Fund		<u>133,947</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Police Confiscated Property Fund		
Other Improvements		
Police	Windows 2000 / PC Lease Program Enhancement	129,594
	<i>Subtotal for Other Improvements</i>	<i>129,594</i>
	Total Police Confiscated Property Fund	129,594

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Public Health Support Fund		
Customer Service		
Health	Workforce Compensation Enhancement	68,080
<i>Subtotal for Customer Service</i>		<u>68,080</u>
Other Improvements		
Health	Windows 2000 / PC Lease Program Enhancement	2,199
<i>Subtotal for Other Improvements</i>		<u>2,199</u>
Total Public Health Support Fund		<u>70,279</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Purchasing & General Services Fund		
Existing Infrastructure		
Purchasing & General Services	Brooks AFB Service Center	125,701
<i>Subtotal for Existing Infrastructure</i>		<u>125,701</u>
Environment		
Purchasing & General Services	Air Quality Enhancement	39,700
<i>Subtotal for Environment</i>		<u>39,700</u>
Customer Service		
Purchasing & General Services	Workforce Compensation Enhancement	328,429
<i>Subtotal for Customer Service</i>		<u>328,429</u>
Other Improvements		
Purchasing & General Services	Windows 2000 / PC Lease Program Enhancement	10,407
	Add 3 Fleet Service Advisor Positions	79,979
	Add 4 Mechanic II Positions	95,904
<i>Subtotal for Other Improvements</i>		<u>186,290</u>
Total Purchasing & General Services Fund		<u>680,120</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Rabies Control Fund		
Customer Service		
Health	Workforce Compensation Enhancement	5,430
<i>Subtotal for Customer Service</i>		<u>5,430</u>
Other Improvements		
Health	Windows 2000 / PC Lease Program Enhancement	19,330
<i>Subtotal for Other Improvements</i>		<u>19,330</u>
Total Rabies Control Fund		<u>24,760</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
SALDC Fund		
Customer Service		
Economic Development	Workforce Compensation Enhancement	8,705
<i>Subtotal for Customer Service</i>		<u>8,705</u>
Other Improvements		
Economic Development	Windows 2000 / PC Lease Program Enhancement	13,870
	Add 2 Positions Redirected from General Fund	88,388
<i>Subtotal for Other Improvements</i>		<u>102,258</u>
Total SALDC Fund		<u>110,963</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
San Jose Burial Fund		
Customer Service		
Parks & Recreation	Workforce Compensation Enhancement	3,366
<i>Subtotal for Customer Service</i>		<u>3,366</u>
Other Improvements		
Parks & Recreation	Windows 2000 / PC Lease Program Enhancement	16,873
	Transfer 4 General Fund Positions to San Jose Burial Fund	210,026
<i>Subtotal for Other Improvements</i>		<u>226,899</u>
Total San Jose Burial Fund		<u>230,265</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Stormwater - Regional Detention Ponds		
Customer Service		
Public Works	Workforce Compensation Enhancement	5,696
	<i>Subtotal for Customer Service</i>	<u>5,696</u>
Total Stormwater - Regional Detention Ponds		5,696

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Stormwater Fund		
Environment		
Public Works	Add 3 Positions for Stormwater Public Education Program	206,256
<i>Subtotal for Environment</i>		<u>206,256</u>
Customer Service		
Development Services	Workforce Compensation Enhancement	6,140
Public Works	Workforce Compensation Enhancement	286,509
<i>Subtotal for Customer Service</i>		<u>292,649</u>
Other Improvements		
Public Works	Windows 2000 / PC Lease Program Enhancement	5,639
<i>Subtotal for Other Improvements</i>		<u>5,639</u>
Total Stormwater Fund		<u>504,544</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Streets ROW		
Customer Service		
Public Works	Workforce Compensation Enhancement	11,359
<i>Subtotal for Customer Service</i>		<u>11,359</u>
<i>Total Streets ROW</i>		<u>11,359</u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Wolff Fund		
Customer Service		
Alamodome	Workforce Compensation Enhancement	8,703
<i>Subtotal for Customer Service</i>		<u>8,703</u>
<i>Total Wolff Fund</i>		<u><u>8,703</u></u>

FY 2002 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Workers' Compensation Fund		
Charter Review/Governance		
City Attorney	Increase Continuing Legal Education Pay	1,200
	<i>Subtotal for Charter Review/Governance</i>	<u>1,200</u>
Customer Service		
City Attorney	Workforce Compensation Enhancement	57,448
	<i>Subtotal for Customer Service</i>	<u>57,448</u>
Other Improvements		
City Attorney	Windows 2000 / PC Lease Program Enhancement	3,496
	Relocate Risk & Litigation and Training Room	245,423
	<i>Subtotal for Other Improvements</i>	<u>248,919</u>
Total Workers' Compensation Fund		<u>307,567</u>

Mandates

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Existing Infrastructure		
Public Works	Add 3 Positions for GASB 34	169,667
<i>Subtotal for Existing Infrastructure</i>		<i>169,667</i>
Housing & Neighborhood Planning		
Neighborhood Action	NCR Program CERA New Light Village Revitalization Project	70,000
<i>Subtotal for Housing & Neighborhood Planning</i>		<i>70,000</i>
Public Safety		
Fire	EMT Certification Pay	18,000
	Education Pay	101,600
	Longevity Pay	247,000
Municipal Court	Add One Additional Courtroom	84,600
Police	Substation Expansion	39,000
	2000 Local Law Enforcement Block Grant	110,700
	COPS MORE Grant	163,926
	PSIT Operation & Maintenance	266,465
	Police Longevity Pay	363,553
	Police Contract	5,989,273
Transfer - Other	2000 Universal Hiring Program Grant	53,965
	1999 Universal Hiring Program Grant	72,385
	2001 Universal Hiring Program Grant	130,621
Transfer to EMS Fund	Education Pay	6,600
	Paramedic Pay	9,000
	EMT Training	71,010
	Longevity	77,337
<i>Subtotal for Public Safety</i>		<i>7,805,035</i>
Human Development		
Community Initiatives	Add 2 Positions for Southside Multiservice Center	67,966
Health	Needlestick Safety and Prevention Act	110,863
<i>Subtotal for Human Development</i>		<i>178,829</i>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Environment		
Parks & Recreation	Groundwater Sampling Funding	12,000
<i>Subtotal for Environment</i>		<u>12,000</u>
Unified Development Code (UDC) Implementation		
City Attorney	Add 2 Positions for Unified Development Code	90,562
Code Compliance	Add 1 Code Compliance Investigator Position for UDC Implementation Plan	42,704
Development Services	Add 1 Planner I Position for Board of Adjustment - UDC	0
	Add 1 Administrative Assistant I Position - UDC	13,164
	Add 1 Plans Examiner II Position for UDC Building Pan Review	16,146
	Add 1 Plans Examiner II Position for UDC Field Operations - Environmental	25,767
	Add 2 Engineering Technician Positions for UDC Subdivision Coordination	53,778
	Add 2 Positions for UDC Development Drainage Review	64,533
	Add 2 Positions for UDC Building Permit Review	70,270
	Add 3 Positions for UDC Land Development - Zoning	77,957
	Add 2 Positions for UDC Field Operations - Environmental	98,602
	Add 3 Planner II Positions for UDC Mechanical/Electrical/Plumbing Review	105,166
	Add 3 Positions for UDC Land Development - Subdivision Platting	113,592
Parks & Recreation	Add 1 Sr. Planner Position for UDC	105,194
Planning	Add 1 Planner II Position for UDC Historic Preservation	24,796
	Add 1 Planner II Position for UDC Neighborhood Planning Program	49,343
<i>Subtotal for Unified Development Code (UDC) Implementation</i>		<u>951,574</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Parks & Libraries		
Library	Add 19 Positions for S.W. Military Drive/Marbach Road Area Branch Library	97,332
Parks & Recreation	Utilization Plan for Proposition 3 Open Space Lands	50,000
	Add 5 Positions for Rainbow Hills Community Center	64,460
	Add 3 Positions for Leon Creek	90,227
	Add 3 Positions for Salado Creek	91,857
	Add 3 Positions for Medina River	111,397
	Add 6 Positions for Edwards Aquifer	290,889
	Add 16 Positions for Support Services	579,356
<i>Subtotal for Parks & Libraries</i>		<u>1,375,518</u>
Other Mandates		
Finance	GASB 34 Audit Assistance Services	150,000
Transfer to Streets Fund	Disposal Contract	26,254
<i>Subtotal for Other Mandates</i>		<u>176,254</u>
Total General Fund		10,738,877

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Airport Operating & Maintenance Fund		
<u>Public Safety</u>		
Aviation	Longevity Pay	6,843
<i>Subtotal for Public Safety</i>		<u>6,843</u>
Total Airport Operating & Maintenance Fund		<u>6,843</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Alamodome Fund		
<u>Economic Development</u>		
Alamodome	Hosting Obligations	107,273
<i>Subtotal for Economic Development</i>		<u>107,273</u>
<i>Total Alamodome Fund</i>		<u>107,273</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Environmental Services Fund		
Other Mandates		
Environmental Services	Solid Waste Collection & Disposal Contract	280,743
<i>Subtotal for Other Mandates</i>		<u>280,743</u>
<i>Total Environmental Services Fund</i>		<u>280,743</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

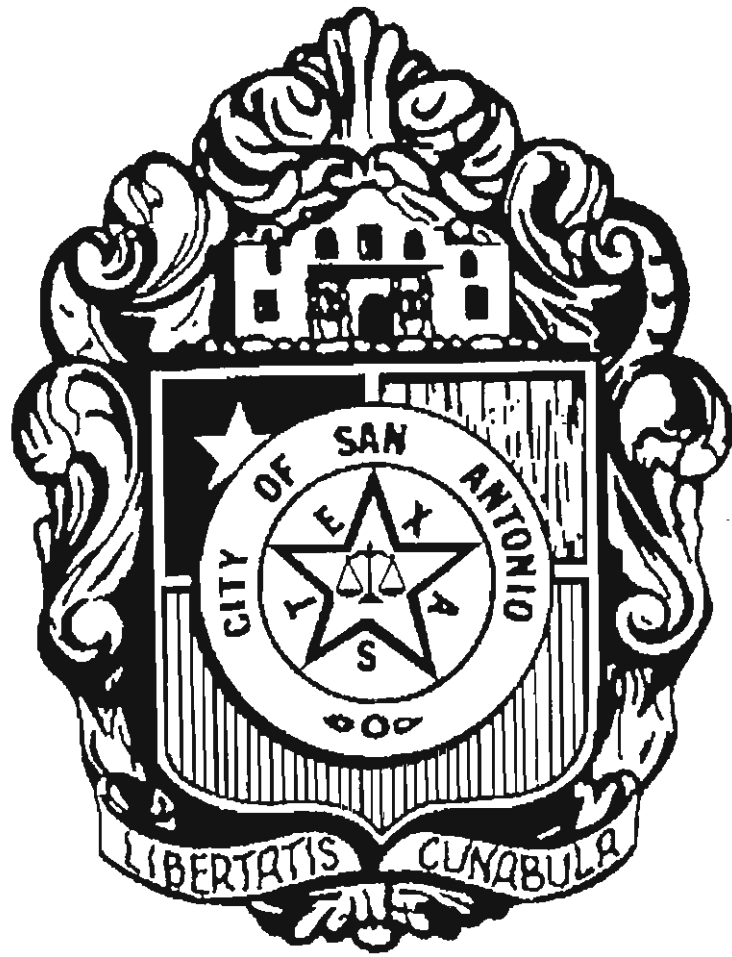
<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Hotel/Motel Fund		
Economic Development		
Non-Departmental/Non-Operating	Hosting Obligations	142,225
<i>Subtotal for Economic Development</i>		<u>142,225</u>
<i>Total Hotel/Motel Fund</i>		<u>142,225</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Stormwater - Regional Detention Ponds		
Unified Development Code (UDC) Implementation		
Public Works	Add 8 Positions for Unified Development Code	215,969
	<i>Subtotal for Unified Development Code (UDC) Implementation</i>	<u>215,969</u>
	<i>Total Stormwater - Regional Detention Ponds</i>	<u>215,969</u>

FY 2002 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Stormwater Fund		
<u>Existing Infrastructure</u>		
Public Works	Add 4 Positions for Kelly/Brooks	255,122
<i>Subtotal for Existing Infrastructure</i>		<u>255,122</u>
<u>Other Mandates</u>		
Public Works	Disposal Contract	16,610
<i>Subtotal for Other Mandates</i>		<u>16,610</u>
<i>Total Stormwater Fund</i>		<u>271,732</u>



Reductions

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
City Attorney		
	Reduce Line Item Budgets	10,000
City Clerk		
	Reduce Line Item Budget - Mail	1,000
	Reduce Line Item Budget - Fees to Pro	1,000
	Reduce Line Item Budget - Publications	1,000
	Reduce Line Item Budgets - Printing	1,000
	Eliminate 1 Sr. Records Technician Position	29,045
City Manager		
	Increase Turnover	10,000
Code Compliance		
	Reduce Line Item Budget in Abatement Patrol	4,100
	Reduce Line Item Budget in Office of Director	4,200
	Reduce Line Item Budget in Field Operations	10,000
Community Initiatives		
	Eliminate 1 Secretary I Position	5,303
	Eliminate 1 Office Assistant Position	23,988
	Eliminate 1 Case Aide Position	26,612
	Reallocate 3 Positions - Quality Assurance Team	175,009
Contributions to Delegate Agencies		
	Reduce Delegate Agency Budget	129,636
Customer Service & 311 System		
	Reduce Line Item Budgets	9,010
Development Services		
	Eliminate Budget for Polaroid Film	2,261
	Eliminate Budget for Radio Communications	9,471
	Eliminate 1 Administrative Assistant II Position	36,936
	Eliminate Budget for Outside Plan Review Services	50,000
Economic Development		
	Vacancy Savings	52,725
	Transfer 2 Positions from General Fund to SALDC Fund	88,388
External Relations		
	Reduce Contractual Services Line Items	3,000
Finance		
	Redirect Funding of Enterprise Resource Management	265,133

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Fire		
	Reduce Inventory at Fire Services	10,000
	Reduce Recruiting	30,000
	Eliminate 1 Equipment Technician II Position	34,455
	Reduce Overtime Budget for Applicant Processing	88,568
Health		
	Eliminate 1 Position in Food Service Program	47,589
	Freeze 2 Positions as Vacant for West End Health Clinic (Frank Garrett)	84,713
	Vacancy Savings - Eliminate 4 Positions	222,778
Human Resources		
	Redirect Budget for Annual Executive Worksession	10,000
	Eliminate Mid-Manager Program	10,000
	Reduce Funding for City Wide Training	22,717
	Vacancy Savings - Eliminate 1 Position	25,507
International Affairs		
	Reduce Export Leaders Program and Line Item Budgets	10,000
Library		
	Eliminate 12 Part-Time Building Custodian Positions	0
	Discontinue Hertzberg Circus Museum Operations - Eliminate 6 Positions	113,142
Management & Budget		
	Redirect Salary Cost	34,750
Municipal Court		
	Reduce Line Item Budget	3,780
	Vacancy Savings	73,376
	Reduce Nursing and On-Call Physician Services Contracts	75,800
Neighborhood Action		
	Reduce Line Items	9,000
	Reduce Partnership Project Funds - Savings to Fund Future NCR	22,208
Parks & Recreation		
	Eliminate Budget for Freidrich Wilderness Park Newsletter	2,060
	Eliminate Printing Budget for Botanical Gardens Brochure	4,000
	Reduce Line Item Budget - Recreation Services	15,160
	Eliminate 1 Sanitation Maintenance Service Position	23,988

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Parks & Recreation		
	Increase Turnover for 1 Planner II Position	46,503
	Eliminate 15 Seasonal Positions from Summer Recreational Program	51,833
	Eliminate 15 Seasonal Positions from Summer Programs	51,833
	Eliminate 17 Seasonal Positions from Night Owl Program	69,308
	Eliminate Four Positions for Grounds Sanitation Maintenance Service Cost	101,840
	Eliminate Four Landscape Maintenance Service Positions	109,577
	Transfer 4 General Fund Positions to San Jose Burial Fund	210,026
	Vacancy Savings	646,641
Planning		
	Reduce Line Item Budget	3,000
	Vacancy Savings - Eliminate 1 Position	38,485
Police		
	Reduce Line Item Budget - Overtime	6,031
	Reduce Line Item Budget - Fees to Professional Contractors SAFFE	15,000
	Reduce Line Item Budget - Fees to Professional Contractors Narcotics	15,000
	Reduce Line Item Budget - Fees to Professional Contractors Homicide	19,000
	Reduce Line Item Budget - Maintenance & Repair Auto Mug Shot System	20,000
	Eliminate 1 Office Assistant Position	23,984
	Reduce Line Item Budget - Training Ammunition	25,000
	Reduce Line Item Budget - Tools, Apparatus, & Accessories SAFFE	25,000
	Eliminate 1 Fingerprint Classifier Position	27,755
	Eliminate 1 Administrative Assistant I Position	31,158
	Eliminate 1 Transportation Inspector II Position	31,604
	Reduce Line Item Budget - Maintenance & Repair AFIS	32,790
	Redeploy 1 Police Officer Position	68,573
	Redeploy 1 Police Officer Position	70,254
	Redeploy 1 Police Officer Position	71,377
	Redeploy 1 Police Officer Position	71,767
	Redeploy 1 Police Officer Position	76,343

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
General Fund		
Police		
	Eliminate 1 Graphics Designer and 1 Administrative Assistant II Position	80,647
	Redeploy 27 SCAT Police Officer Positions	2,023,955
	Redeploy 29 SAFFE Police Officer Positions	2,141,537
Public Works		
	Eliminate 1 Maintenance Worker Position	23,952
	Eliminate 1 Engineering Technician Position	31,603
	Eliminate 1 Administrative Assistant II Position	33,959
	Eliminate Professional Service Contract for Traffic Management	50,500
	Vacancy Savings - Eliminate 3 Positions	112,118
Special Projects Office		
	Reduce Line Item Budget - Neighborhood Revitalization	15,320
Transfer - Other		
	Eliminate General Fund Transfer to SALDC	45,000
Transfer to EMS Fund		
	Reduce Inventory at Fire Services	60,000
Transfer to Streets Fund		
	Reduce Line Item Budget	200,322
	Vacancy Savings - Eliminate 8 Positions	220,710
Total General Fund		8,921,713

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Airport Operating & Maintenance Fund		
Aviation	Eliminate 1 Services & Supplies Superintendent Position	46,881
<i>Total Airport Operating & Maintenance Fund</i>		46,881

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Alamodome Fund		
<u>Alamodome</u>		
	Eliminate 2 Positions and Line Items and Increase Turnover	264,675
<i>Total Alamodome Fund</i>		<u>264,675</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Community Development Block Grant Fund		
Housing & Community Development		
	Public Works Department - Reduce Temporary Service	900
	Economic Development 108 Loan Administration	1,470
	Finance Department - Reduce Administrative Fees	2,335
	Planning Department (Rezoning Division) - Reduce Line Items	4,138
	NAD/NCR - Reduce Capital Outlay	4,600
	Internal Review Audit Administration - Reduce Contractual Services	5,207
	Planning Department - Reduce College Internship	5,978
	Community Initiatives Department - Fair Housing Administration Reduction	6,875
	City Attorney's Office - Reduce Fees to Professional Svcs.	9,115
	Code Compliance - Reduce Funding for Code Compliance Investigator	10,336
	NAD/Housing Resources - Reduce Fees to Professional Svcs.	27,200
	Housing & Community Development Department - Increase Turnover	46,039
Total Community Development Block Grant Fund		124,193

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Employee Benefits Fund		
Human Resources	Reduce Funding for Stop-Loss Premium	28,714
<i>Total Employee Benefits Fund</i>		28,714

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Environmental Services Fund		
Environmental Services		
	Vacancy Savings - Eliminate 4 Positions	130,211
<i>Total Environmental Services Fund</i>		<i>130,211</i>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Golf Fund		
Parks & Recreation	Reduce Temporary Salary Budget	207,668
<i>Total Golf Fund</i>		207,668

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Hotel/Motel Fund		
Convention & Visitors Bureau		
	Eliminate 2 Visitor Service Representative Positions	53,905
	Eliminate 1 Assistant Marketing Manager Position and Chicago Sales Office	97,642
	Reduce Line Item Budget	112,186
Convention Facilities		
	Vacancy Savings - Eliminate 2 Positions	15,884
	Eliminate 1 Office Assistant Position	24,358
	Eliminate 1 Special Projects Officer Position	42,738
	Eliminate 3 Positions for Trade Assistance Positions	78,228
Total Hotel/Motel Fund		424,941

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Information Technology Services Fund		
<u>Information Technology Services Department</u>		
	Reduce Telecommunication Services	507,686
<i>Total Information Technology Services Fund</i>		<u>507,686</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
International Center Fund		
Asset Management	Eliminate International Center Fellowship Program	10,000
<i>Total International Center Fund</i>		<u>10,000</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Liability Insurance Fund		
City Attorney	Reduce Property Casualty Consultant Services	60,000
<i>Total Liability Insurance Fund</i>		<u>60,000</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Occupational Health Fund		
<u>Health</u>	Vacancy Savings - Eliminate 1 Position	39,269
<i>Total Occupational Health Fund</i>		<u>39,269</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Parking Fund		
Public Works		
	Reduce Line Item Budget	14,000
	Eliminate 1 Parking Attendant Position	23,988
	Vacancy Savings	239,876
Total Parking Fund		277,864

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Public Health Support Fund		
Health		
	Increase Turnover	57,331
	Vacancy Savings - Eliminate 4 Positions	177,521
<i>Total Public Health Support Fund</i>		<u>234,852</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Purchasing & General Services Fund		
Purchasing & General Services		
	Eliminate 1 Mail Clerk Position	23,988
	Eliminate 1 Office Assistant Position	23,988
	Eliminate 1 Secretary I Position	24,733
	Eliminate 1 Specification Writer Position	36,837
	Vacancy Savings - Eliminate 2 Positions	47,974
	Reduce Line Item Budgets	48,486
Total Purchasing & General Services Fund		206,006

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Stormwater Fund		
Public Works		
	Vacancy Savings - Eliminate 2 Positions	48,720
	Reduce Mowing Cycles	98,150
	NPDES Education Administered By SAWS	500,000
<i>Total Stormwater Fund</i>		646,870

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Streets ROW		
<u>Public Works</u>		
	Reduce Line Item Budget - ROW	34,000
<i>Total Streets ROW</i>		<u>34,000</u>

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Wolff Fund		
Alamodome	Eliminate Security Patrol Services	3,000
	Consolidation of Services	19,862
<i>Total Wolff Fund</i>		22,862

FY 2002 ADOPTED PROGRAM CHANGES
Reductions

<u>Fund/ Department</u>	<u>Program Change Title</u>	<u>First Year Costs</u>
Workers' Compensation Fund		
<u>City Attorney</u>	Reduce Line Item Budget	48,805
<i>Total Workers' Compensation Fund</i>		<u>48,805</u>

Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

The City recognizes the dedication and commitment to public service exhibited daily by City employees. Among our most valuable assets, City employees are responsible for delivery of critical services to over a million citizens each day and eight million visitors each year. The City Council Goals and Objectives Worksession in June addressed City workforce compensation issues as a priority. As a result, providing an enhanced compensation package has been an important objective for inclusion the FY 2002 Adopted Budget.

In developing a compensation package for FY 2002, many factors were considered including the prevailing market wages in San Antonio and other municipalities. The challenge today is to continue to ensure salaries and benefits are competitive with the local market in order to attract and retain quality employees. City staff periodically surveys the market to benchmark the City's salaries against those salaries offered by other municipalities and the private sector.

The Adopted Budget includes increasing the salaries of all employees currently making less than \$8.50 per hour. This is consistent with the policy initiated in the FY 2001 Adopted Budget to provide a "living wage" for all full-time and part-time employees. In February of each year the Federal Government releases an official income level for poverty. The 2001 Federal Poverty Guidelines for the 48 Contiguous states and the District of Columbia indicate that for a family of four, the approximate "living wage" hourly income guideline is \$8.49 per hour. By establishing the \$8.50 per hour minimum effective October 1, 2001, the City will surpass this Federal poverty guideline.

In order to address the wage compression which will occur by bringing all employees to at least the \$8.50 per hour wage rate, the Adopted Budget includes a market salary adjustment to be implemented as follows: All full-time and part-time non-executive civilians will receive a three percent increase (or move to the new \$8.50 living wage, whichever is greater of the two), and members of the City's Executive Team will receive a two percent salary increase. The Adopted Budget includes \$6.4 million in all funds (\$4.0 million in the General Fund) to implement the market adjustment and living wage.

In addition, employees in the employment status designated as "5-temporary" earning less than \$8.50 per hour will have their wage rate increased to the new minimum wage of \$8.50 per hour, with the exception of those employees in the newly created job class position numbered 9004, "Youth Workers." The pay rate for those employees in the job class designated as "Youth Workers" shall commence at \$6.50 per hour. Those employees in the employment status designated as "5-temporary" are not eligible to receive the three percent salary increase.

Performance pay for outstanding full-time and part-time eligible employees who excel in their respective job responsibilities is continued in the FY 2002 Adopted Budget. The Adopted Budget includes \$2.3 million in the General Fund and \$1.4 million in other funds for this program. The one-time award will be distributed to eligible employees in April 2002.

To address existing contractually-obligated pay increases for uniformed Police Officers, the Police Department budget includes \$5.9 million for the fourth year and final pay increase increment of the current San Antonio Police Officers Association Collective Bargaining Agreement. The contract mandates a three percent wage increase for all Police Officers plus step increases for Patrol Officers, Detectives, Sergeants, Lieutenants and Captains effective October 1, 2001. In addition to the three percent wage across-the-board increase, the added funding supports a Collective Bargaining Agreement requirement that additional salary range steps be established for two Police ranks – Police Officer and Detective – effective January 1, 2002. A fourth salary range step (Step E) will be created for Police Officers for Officers with at least 15 years seniority in rank and 60 college hours or 20 years seniority in rank. The new Step E salary is two percent higher than Step D for Officers. A third salary range step (Step C) will be created for Detectives with at least ten years seniority in rank and 60 college hours or 15 years seniority in rank. The new Step C salary is three percent higher than Step B for Detectives.

The current collective bargaining agreement with the San Antonio Professional Firefighters Association (SAPFFA) expires on September 30, 2001. A new contract with SAPFFA is currently being negotiated. The terms of the current agreement will remain in effect until a new agreement is executed.

The Adopted Budget also sets aside \$823,090 in mandated expenditures for increased compensation due to increased tenure for longevity pay, education pay, Emergency Medical Technician pay (Fire only), and Paramedic Certification pay (Fire only) arising from requirements of the terms of the current collective bargaining agreements with the police and fire associations.

HOLIDAY SCHEDULE

The adopted holiday schedule includes approved leave of 13 holidays, 12 scheduled and one floating holiday, for a total of 104 hours for FY 2002, which begins on October 1, 2002.

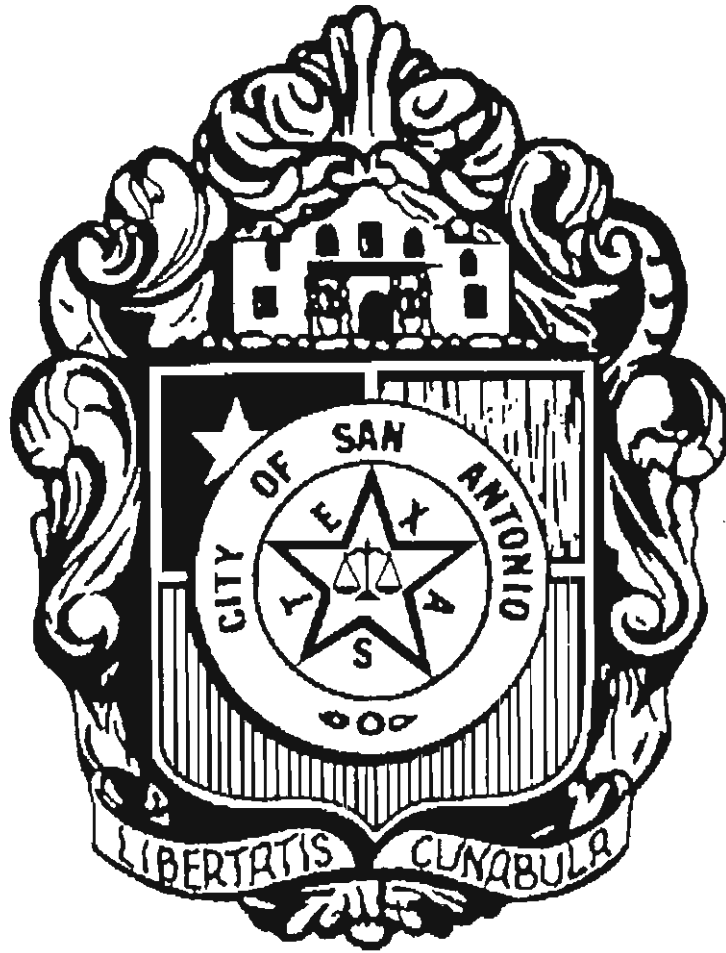
2001-2002 HOLIDAY SCHEDULE FOR CITY EMPLOYEES

<u>HOLIDAY</u>	<u>DAY</u>	<u>DATE</u>
Veterans' Day	Monday	November 12, 2001
Thanksgiving Day	Thursday	November 22, 2001
Day After Thanksgiving	Friday	November 23, 2001
Day before Christmas	Monday	December 24, 2001
Christmas Day	Tuesday	December 25, 2001
New Year's Day	Tuesday	January 1, 2002
Martin Luther King	Monday	January 21, 2002
Presidents' Day	Monday	February 18, 2002
Fiesta San Jacinto	Friday	April 26, 2002
Memorial Day	Monday	May 27, 2002
Independence Day	Thursday	July 4, 2002
Labor Day	Monday	September 2, 2002

FLOATING HOLIDAY

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

All Funds & Personnel Schedule



FY 2001-2002 ALL FUNDS
BUDGET SUMMARY

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY
ORGANIZATIONS						
Departmental Appropriations						
Alamodome	\$	\$	\$	\$ 9,952,982	\$	\$
Asset Management	1,463,569			443,952		
Aviation					16,013,524	
Brooks City-Base	450,505					
City Attorney	4,674,870	300,888	243,653			
City Clerk	1,200,013					
City Manager	1,802,218					
Code Compliance	6,293,781	251,823				
Community Initiatives	11,004,799	236,765	107,074,025			
Convention Center Expansion				824,706	10,323,280	
Convention Facilities				19,658,365		
Convention & Visitors Bureau				14,763,419		
Cultural Affairs			342,230	760,698		
Customer Service & 311 System	2,311,637					
Development Services	9,663,221	156,231		140,356		
Economic Development	1,950,787		306,605			391,488
Environmental Services						
External Relations	1,186,520					
Finance	7,821,379	83,532				
Fire	100,242,050		444,802	36,606,605		
Health	16,483,656		21,595,420	1,731,089		224,636
Housing and Community Development		1,200,950				
Human Resources	2,286,791					
Information Technology Services						
Internal Review	1,647,864	173,766				
International Affairs	447,200			946,158		
Library	18,584,148		1,866,449			
Management & Budget	1,101,472					
Mayor & Council	3,159,434					
Municipal Court	10,951,225					
Municipal Elections	728,000					
Neighborhood Action	1,625,390	2,592,031				
Non-Departmental/Non-Operating	29,842,313			1,005,781		
Parks & Recreation	48,975,186	416,368	711,614	1,103,372	13,662,110	394,084
Planning	2,704,878	142,695	60,000			
Police	216,448,441		9,944,315	2,212,122		
Public Works	14,906,686	29,100		39,237,041	3,249,476	
Purchasing & General Services						
Self Insurance						
Special Projects Office	1,506,484					
Contribution to Other Agencies	6,709,765	18,774,574		2,401,193		
One-Time Projects	3,478,781					
Alternate Services Employee						
Debt Service					92,610,557	
Total Net Appropriations	\$ 531,653,063	\$ 24,358,723	\$ 142,589,113	\$ 131,587,839	\$ 135,858,947	\$ 1,010,208
Transfers	\$ 69,457,610	\$ 0	\$ 0	\$ 65,547,932	\$ 0	\$ 539,294
TOTAL APPROPRIATIONS	\$ 601,110,673	\$ 24,358,723	\$ 142,589,113	\$ 197,135,771	\$ 135,858,947	\$ 1,549,502

**FY 2001-2002 ALL FUNDS
BUDGET SUMMARY**

ENTERPRISE FUNDS	TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL PROJECTS FUND	INTERNAL SERVICE FUNDS
\$	\$	\$	\$	\$
	9,952,982		9,952,982	
	1,907,521	9,090,000	10,997,521	
32,849,800	48,863,324	88,829,000	137,692,324	
	450,505		450,505	
	5,219,411		5,219,411	
	1,200,013		1,200,013	
	1,802,218		1,802,218	
	6,545,604		6,545,604	
	118,315,589	3,567,000	121,882,589	
	10,947,986	1,207,000	12,154,986	
	19,658,365	1,313,000	20,971,365	
	14,763,419		14,763,419	
	1,102,928		1,102,928	
	2,311,637		2,311,637	
	9,959,808		9,959,808	
	2,648,880	2,069,000	4,717,880	
44,712,144	44,712,144	320,000	45,032,144	
	1,186,520		1,186,520	
	7,904,911	32,000,000	39,904,911	
	137,293,457	17,775,000	155,068,457	
	40,034,801		40,034,801	
	1,200,950		1,200,950	
	2,286,791		2,286,791	
	0		0	18,617,777
	1,821,630		1,821,630	
	1,393,358		1,393,358	
	20,450,597	6,155,000	26,605,597	
	1,101,472		1,101,472	
	3,159,434		3,159,434	
	10,951,225		10,951,225	
	728,000		728,000	
	4,217,421	1,400,000	5,617,421	
	30,848,094		30,848,094	
6,710,901	71,973,635	48,270,000	120,243,635	
	2,907,573	128,000	3,035,573	
	228,604,878	8,526,000	237,130,878	
5,738,980	63,161,283	95,188,000	158,349,283	7,240,243
	0	4,000,000	4,000,000	45,550,626
	0		0	73,457,076
	1,506,484		1,506,484	
	27,885,532		27,885,532	
	3,478,781		3,478,781	
	0		0	2,035,106
	92,610,557		92,610,557	
\$ 90,011,825	\$ 1,057,069,718	\$ 319,837,000	\$ 1,376,906,718	\$ 146,900,828
\$ 28,111,012	\$ 163,655,848	\$ 0	\$ 163,655,848	\$ 15,406,278
\$ 118,122,837	\$ 1,220,725,566	\$ 319,837,000	\$ 1,540,562,566	\$ 162,307,106

ORGANIZATIONS

Departmental Appropriations

Alamodome
 Asset Management
 Aviation
 Brooks City-Base
 City Attorney
 City Clerk
 City Manager
 Code Compliance
 Community Initiatives
 Convention Center Expansion
 Convention Facilities
 Convention & Visitors Bureau
 Cultural Affairs
 Customer Service & 311 System
 Development Services
 Economic Development
 Environmental Services
 External Relations
 Finance
 Fire
 Health
 Housing and Community Development
 Human Resources
 Information Technology Services
 Internal Review
 International Affairs
 Library
 Management & Budget
 Mayor & Council
 Municipal Court
 Municipal Elections
 Neighborhood Action
 Non-Departmental/Non-Operating
 Parks & Recreation
 Planning
 Police
 Public Works
 Purchasing & General Services
 Self Insurance
 Special Projects
 Contribution to Other Agencies
 One-Time Projects
 Alternate Services Employee
 Debt Service

Total Net Appropriations

Transfers

TOTAL APPROPRIATIONS

ADOPTED ANNUAL BUDGET FY 2001-2002
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	\$ 54,127,897	\$ 50,034,825	\$ 103,277,951
REVENUES			
Taxes	\$ 312,356,198	\$ 66,373,658	\$ 88,706,161
Licenses and Permits	13,288,960	0	0
Intergovernmental	2,517,179	622,400	0
Revenues from Utilities	171,396,335	16,393,212	0
Charges for Services	24,346,744	34,268,076	0
Fines & Forfeits	13,121,897	687,350	0
Miscellaneous	14,468,642	6,080,034	16,006,301
Grants	0	0	0
<i>Subtotal Revenues</i>	\$ 551,495,955	\$ 124,424,730	\$ 104,712,462
<i>Transfers from other funds</i>	\$ 18,663,019	\$ 64,523,615	\$ 30,076,651
TOTAL REVENUES	\$ 570,158,974	\$ 188,948,345	\$ 134,789,113
TOTAL AVAILABLE FUNDS	\$ 624,286,871	\$ 238,983,170	\$ 238,067,064
APPROPRIATIONS			
General Government	\$ 51,517,959	\$ 0	\$ 0
Public Safety	359,789,593	38,818,727	0
Streets and Infrastructure	15,894,327	38,824,890	0
Health Services	16,820,538	1,731,089	0
Environmental	0	0	0
Human Development	17,130,056	0	0
Culture and Recreation	62,458,152	5,040,862	0
Convention and Tourism	447,200	46,348,802	0
Economic Development	7,595,238	823,469	0
Aviation	0	0	0
Debt Service	0	0	135,858,947
<i>Subtotal Appropriations</i>	\$ 531,653,063	\$ 131,587,839	\$ 135,858,947
<i>Transfers to other funds</i>	\$ 69,457,610	\$ 65,547,932	\$ 0
TOTAL APPROPRIATIONS	\$ 601,110,673	\$ 197,135,771	\$ 135,858,947
GROSS ENDING FUND BALANCE	\$ 23,176,198	\$ 41,847,399	\$ 102,208,117

ADOPTED ANNUAL BUDGET FY 2001-2002
COMBINED BUDGET SUMMARY OF ALL FUND TYPES

PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES				
ENTERPRISE	TRUST AND AGENCY	CATEGORICAL GRANTS	TOTAL ALL FUNDS FY 2001-2002		
\$ 27,275,213	\$ 7,921,483	\$ 0	\$ 242,637,370		BEGINNING BALANCE
					REVENUES
\$ 0	\$ 0	\$ 0	\$ 467,436,017		Taxes
0	0	0	13,288,960		Licenses and Permits
100,000	246,380	0	3,485,959		Intergovernmental
0	0	0	187,789,547		Revenues from Utilities
104,490,519	0	0	163,105,339		Charges for Services
13,000	0	0	13,822,247		Fines & Forfeits
1,998,149	796,019	0	39,349,145		Miscellaneous
0	0	166,947,836	166,947,836		Grants
\$ 106,601,668	\$ 1,042,399	\$ 166,947,836	\$ 1,055,225,050		Subtotal Revenues
\$ 2,771,544	\$ 0	\$ 0	\$ 116,034,829		Transfers from other funds
\$ 109,373,212	\$ 1,042,399	\$ 166,947,836	\$ 1,171,259,879		TOTAL REVENUES
\$ 136,648,425	\$ 8,963,882	\$ 166,947,836	\$ 1,413,897,249		TOTAL AVAILABLE FUNDS
					APPROPRIATIONS
\$ 0	\$ 0	\$ 0	\$ 51,517,959		General Government
0	0	10,632,770	409,241,090		Public Safety
0	0	60,000	54,779,217		Streets and Infrastructure
0	224,636	25,969,035	44,745,298		Health Services
44,712,144	0	0	44,712,144		Environmental
0	0	126,782,217	143,912,273		Human Development
6,710,901	394,084	3,197,209	77,801,208		Culture and Recreation
0	0	0	46,796,002		Convention and Tourism
5,738,980	391,488	306,605	14,855,780		Economic Development
32,849,800	0	0	32,849,800		Aviation
0	0	0	135,858,947		Debt Service
\$ 90,011,825	\$ 1,010,208	\$ 166,947,836	\$ 1,057,069,718		Subtotal Appropriations
\$ 28,111,012	\$ 539,294	\$ 0	\$ 163,655,848		Transfers to other funds
\$ 118,122,837	\$ 1,549,502	\$ 166,947,836	\$ 1,220,725,566		TOTAL APPROPRIATIONS
\$ 18,525,588	\$ 7,414,380	\$ 0	\$ 193,171,683		GROSS ENDING FUND BALANCE

**PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 2001-2002 ADOPTED**

GENERAL FUND	FY 1999-2000 AUTHORIZED	FY 2000-2001 AUTHORIZED	FY 2001-2002 ADOPTED	NET CHANGE IN POSITIONS
Asset Management	13	15	20	5
Brooks City-Base Office	0	3	3	0
Building Inspections	126	0	0	0
City Attorney	61	65	75	10
City Clerk	20	20	19	(1)
City Manager	13	14	15	1
Code Compliance	93	93	106	13
Community Initiatives	211	213	209	(4)
Customer Service & 311 System	25	36	39	3
Development Services	0	164	180	16
Economic Development	30	28	27	(1)
Emergency Medical Services	328	341	353	12
External Relations	0	11	12	1
Finance	86	95	95	0
Fire	1,144	1,177	1,203	26
Health	359	341	342	1
Human Resources	36	36	35	(1)
Intergovernmental Relations	4	0	0	0
Internal Review	19	27	27	0
International Affairs	6	6	6	0
Library	493	502	509	7
Management & Budget	20	17	17	0
Mayor & Council	16	16	17	1
Municipal Courts	212	212	222	10
Neighborhood Action	13	16	17	1
Non-Departmental/Non-Operating	5	5	5	0
Parks & Recreation	1,209	1,255	1,226	(29)
Planning	58	40	44	4
Police	2,789	2,802	2,852	50
Public Works	396	256	258	2
Special Projects Office	7	18	23	5
Streets Maint. & Improvement	324	324	316	(8)
TOTAL GENERAL FUND	8,116	8,148	8,272	124
OTHER FUNDS				
Alamodome Fund	61	55	53	(2)
Aviation Fund	416	407	406	(1)
Building Maintenance Fund	0	125	126	1
Convention Center Expansion Project Fund	7	7	7	0
Detention Pond-Stormwater Fund	2	2	10	8
Environmental Services Fund	598	609	605	(4)
Fiduciary/Expendable Trust Fund	25	26	32	6
Golf Revenue Fund	153	153	153	0
Hertzberg Circus Collection Fund	2	2	0	(2)
Hotel/Motel Fund	383	568	670	102
Information Technology Services Fund	164	170	183	13
Internal Services/Alternate Services Employee Fund	150	170	1,946	1,776
International Center Fund	9	9	9	0
Official City Store Fund	0	1	1	0
Parking Facilities Fund	147	146	145	(1)
Public Health Support Fund	60	57	53	(4)
Purchasing and General Services Fund	229	230	230	0
Self Insurance Fund	69	69	68	(1)
Stormwater Operations Fund	279	280	285	5
Streets Right of Way Management Fund	0	18	18	0
Wolff Fund	8	8	8	0
TOTAL OTHER FUNDS	2,762	3,112	5,008	1,896
TOTAL ALL FUNDS	10,878	11,260	13,280	2,020

**PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES**

**SUMMARY OF ADOPTED 2001-2002 POSITIONS BY TYPE
ALL FUNDS**

	All Funds - Less Grants Authorization	Grants Authorization	Total Authorization
Regular Employee	9,819	911	10,730
Uniform Employee			
Police ¹	2,013	52	2,065
Fire	1,448	0	1,448
Sub-total	3,461	52	3,513
TOTAL ²	13,280	963	14,243

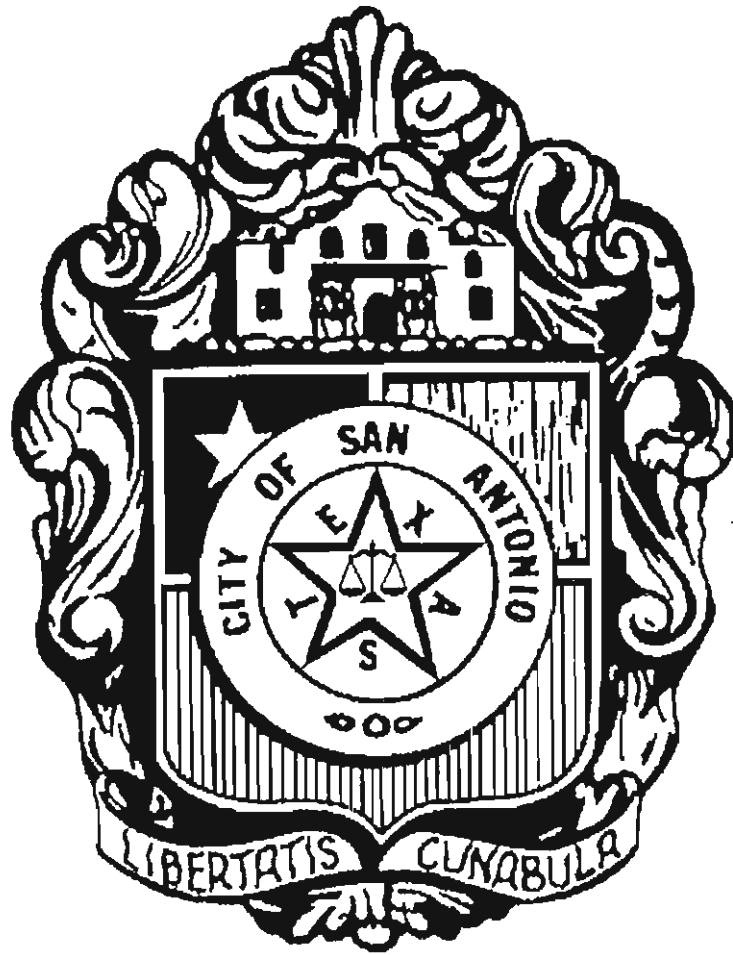
Explanatory Information

¹ The All Funds - Less Grants amount of 2,013 includes 10 Police Officer positions to support 10 positions moving over from the 1999 Universal Hiring Program grant that expires in March, 2002. The Grant Authorized number of 52 includes 10 Police Officer positions for the 1999 Universal Hiring Program grant that expires in March, 2002.

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

**GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2001-2002 POSITIONS**

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
City Attorney	6	5	11
Code Compliance	0	5	5
Community Initiatives	475	6	481
Cultural Affairs	1	0	1
Development Services	0	2	2
Economic Development	3	0	3
Finance	0	1	1
Health	291	0	291
Housing & Community Development	0	28	28
Internal Review	0	3	3
Library	12	0	12
Neighborhood Action	0	30	30
Parks & Recreation	13	6	19
Planning	1	3	4
Police	72	0	72
TOTAL	874	89	963



Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 66,964,258	\$ 59,677,711	\$ 71,274,648	\$ 53,530,871
Accounting Adjustment	(4,299,136)	1,050,000	0	597,026
<i>Net Balance</i>	<i>\$ 62,665,122</i>	<i>\$ 60,727,711</i>	<i>\$ 71,274,648</i>	<i>\$ 54,127,897</i>
REVENUES				
City Sales Tax	\$ 133,816,289	\$ 140,212,153	\$ 139,264,130	\$ 143,937,834
Liquor by the Drink Tax	3,224,213	3,127,032	3,339,285	3,484,855
Current Property Tax	113,242,956	121,775,814	124,014,864	137,055,558
Delinquent Property Tax	1,951,579	1,549,495	1,829,320	1,942,130
Penalty and Interest on Delinquent Taxes	1,385,578	1,041,000	1,188,850	1,262,300
Business and Franchise Tax	22,619,284	24,600,695	23,635,733	24,673,521
Licenses and Permits	12,257,775	13,956,634	12,462,705	13,288,960
City Public Service Board	167,138,876	148,822,550	167,793,042	165,756,000
CPS Payment for High Natural Gas Prices	0	0	10,822,575	0
San Antonio Water System	5,161,798	5,287,513	5,265,034	5,640,335
Other Agencies	2,669,780	2,427,488	2,427,488	2,517,179
Charges for Current Services				
General Government	6,595,022	6,391,512	6,223,457	6,531,988
Planning	1,881,974	1,510,797	1,519,584	2,046,566
Public Safety	4,474,294	4,340,187	4,796,854	4,824,436
Highways/Streets/Sanitation	101,421	219,985	341,287	347,733
Health	1,988,124	2,059,674	1,818,258	1,851,460
Recreation and Culture	7,969,989	7,949,764	8,047,812	8,744,561
Fines	11,593,504	12,436,550	11,611,700	13,121,897
Miscellaneous Revenue				
Sale of Property	1,281,030	1,186,200	1,354,166	1,430,347
Use of Money and Property	7,048,116	6,546,156	7,571,658	6,055,971
Recovery of Expenditures	1,735,590	1,866,963	1,807,994	2,439,155
Miscellaneous	87,978	28,510	60,880	58,470
Interfund Charges	3,144,498	4,664,984	3,531,785	4,484,699
TOTAL REVENUE	\$ 511,369,668	\$ 512,001,656	\$ 540,728,461	\$ 551,495,955
TRANSFERS FROM OTHER FUNDS	\$ 16,324,734	\$ 19,773,437	\$ 19,474,930	\$ 18,663,019
TOTAL REVENUE AND TRANSFERS	\$ 527,694,402	\$ 531,775,093	\$ 560,203,391	\$ 570,158,974
TOTAL AVAILABLE FUNDS	\$ 590,359,524	\$ 592,502,804	\$ 631,478,039	\$ 624,286,871

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
APPROPRIATIONS				
Departmental Appropriations:				
Asset Management	\$ 712,571	\$ 892,595	\$ 855,300	\$ 1,463,569
Brooks City-Base	0	169,519	159,994	450,505
City Attorney	3,355,637	4,242,816	4,190,243	4,674,670
City Clerk	1,083,702	1,313,546	1,221,194	1,200,013
City Manager	1,267,531	1,689,180	1,684,155	1,802,218
Code Compliance	4,427,046	5,239,927	4,917,025	6,293,781
Community Initiatives	8,745,315	10,974,429	10,941,156	11,004,799
Customer Service & 311 System	980,248	1,992,845	1,977,468	2,311,637
Development Services	7,260,364	8,971,476	9,018,363	9,863,221
Economic Development	1,885,448	2,005,421	2,004,617	1,950,787
External Relations	1,002,118	1,168,256	1,133,135	1,186,520
Finance	6,241,642	7,219,984	7,049,234	7,821,379
Fire	92,149,929	97,057,706	97,233,522	100,242,050
Health	14,971,378	16,443,776	15,712,838	16,483,656
Human Resources	1,909,576	2,352,440	2,352,086	2,286,791
Internal Review	968,610	1,592,168	1,497,499	1,647,864
International Affairs	383,681	515,926	464,180	447,200
Library	16,797,285	18,447,422	18,007,968	18,584,148
Management & Budget	1,161,167	1,160,418	1,134,853	1,101,472
Mayor and Council	2,391,539	3,073,888	3,105,683	3,159,434
Municipal Court	9,146,967	10,789,984	10,459,175	10,951,225
Municipal Elections	208,685	1,260,707	861,221	728,000
Neighborhood Action	1,062,757	1,373,410	1,273,410	1,625,390
Parks and Recreation	40,958,001	46,558,549	45,629,984	48,975,186
Planning	2,262,537	2,501,346	2,417,240	2,704,878
Police	190,974,811	202,132,656	202,139,441	216,448,441
Public Works	18,220,828	14,467,410	14,446,409	14,906,686
Special Projects Office	424,603	1,339,479	1,214,116	1,506,484
Agencies	5,638,920	6,399,494	6,399,494	6,709,765
Non-Departmental/Non-Operating	18,308,640	20,476,787	20,057,327	29,842,313
Non-Depart-CPS Rebate/Project WARM	0	0	10,822,575	0
One-Time Projects	2,609,160	7,443,667	7,643,667	3,478,781
Transfers				
Emergency Medical Services	25,043,347	25,658,207	27,018,447	27,545,086
Street Maintenance	27,527,539	29,489,829	30,544,261	31,080,841
Other Transfers	9,003,294	12,419,070	12,359,888	10,831,683
Total Appropriations	\$ 519,084,878	\$ 568,834,335	\$ 577,947,168	\$ 601,110,673
TOTAL AVAILABLE FUNDS	\$ 590,359,524	\$ 592,502,804	\$ 631,478,039	\$ 624,286,871
GROSS ENDING BALANCE	\$ 71,274,648	\$ 23,668,469	\$ 53,530,871	\$ 23,176,198
RESERVE FOR REVENUE LOSS	\$ 20,868,000	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000
ENDING BALANCE	\$ 50,406,648	\$ 500,469	\$ 30,362,871	\$ 8,198

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
ASSESSED VALUATION				
Real Property	\$ 31,056,362,740	\$ 33,564,955,359	\$ 34,063,941,927	\$ 37,633,186,638
Mobile Homes	51,982,650	52,577,640	58,377,230	71,156,490
Personal Property	5,879,383,520	6,033,677,786	6,086,705,423	6,123,372,770
<i>Sub-Total</i>	<u>\$ 36,987,728,910</u>	<u>\$ 39,651,210,785</u>	<u>\$ 40,209,024,580</u>	<u>\$ 43,827,715,898</u>
Less Exemptions				
Over 65	\$ 2,638,900,445	\$ 2,928,322,454	\$ 2,982,333,959	\$ 3,130,617,156
Over 65 Pro-rated	158,534,581	15,856,354	72,719,311	13,743,089
Disabled Veterans	83,728,532	90,884,982	91,379,953	101,958,723
Historic Property	19,113,890	24,811,515	23,857,481	25,392,749
Freeport Exemption	323,136,930	276,292,620	292,442,670	318,738,740
Tax Abatement/Phase-In	407,823,831	495,626,890	430,648,671	334,107,020
Appraised Valuation Limitations	24,453,414	200,244,859	207,948,466	238,952,225
Absolute Pro-rated	16,558,425	15,509,903	37,503,280	26,691,762
TOTAL TAXABLE VALUE	<u>\$ 33,315,478,862</u>	<u>\$ 35,603,661,208</u>	<u>\$ 36,070,190,789</u>	<u>\$ 39,637,514,434</u>
TAX RATE/\$100 VALUATION				
General Fund	0.34579	0.35079	0.35079	0.35454
G.O. Debt Service Fund	0.23400	0.22900	0.22900	0.22400
TOTAL TAX RATE	<u>0.57979</u>	<u>0.57979</u>	<u>0.57979</u>	<u>0.57854</u>
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	\$ 193,159,815	\$ 206,426,467	\$ 209,131,359	\$ 229,318,876
Less Delinquencies	3,584,194	5,160,662	5,228,284	5,732,972
CURRENT LEVY (NET)	<u>\$ 189,575,621</u>	<u>\$ 201,265,805</u>	<u>\$ 203,903,075</u>	<u>\$ 223,585,904</u>
PERCENT OF LEVY COLLECTED	<u>98.14%</u>	<u>97.50%</u>	<u>97.50%</u>	<u>97.50%</u>
DISTRIBUTION BY FUND				
General Fund	\$ 113,063,961	\$ 121,771,731	\$ 123,367,357	\$ 137,017,573
G.O. Debt Service Fund	76,511,660	79,494,075	80,535,718	86,568,332
CURRENT COLLECTIONS	<u>\$ 189,575,621</u>	<u>\$ 201,265,806</u>	<u>\$ 203,903,075</u>	<u>\$ 223,585,904</u>

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
DELINQUENT TAXES RECEIVABLE				
Real Property	\$ 7,313,556	\$ 10,642,760	\$ 8,786,550	10,803,500
Mobile Homes	376,914	485,550	452,830	492,900
Personal Property	<u>6,367,136</u>	<u>7,572,190</u>	<u>7,649,520</u>	<u>7,686,600</u>
TOTAL DELINQUENT TAXES RECEIVABLE	\$ <u>14,057,606</u>	\$ <u>18,700,500</u>	\$ <u>16,888,900</u>	<u>18,983,000</u>
TAX RATE FOR DISTRIBUTION				
General Fund	\$ 0.34579	\$ 0.34579	\$ 0.34579	0.35079
G.O. Debt Service Fund	<u>0.23400</u>	<u>0.23400</u>	<u>0.23400</u>	<u>0.22900</u>
TOTAL TAX RATE	\$ <u>0.57979</u>	\$ <u>0.57979</u>	\$ <u>0.57979</u>	<u>0.57979</u>
COLLECTIONS				
Real Property	\$ 2,983,819	\$ 2,580,000	\$ 2,729,200	2,769,610
Mobile Homes	29,406	20,000	21,100	27,300
Personal Property	<u>258,960</u>	<u>205,000</u>	<u>216,900</u>	<u>240,370</u>
TOTAL COLLECTIONS	\$ <u>3,272,185</u>	\$ <u>2,805,000</u>	\$ <u>2,967,200</u>	<u>3,037,280</u>
PERCENT OF DELINQUENT TAXES COLLECTED	<u>23.28%</u>	<u>15.00%</u>	<u>17.57%</u>	<u>16.00%</u>
DISTRIBUTION BY FUND				
General Fund	\$ 1,951,579	\$ 1,672,918	\$ 1,769,650	1,837,640
G.O. Debt Service Fund	<u>1,320,606</u>	<u>1,132,082</u>	<u>1,197,550</u>	<u>1,199,640</u>
TOTAL DISTRIBUTION BY FUND	\$ <u>3,272,185</u>	\$ <u>2,805,000</u>	\$ <u>2,967,200</u>	<u>3,037,280</u>

Special Revenue Funds

**SPECIAL REVENUE FUND
ALAMODOME OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Alamodome is a multi-purpose facility that will be used for a variety of sporting events, convention activities as well as civic, religious, and social functions.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 1,374,387	\$ 1,298,459	\$ 1,445,878	\$ 1,468,625
Accounting Adjustment	12,230	0	0	0
<i>Net Balance</i>	<i>\$ 1,386,617</i>	<i>\$ 1,298,459</i>	<i>\$ 1,445,878</i>	<i>\$ 1,468,625</i>
REVENUES				
Facility Rental	\$ 1,533,656	\$ 1,900,215	\$ 1,905,098	\$ 1,700,002
Office & Club Rental	285,736	291,451	295,505	304,371
Club Level Revenue	215,960	271,488	431,398	403,714
Concessions Revenue	2,987,969	3,231,911	3,651,398	2,913,633
Advertising	291,028	296,849	300,978	310,007
Parking	416,807	592,593	582,395	548,438
Tours	8,340	5,246	5,284	1,716
Box Office	120,440	115,172	90,046	97,846
Facility Fee	288,285	360,798	367,778	312,352
Utilities	149,522	206,500	204,277	208,350
Reimbursable Expenses	1,105,418	1,368,303	1,484,804	1,288,351
Supplemental Rental	250,000	250,000	250,000	250,000
Interest on Time Deposits	143,219	69,610	73,570	70,260
Other Reimbursable Expenses	329,208	293,645	247,958	200,000
Contribution from Hotel/Motel	0	126,210	126,210	107,273
Miscellaneous	40,092	96,965	80,255	46,612
<i>Total Operating Revenues</i>	<i>\$ 8,165,680</i>	<i>\$ 9,476,956</i>	<i>\$ 10,096,954</i>	<i>\$ 8,762,925</i>
TOTAL AVAILABLE FUNDS	\$ 9,552,297	\$ 10,775,415	\$ 11,542,832	\$ 10,231,550
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,050,025	\$ 3,569,007	\$ 2,971,977	\$ 2,464,353
Contractual Services	3,557,331	4,365,531	5,032,977	5,621,063
Commodities	280,775	355,420	379,384	427,839
Other Expenditures	512,261	315,108	315,108	427,612
Capital Outlay	44,128	216,840	199,801	236,516
<i>Subtotal Operating</i>	<i>\$ 7,444,520</i>	<i>\$ 8,821,906</i>	<i>\$ 8,899,247</i>	<i>\$ 9,177,383</i>
Transfers To				
General Fund-Other	\$ 8,483	\$ 7,393	\$ 7,393	\$ 6,941
Hotel/Motel Tax Fund	13,909	25,474	25,474	34,652
C.O. Debt Service	584,190	484,269	486,780	402,858
Wolf Stadium	55,317	48,049	177,808	176,456
Retired Employees Health Insurance	0	0	0	16,461
Renewal & Improvement Fund	0	0	401,670	0
Improvement & Contingency Fund	0	0	75,835	0
<i>Subtotal Transfers</i>	<i>\$ 661,899</i>	<i>\$ 565,185</i>	<i>\$ 1,174,960</i>	<i>\$ 637,368</i>
TOTAL APPROPRIATIONS	\$ 8,106,419	\$ 9,387,091	\$ 10,074,207	\$ 9,814,751
GROSS ENDING BALANCE	\$ 1,445,878	\$ 1,388,324	\$ 1,468,625	\$ 416,799

**SPECIAL REVENUE FUND
CAPITAL IMPROVEMENTS RESERVE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 4,066,907	\$ 2,948,135	\$ 4,555,501	\$ 4,381,511
Accounting Adjustment	(108,742)	0	0	0
<i>Net Balance</i>	<i>\$ 3,958,165</i>	<i>\$ 2,948,135</i>	<i>\$ 4,555,501</i>	<i>\$ 4,381,511</i>
REVENUES				
Sale of Surplus Land	\$ 200,108	\$ 200,000	\$ 600,000	\$ 200,000
Sale of Fixed Assets	3,266	100,000	15,000	0
Interest on Time Deposits	325,791	281,900	300,070	271,060
Developer Street Lights	839,618	650,000	676,285	680,000
Transfer from General Fund	1,396,012	559,012	559,012	0
Transfer from Parking Revenue Fund	100,000	100,000	100,000	100,000
Net Transfer from Closed Capital Projects	13,970	14,315	14,315	0
Other Revenues	31,248	25,000	25,000	25,000
<i>Total Revenue & Transfers</i>	<i>\$ 2,910,013</i>	<i>\$ 1,930,227</i>	<i>\$ 2,289,682</i>	<i>\$ 1,276,060</i>
TOTAL AVAILABLE FUNDS	\$ 6,868,178	\$ 4,878,362	\$ 6,845,183	\$ 5,657,571
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	\$ 375	\$ 5,000	\$ 4,000	\$ 5,000
Other Land Sale Expenses	0	0	0	0
Survey on Land Sales	0	2,000	1,000	2,000
Furniture & Fixtures	4,404	0	0	0
<i>Subtotal Operating</i>	<i>\$ 4,779</i>	<i>\$ 7,000</i>	<i>\$ 5,000</i>	<i>\$ 7,000</i>
Transfers To				
FIMP 2002	\$ 0	\$ 0	\$ 0	\$ 348,441
FIMP 2001	0	2,131,645	504,500	1,177,700
Prior Year Outstanding FIMP Projects	1,080,220	0	544,727	133,710
Critical Facilities	0	1,266,000	0	1,266,000
Market Square Parking Improvements	0	100,000	100,000	100,000
Traffic Signal Installation	0	510,000	510,000	510,000
Traffic Signal Maintenance	688,626	250,000	250,000	250,000
Environmental Contingency	2,052	100,000	100,000	100,000
Building Maintenance & Repair Fund	0	449,445	449,445	525,425
General Fund	537,000	0	0	1,220,399
<i>Subtotal Transfers</i>	<i>\$ 2,307,898</i>	<i>\$ 4,807,090</i>	<i>\$ 2,458,672</i>	<i>\$ 5,631,675</i>
TOTAL APPROPRIATIONS	\$ 2,312,677	\$ 4,814,090	\$ 2,463,672	\$ 5,638,675
GROSS ENDING BALANCE	\$ 4,555,501	\$ 64,272	\$ 4,381,511	\$ 18,896

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 2,759,923	\$ 2,388,176	\$ 2,360,198	\$ 1,618,070
Accounting Adjustment	138,532	0	0	0
<i>Net Balance</i>	<i>\$ 2,898,455</i>	<i>\$ 2,388,176</i>	<i>\$ 2,360,198</i>	<i>\$ 1,618,070</i>
REVENUES				
Car Sales	\$ 357,271	\$ 460,000	\$ 97,795	\$ 95,000
Other Sales	30,787	0	153,000	156,000
Confiscated Property	864,016	737,350	602,049	687,350
Interest on Time Deposits	161,541	91,860	65,540	62,840
Recovery of Expenditures	0	0	0	0
Transfers In	0	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ 1,413,615</i>	<i>\$ 1,289,210</i>	<i>\$ 918,384</i>	<i>\$ 1,001,190</i>
TOTAL AVAILABLE FUNDS	\$ 4,312,070	\$ 3,677,386	\$ 3,278,582	\$ 2,619,260
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 204,599	\$ 210,000	\$ 141,897	\$ 180,938
Contractual Services	511,963	1,351,249	535,344	1,478,569
Commodities	232,079	194,350	197,069	139,968
Other Expenditures	0	4,712	4,712	15,147
Capital Outlay	922,968	462,500	711,456	397,500
<i>Subtotal Operating</i>	<i>\$ 1,871,609</i>	<i>\$ 2,222,811</i>	<i>\$ 1,590,478</i>	<i>\$ 2,212,122</i>
Transfers To				
General Fund	\$ 0	\$ 0	\$ 0	\$ 0
Equip Renewal & Replacement	0	0	0	0
Local Law Enforcement Bk Grnt Match	80,263	70,034	70,034	76,415
<i>Subtotal Transfers</i>	<i>\$ 80,263</i>	<i>\$ 70,034</i>	<i>\$ 70,034</i>	<i>\$ 76,415</i>
TOTAL APPROPRIATIONS	\$ 1,951,872	\$ 2,292,845	\$ 1,660,512	\$ 2,288,537
GROSS ENDING BALANCE	\$ 2,360,198	\$ 1,384,541	\$ 1,618,070	\$ 330,723

**SPECIAL REVENUE FUND
CONVENTION CENTER EXPANSION PROJECT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Convention Center Expansion Project Fund was established to record all operating revenues and expenditures associated with the development and expansion of the Convention Center.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 3,873	\$ 0	\$ 4,000
Accounting Adjustment	(73,157)	0	0	0
<i>Net Balance</i>	<i>\$ (73,157)</i>	<i>\$ 3,873</i>	<i>\$ 0</i>	<i>\$ 4,000</i>
REVENUES				
Transfer from Conv. Ctr. Exp. Cap. Proj.	\$ 771,413	\$ 856,246	\$ 860,120	\$ 838,301
Miscellaneous Revenue	35	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ 771,448</i>	<i>\$ 856,246</i>	<i>\$ 860,120</i>	<i>\$ 838,301</i>
TOTAL AVAILABLE FUNDS	\$ 698,291	\$ 860,119	\$ 860,120	\$ 842,301
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 332,114	\$ 359,014	\$ 360,571	\$ 380,688
Contractual Services	104,825	121,360	122,315	118,813
Commodities	10,221	20,604	21,240	20,604
Other Expenditures	1,860	1,593	1,593	3,380
Capital Outlay	850	5,780	2,540	7,617
<i>Subtotal Operating</i>	<i>\$ 449,870</i>	<i>\$ 508,351</i>	<i>\$ 508,259</i>	<i>\$ 531,102</i>
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 21,487	\$ 21,580	\$ 25,911
General Fund-Other	195,401	268,960	268,960	221,287
Retired Employees Health Insurance	0	0	0	2,680
Self Insurance Fund	53,020	57,321	57,321	57,321
<i>Subtotal Transfers</i>	<i>\$ 248,421</i>	<i>\$ 347,768</i>	<i>\$ 347,861</i>	<i>\$ 307,199</i>
TOTAL APPROPRIATIONS	\$ 698,291	\$ 856,119	\$ 856,120	\$ 838,301
GROSS ENDING BALANCE	\$ 0	\$ 4,000	\$ 4,000	\$ 4,000

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 125,544	\$ 30,001	\$ (188,562)	\$ 30,000
Accounting Adjustment	181,306	0	0	0
<i>Net Balance</i>	<i>\$ 306,850</i>	<i>\$ 30,001</i>	<i>\$ (188,562)</i>	<i>\$ 30,000</i>
REVENUES				
Ambulance Service Fee	\$ 7,303,344	\$ 8,209,310	\$ 7,549,203	\$ 8,685,633
Interest on Time Deposits	43,074	0	0	0
Transfer from Other Agencies	362,835	364,000	367,696	367,696
Transfer from General Fund	25,043,347	25,658,207	27,018,447	27,545,086
EMS Records Search Fee	8,372	7,500	7,500	7,575
Other Revenue	5,496	800	615	615
<i>Total Revenue & Transfers</i>	<i>\$ 32,766,468</i>	<i>\$ 34,239,817</i>	<i>\$ 34,943,461</i>	<i>\$ 36,606,605</i>
TOTAL AVAILABLE FUNDS	\$ 33,073,318	\$ 34,269,818	\$ 34,754,899	\$ 36,636,605
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 27,361,981	\$ 28,383,638	\$ 29,160,676	\$ 30,436,101
Contractual Services	3,091,259	3,360,318	3,162,545	3,499,853
Collection Expense	856,765	866,776	876,463	919,443
Commodities	1,080,291	1,134,064	1,025,693	1,141,364
Other Expenditures	255,870	175,301	175,297	175,380
Capital Outlay	615,714	352,521	324,225	434,464
<i>Subtotal Operating</i>	<i>\$ 33,261,880</i>	<i>\$ 34,272,618</i>	<i>\$ 34,724,899</i>	<i>\$ 36,606,605</i>
TOTAL APPROPRIATIONS	\$ 33,261,880	\$ 34,272,618	\$ 34,724,899	\$ 36,606,605
GROSS ENDING BALANCE	\$ (188,562)	\$ (2,800)	\$ 30,000	\$ 30,000

**SPECIAL REVENUE FUND
HOTEL-MOTEL TAX FUND
SUMMARY OF ADOPTED BUDGET**

Description:

This self-sustaining fund includes the Convention and Visitors Bureau, Convention Facilities, Cultural Affairs, and International Affairs. In FY 1999-2000, CASA San Antonio was included with the Department of International Affairs. This fund also makes a transfer to the General Fund to support tourist related activities surrounding the Convention Center, such as Hemisfair Park, the Riverwalk, and La Villita.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 9,528,659	\$ 5,127,116	\$ 5,530,575	\$ 4,589,526
Accounting Adjustment	85,996	0	0	0
Net Balance	\$ 9,614,655	\$ 5,127,116	\$ 5,530,575	\$ 4,589,526
REVENUES				
Hotel-Motel Occupancy Tax	\$ 34,303,481	\$ 36,665,425	\$ 35,840,000	\$ 37,630,000
Convention Center Revenue	4,515,442	5,059,315	5,029,641	6,363,047
Municipal Auditorium Revenue	389,921	422,013	412,920	433,006
Miscellaneous Revenue	263,804	142,511	166,900	287,019
Interest on Time Deposits	719,769	643,180	955,640	830,150
Transfer from General Fund	325,925	306,668	343,989	332,369
Transfer from Other Funds	399,150	44,851	44,851	34,652
Total Revenue & Transfers	\$ 40,917,492	\$ 43,283,963	\$ 42,793,941	\$ 45,910,243
TOTAL AVAILABLE FUNDS	\$ 50,532,147	\$ 48,411,079	\$ 48,324,516	\$ 50,499,769
APPROPRIATIONS				
Operating Expenses				
CONVENTION & VISITORS BUREAU				
Personal Services	\$ 3,647,722	\$ 4,245,643	\$ 4,291,872	\$ 4,610,723
Contractual Services	10,220,640	9,340,908	9,225,820	9,875,717
Commodities	277,380	162,910	191,648	154,769
Other Expenditures	51,240	43,046	43,046	44,144
Capital Outlay	81,742	98,300	83,960	78,066
Subtotal	\$ 14,278,724	\$ 13,890,807	\$ 13,836,346	\$ 14,763,419
CULTURAL AFFAIRS				
Personal Services	\$ 298,270	\$ 406,352	\$ 405,147	\$ 444,804
Contractual Services	90,556	271,568	253,464	217,454
Commodities	10,781	125,651	127,756	95,651
Other Expenditures	3,160	2,689	2,689	2,789
Capital Outlay	7,129	6,238	9,442	0
Subtotal	\$ 409,896	\$ 812,498	\$ 798,498	\$ 760,698
CONVENTION FACILITIES				
Personal Services	\$ 5,134,648	\$ 8,813,846	\$ 7,580,804	\$ 10,600,436
Contractual Services	4,192,948	6,126,648	5,841,476	7,089,230
Commodities	572,816	791,252	771,455	853,635
Other Expenditures	590,823	676,101	676,101	840,157
Capital Outlay	181,035	518,768	522,444	274,907
Subtotal	\$ 10,672,270	\$ 16,926,615	\$ 15,392,280	\$ 19,658,365

SPECIAL REVENUE FUND
HOTEL-MOTEL TAX FUND
SUMMARY OF ADOPTED BUDGET
CONTINUATION

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
INTERNATIONAL AFFAIRS				
Personal Services	\$ 363,903	\$ 403,796	\$ 398,757	\$ 476,298
Contractual Services	366,033	411,533	444,194	391,098
Commodities	62,646	53,149	54,598	62,507
Other Expenditures	3,869	2,512	2,512	2,715
Capital Outlay	13,498	6,821	6,721	13,540
<i>Subtotal</i>	<u>\$ 809,949</u>	<u>\$ 877,811</u>	<u>\$ 906,782</u>	<u>\$ 946,158</u>
NON-DEPARTMENTAL				
Personal Services	\$ 151,551	\$ 181,880	\$ 192,810	\$ 205,907
Contractual Services	218,129	547,724	541,231	402,475
Commodities	542	1,000	1,100	1,000
Other Expenditures	385,382	375,163	375,163	390,339
Capital Outlay	6,745	0	0	6,060
<i>Subtotal</i>	<u>\$ 762,349</u>	<u>\$ 1,105,767</u>	<u>\$ 1,110,304</u>	<u>\$ 1,005,781</u>
CONTRIBUTIONS TO OTHER AGENCIES	<u>\$ 2,317,370</u>	<u>\$ 2,701,193</u>	<u>\$ 2,701,193</u>	<u>\$ 2,401,193</u>
TOTAL OPERATING EXPENSES				
Personal Services	\$ 9,596,094	\$ 14,051,517	\$ 12,869,390	\$ 16,338,168
Contractual Services	15,088,305	16,698,381	16,306,185	17,975,974
Commodities	924,165	1,133,962	1,146,557	1,167,562
Other Expenditures	3,351,844	3,800,704	3,800,704	3,681,337
Capital Outlay	290,149	630,127	622,567	372,573
<i>Total Operating</i>	<u>\$ 29,250,557</u>	<u>\$ 36,314,691</u>	<u>\$ 34,745,403</u>	<u>\$ 39,535,614</u>
Transfers To				
General Fund-Indirect Cost	\$ 848,912	\$ 999,201	\$ 904,883	\$ 1,100,821
General Fund-Other	114,153	132,544	132,544	133,581
Support for History and Preservation	5,173,950	5,499,814	5,376,000	5,644,500
International Center	479,453	500,650	500,650	557,977
C. O. Debt Service	372,370	384,865	384,865	390,490
Improvement & Contingency Fund	5,423,085	268,462	268,462	0
Renewal & Improvement Fund	1,296,000	845,645	845,645	0
Retired Employees Health Insurance	21,050	21,050	21,050	106,805
Contractual Obligations	392,359	393,802	393,802	393,802
CASA Program	20,612	0	0	0
Public Improvement District	35,485	35,476	35,476	35,476
Alamodome	0	126,210	126,210	0
Other Transfers	1,573,585	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 15,751,015</u>	<u>\$ 9,207,719</u>	<u>\$ 8,989,587</u>	<u>\$ 8,363,452</u>
TOTAL APPROPRIATIONS	<u>\$ 45,001,572</u>	<u>\$ 45,522,410</u>	<u>\$ 43,734,990</u>	<u>\$ 47,899,066</u>
GROSS ENDING BALANCE	<u>\$ 5,530,575</u>	<u>\$ 2,888,869</u>	<u>\$ 4,589,526</u>	<u>\$ 2,600,703</u>

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 8,817,039	\$ 11,391,437	\$ 8,846,045	\$ 10,749,164
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 8,817,039</i>	<i>\$ 11,391,437</i>	<i>\$ 8,846,045</i>	<i>\$ 10,749,164</i>
REVENUES				
Hotel Motel 2% Tax Collections	\$ 9,800,930	\$ 10,317,000	\$ 10,240,000	\$ 10,751,429
Interest on Time Deposits	502,172	0	497,618	136,846
Other	18,665	12,517	12,517	13,044
<i>Total Revenue & Transfers</i>	<i>\$ 10,321,767</i>	<i>\$ 10,329,517</i>	<i>\$ 10,750,135</i>	<i>\$ 10,901,319</i>
TOTAL AVAILABLE FUNDS	\$ 19,138,806	\$ 21,720,954	\$ 19,596,180	\$ 21,650,483
APPROPRIATIONS				
Operating Expenses				
Other Expenditures	\$ 89,261	\$ 89,822	\$ 89,822	\$ 93,604
<i>Subtotal Operating</i>	<i>\$ 89,261</i>	<i>\$ 89,822</i>	<i>\$ 89,822</i>	<i>\$ 93,604</i>
Transfers To				
Debt Service	\$ 7,231,371	\$ 7,773,582	\$ 8,757,194	\$ 9,263,734
Parking Fund	2,972,129	0	0	0
<i>Subtotal Transfers</i>	<i>\$ 10,203,500</i>	<i>\$ 7,773,582</i>	<i>\$ 8,757,194</i>	<i>\$ 9,263,734</i>
TOTAL APPROPRIATIONS	\$ 10,292,761	\$ 7,863,404	\$ 8,847,016	\$ 9,377,338
GROSS ENDING BALANCE	\$ 8,846,045	\$ 13,857,549	\$ 10,749,164	\$ 12,273,144

**SPECIAL REVENUE FUND
HUMAN DEVELOPMENT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Human Development Fund was established in FY 1997-1998 to initiate a separate accounting of City expenditures which support training, education, social, and support services to disadvantaged residents. Grant matches provided for in this fund will leverage additional funding from state and local sources to provide among other things child care, elderly nutritional services, and elderly transportation services.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 0
Net Balance	\$ 0	\$ 0	\$ 0	\$ 0
General Fund Transfers				
Grant Matches	\$ 2,828,717	\$ 3,228,932	\$ 3,228,932	\$ 3,983,995
Delegate Agencies	5,517,744	6,399,494	6,399,494	6,709,765
Literacy Center Operations	1,529,006	1,128,014	1,130,278	1,196,380
After School Challenge Program	3,251,714	4,084,289	4,046,522	4,187,471
S.A. Education Partnership	451,238	1,240,677	1,284,968	1,362,091
Total Revenue & Transfers	\$ 13,578,419	\$ 16,081,406	\$ 16,090,194	\$ 17,439,702
CDBG Transfer				
CDBG Public Service Projects	\$ 2,872,277	\$ 2,872,277	\$ 2,872,277	\$ 3,014,527
	\$ 2,872,277	\$ 2,872,277	\$ 2,872,277	\$ 3,014,527
TOTAL AVAILABLE FUNDS	\$ 16,450,696	\$ 18,953,683	\$ 18,962,471	\$ 20,454,229
APPROPRIATIONS				
Transfers to General Fund				
After School Challenge Program	\$ 3,251,714	\$ 4,084,289	\$ 4,046,522	\$ 4,187,471
Community Initiatives - Literacy Ctr. Operations	1,529,006	1,128,014	1,130,278	1,196,380
Community Initiatives - S.A. Education Partnership	451,238	1,240,677	1,284,968	1,362,091
Subtotal	\$ 5,231,958	\$ 6,452,980	\$ 6,461,768	\$ 6,745,942
Delegate Agencies:				
Family Strengthening	\$ 828,219	\$ 894,422	\$ 894,422	\$ 915,478
Youth Development	1,117,557	1,157,345	1,157,345	1,145,773
Workforce Development	2,156,067	2,712,786	2,712,786	3,161,192
Safety Net Services	403,226	430,651	430,651	445,010
Elderly and Disabled Services	220,506	238,017	238,017	169,998
Other	792,169	966,273	966,273	872,314
Subtotal Delegate Agencies	\$ 5,517,744	\$ 6,399,494	\$ 6,399,494	\$ 6,709,765
CDBG Public Service Projects				
Youth	\$ 1,806,118	\$ 1,806,118	\$ 1,806,118	\$ 1,823,368
Child-Care	230,000	230,000	230,000	212,000
Senior Services	105,000	105,000	105,000	105,000
Job/Educational	380,000	380,000	380,000	497,000
Other	351,159	351,159	351,159	377,159
Subtotal CDBG Projects	\$ 2,872,277	\$ 2,872,277	\$ 2,872,277	\$ 3,014,527
Transfers for Grant Matches				
Nutrition Program	\$ 1,694,743	\$ 1,887,945	\$ 1,887,945	\$ 2,643,008
Child Care Support	992,987	1,200,000	1,200,000	1,200,000
Supportive Services to the Elderly	140,987	140,987	140,987	140,987
Subtotal Grant Matches	\$ 2,828,717	\$ 3,228,932	\$ 3,228,932	\$ 3,983,995
TOTAL APPROPRIATIONS	\$ 16,450,696	\$ 18,953,683	\$ 18,962,471	\$ 20,454,229
GROSS ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**SPECIAL REVENUE FUND
INTERNATIONAL CENTER FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 63,812	\$ 82,191	\$ 74,091	\$ 68,263
Accounting Adjustment	185,083	0	0	0
Net Balance	\$ 248,895	\$ 82,191	\$ 74,091	\$ 68,263
REVENUES				
Rental of Facility	\$ 479,453	\$ 615,356	\$ 660,754	\$ 687,522
Maintenance of Facility	207,701	188,852	204,957	202,051
Contribution from General Fund	54,386	34,002	34,002	28,835
Contribution from Equipment Replacement Fund	199,000	0	0	0
Total Revenue & Transfers	\$ 940,540	\$ 838,210	\$ 899,713	\$ 918,408
TOTAL AVAILABLE FUNDS	\$ 1,189,435	\$ 920,401	\$ 973,804	\$ 986,671
APPROPRIATIONS				
Operating Expenses				
ASSET MANAGEMENT				
Personal Services	\$ 113,235	\$ 103,721	\$ 116,015	\$ 101,043
Contractual Services	1,397	36,372	51,979	44,064
Commodities	585	400	400	495
Other Expenditures	141,890	120,000	120,000	120,360
Capital Outlay	302,000	90,624	90,259	5,000
Subtotal	\$ 559,107	\$ 351,117	\$ 378,653	\$ 270,962
PUBLIC WORKS				
Personal Services	\$ 185,767	\$ 207,582	\$ 202,306	\$ 218,966
Contractual Services	322,985	247,870	232,304	264,902
Commodities	20,436	23,850	24,698	27,550
Other Expenditures	10,780	32,762	32,762	41,089
Capital Outlay	3,648	0	588	0
Subtotal	\$ 543,616	\$ 512,064	\$ 492,658	\$ 552,507
TOTAL OPERATING EXPENSES				
Personal Services	\$ 299,002	\$ 311,303	\$ 318,321	\$ 320,009
Contractual Services	324,382	284,242	284,283	308,966
Commodities	21,021	24,250	25,098	28,045
Other Expenditures	152,670	152,762	152,762	161,449
Capital Outlay	305,648	90,624	90,847	5,000
Total Operating	\$ 1,102,723	\$ 863,181	\$ 871,311	\$ 823,469
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 21,514	\$ 21,999	\$ 26,610
General Fund-Other	390	0	0	0
Public Improvement District	12,231	12,231	12,231	12,231
Retired Employees Health Insurance	0	0	0	3,445
Renewal & Improvement	0	0	0	52,710
Subtotal Transfers	\$ 12,621	\$ 33,745	\$ 34,230	\$ 94,996
TOTAL APPROPRIATIONS	\$ 1,115,344	\$ 896,926	\$ 905,541	\$ 918,465
GROSS ENDING BALANCE	\$ 74,091	\$ 23,475	\$ 68,263	\$ 68,205

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 12,090,703	\$ 12,069,869	\$ 283,379
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 0</i>	<i>\$ 12,090,703</i>	<i>\$ 12,069,869</i>	<i>\$ 283,379</i>
REVENUES				
CPS Lease-lease back Proceeds	\$ 12,224,585	\$ 0	\$ 0	\$ 0
Interest on Time Deposits	195,284	0	303,510	14,150
<i>Total Operating Revenues</i>	<i>\$ 12,419,869</i>	<i>\$ 0</i>	<i>\$ 303,510</i>	<i>\$ 14,150</i>
TOTAL AVAILABLE FUNDS	\$ 12,419,869	\$ 12,090,703	\$ 12,373,379	\$ 297,529
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 350,000	\$ 2,000,000	\$ 2,000,000	\$ 0
<i>Subtotal Operating</i>	<i>\$ 350,000</i>	<i>\$ 2,000,000</i>	<i>\$ 2,000,000</i>	<i>\$ 0</i>
Transfers To				
General Fund	\$ 0	\$ 2,590,000	\$ 2,590,000	\$ 0
Better Jobs Fund	0	4,500,000	4,500,000	0
Capital Improvement Fund	0	3,000,000	3,000,000	0
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 10,090,000</i>	<i>\$ 10,090,000</i>	<i>\$ 0</i>
TOTAL APPROPRIATIONS	\$ 350,000	\$ 12,090,000	\$ 12,090,000	\$ 0
GROSS ENDING BALANCE	\$ 12,069,869	\$ 703	\$ 283,379	\$ 297,529

**SPECIAL REVENUE FUND
NELSON W. WOLFF STADIUM
SUMMARY OF ADOPTED BUDGET**

Description:

The Wolff Stadium Fund was created as a centralizing mechanism for the various sources that fund sporting events, civic, and social functions at the facility. Centralization of funding sources will ensure efficient accountability for funds and performance. Most revenue is generated from charges for utilizing the facility.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 38,016	\$ 0	\$ (15,742)	\$ 0
Accounting Adjustment	(7,855)	0	0	0
<i>Net Balance</i>	<u>\$ 30,161</u>	<u>\$ 0</u>	<u>\$ (15,742)</u>	<u>\$ 0</u>
REVENUES				
Facility Rental	\$ 164,445	\$ 151,294	\$ 141,647	\$ 154,839
Event Parking	91,253	114,208	91,968	86,413
Skyboxes	21,120	23,232	23,232	23,232
Food & Beverage	233,504	311,229	256,125	232,796
Advertising	39,375	40,500	40,500	40,905
Reimbursable Event Staff Exp.	22,378	63,729	20,277	54,111
Miscellaneous Income	14,995	9,824	7,309	8,761
Contribution from General Fund	0	0	0	0
Contribution from Alamodome	55,317	48,049	177,808	176,456
Contribution from Other Funds	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 642,387</u>	<u>\$ 762,065</u>	<u>\$ 758,866</u>	<u>\$ 777,513</u>
TOTAL AVAILABLE FUNDS	<u>\$ 672,548</u>	<u>\$ 762,065</u>	<u>\$ 743,124</u>	<u>\$ 777,513</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 371,849	\$ 438,651	\$ 351,827	\$ 316,040
Contractual Services	219,311	214,453	282,362	323,994
Commodities	50,003	71,695	71,695	68,007
Other Expenditures	39,280	25,483	25,483	32,418
Capital Outlay	7,847	11,783	11,757	35,140
<i>Subtotal Operating</i>	<u>\$ 688,290</u>	<u>\$ 762,065</u>	<u>\$ 743,124</u>	<u>\$ 775,599</u>
Transfers To				
Improvement & Contingency Fund	\$ 0	\$ 0	\$ 0	\$ 0
Retired Employees Health Insurance	0	0	0	1,914
<i>Subtotal Transfers</i>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 1,914</u>
TOTAL APPROPRIATIONS	<u>\$ 688,290</u>	<u>\$ 762,065</u>	<u>\$ 743,124</u>	<u>\$ 777,513</u>
GROSS ENDING BALANCE	<u>\$ (15,742)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

SPECIAL REVENUE FUND
OFFICIAL CITY STORE FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 36,307	\$ 40,092	\$ 40,200
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 36,307</i>	<i>\$ 40,092</i>	<i>\$ 40,200</i>
REVENUES				
City Store Sales	\$ N/A	\$ 163,300	\$ 163,300	\$ 167,383
<i>Total Revenue & Transfers</i>	<i>\$ N/A</i>	<i>\$ 163,300</i>	<i>\$ 163,300</i>	<i>\$ 167,383</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 199,607	\$ 203,392	\$ 207,583
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ N/A	\$ 24,859	\$ 19,539	\$ 32,202
Contractual Services	N/A	61,356	53,793	61,981
Commodities	N/A	76,000	85,905	78,807
Other Expenditures	N/A	0	0	0
Capital Outlay	N/A	1,200	1,200	0
<i>Subtotal</i>	<i>\$ N/A</i>	<i>\$ 163,415</i>	<i>\$ 160,437</i>	<i>\$ 172,990</i>
Transfers To				
City Departments	\$ N/A	\$ 3,062	\$ 2,755	\$ 9,150
Retired Employees Health Insurance	N/A	0	0	383
<i>Subtotal Transfers</i>	<i>\$ N/A</i>	<i>\$ 3,062</i>	<i>\$ 2,755</i>	<i>\$ 9,533</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 166,477	\$ 163,192	\$ 182,523
GROSS ENDING BALANCE	\$ N/A	\$ 33,130	\$ 40,200	\$ 25,060

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 15,839,110
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 15,839,110</i>
REVENUES				
Sales Tax Revenue	\$ N/A	\$ 0	\$ 17,408,016	\$ 17,992,229
Interest on Time Deposits	N/A	0	237,598	378,318
<i>Total Revenue & Transfers</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 17,645,614</i>	<i>\$ 18,370,547</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 0	\$ 17,645,614	\$ 34,209,657
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ N/A	\$ 483,631	\$ 716,504	\$ 1,103,372
<i>Subtotal</i>	<i>\$ N/A</i>	<i>\$ 483,631</i>	<i>\$ 716,504</i>	<i>\$ 1,103,372</i>
Transfers To				
Debt Service	\$ N/A	\$ 0	\$ 1,090,000	\$ 13,034,000
Capital Projects	N/A	0	0	5,257,721
<i>Subtotal Transfers</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 1,090,000</i>	<i>\$ 18,291,721</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 483,631	\$ 1,806,504	\$ 19,395,093
GROSS ENDING BALANCE	\$ N/A	\$ (483,631)	\$ 15,839,110	\$ 14,814,564

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 1,301,340	\$ 591,711	\$ 855,024	\$ 383,742
Accounting Adjustment	(18,384)	0	0	0
<i>Net Balance</i>	<i>\$ 1,282,956</i>	<i>\$ 591,711</i>	<i>\$ 855,024</i>	<i>\$ 383,742</i>
REVENUES				
Medicaid/Medicare	\$ 531,321	\$ 462,000	\$ 491,250	\$ 494,000
Medicaid Administrative Claims	131,514	0	60,000	60,000
Patient Co-Pay	343,299	341,400	337,025	343,475
Community First HMO	91,819	81,000	86,000	91,200
HMO Blue	43,190	41,200	45,000	42,600
PCA HMO	26,428	31,000	27,000	30,650
U.T. Health Science Center	0	3,000	9,450	5,000
Foreign Travel Vaccine	228,737	191,000	290,000	300,000
Interest on Time Deposits	64,822	82,230	40,480	37,400
Contributions	123,026	25,000	138,357	139,457
Miscellaneous Revenues	24,950	20,000	17,000	45,600
Recovery of Expenditures	6,240	0	0	0
Animal Control Fees	129,356	126,000	136,000	135,300
Contribution from General Fund	0	182,000	182,000	182,000
<i>Total Revenue & Transfers</i>	<i>\$ 1,744,702</i>	<i>\$ 1,585,830</i>	<i>\$ 1,859,562</i>	<i>\$ 1,906,682</i>
TOTAL AVAILABLE FUNDS	\$ 3,027,658	\$ 2,177,541	\$ 2,714,586	\$ 2,290,424
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 1,488,398	\$ 1,559,277	\$ 1,567,391	\$ 1,358,773
Contractual Services	136,820	123,295	128,485	140,607
Commodities	242,110	212,370	212,018	216,089
Other Expenditures	9,490	16,082	4,009	10,020
Capital Outlay	15,576	0	0	5,600
<i>Subtotal Operating</i>	<i>\$ 1,892,394</i>	<i>\$ 1,911,024</i>	<i>\$ 1,911,903</i>	<i>\$ 1,731,089</i>
Transfers To				
Texas Healthy Steps	\$ 21,840	\$ 0	\$ 0	\$ 0
Public Health Support Grant	0	50,000	105,000	50,000
Grants	22,414	0	0	0
General Fund-Other	103,735	0	118,357	118,357
General Fund-Indirect Cost	132,251	194,572	195,584	200,539
<i>Subtotal Transfers</i>	<i>\$ 280,240</i>	<i>\$ 244,572</i>	<i>\$ 418,941</i>	<i>\$ 368,896</i>
TOTAL APPROPRIATIONS	\$ 2,172,634	\$ 2,155,596	\$ 2,330,844	\$ 2,099,985
GROSS ENDING BALANCE	\$ 855,024	\$ 21,945	\$ 383,742	\$ 190,439

**SPECIAL REVENUE FUND
STORMWATER OPERATING FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 3,980,786	\$ 1,916,691	\$ 1,470,486	\$ 134,381
Accounting Adjustment	(181,072)	0	0	0
Net Balance	\$ 3,799,714	\$ 1,916,691	\$ 1,470,486	\$ 134,381
REVENUES				
Stormwater Revenues	\$ 16,382,310	\$ 15,936,000	\$ 16,230,903	\$ 16,393,212
Flood Reimbursement	0	75,000	0	0
Building Maintenance Fund Rebate	0	45,780	45,780	0
Interest on Time Deposits	61,012	0	43,070	36,730
Transfer from Regional Facilities	0	0	0	113,807
Miscellaneous Revenues	290,979	0	430	0
Total Revenue & Transfers	\$ 16,734,301	\$ 16,056,780	\$ 16,320,183	\$ 16,543,749
TOTAL AVAILABLE FUNDS	\$ 20,534,015	\$ 17,973,471	\$ 17,790,669	\$ 16,678,130
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	\$ 137,419	\$ 129,250	\$ 129,250	\$ 137,751
Contractual Services	66,466	2,605	2,605	2,605
Commodities	24,969	0	0	0
Other Expenditures	2,479	0	0	0
Capital Outlay	21,801	0	0	0
Subtotal	\$ 253,154	\$ 131,855	\$ 131,855	\$ 140,356
PUBLIC WORKS				
Personal Services	\$ 6,733,514	\$ 7,762,682	\$ 7,189,584	\$ 8,188,440
Contractual Services	3,256,814	2,925,209	3,211,137	3,293,896
SAWS - Reimbursement	3,860,762	2,868,933	2,868,933	2,368,933
Commodities	1,247,453	909,787	1,293,637	1,192,846
Other Expenditures	121,491	98,417	98,417	128,723
Capital Outlay	1,068,252	102,136	128,369	144,418
Subtotal	\$ 16,308,306	\$ 14,887,164	\$ 14,790,077	\$ 15,317,256
TOTAL OPERATING EXPENSES				
Personal Services	\$ 6,870,933	\$ 7,911,932	\$ 7,318,834	\$ 8,326,191
Contractual Services	3,323,260	2,927,614	3,213,742	3,296,501
SAWS - Reimbursement	3,860,762	2,868,933	2,868,933	2,368,933
Commodities	1,272,442	909,787	1,293,637	1,192,846
Other Expenditures	123,970	98,417	98,417	128,723
Capital Outlay	1,090,053	102,136	128,369	144,418
Total Operating	\$ 16,561,460	\$ 14,819,019	\$ 14,921,932	\$ 15,457,612
Transfers To				
General Fund-Indirect Cost	\$ 573,851	\$ 704,390	\$ 651,567	\$ 719,277
General Fund-Other	347,383	365,596	419,593	394,322
Capital Projects-Other	104,485	3,214	3,214	0
Environmental Services	376,003	453,962	453,962	0
Streets Improvement	524,635	0	0	0
Grants	1,257	25,000	25,000	0
Retired Employees Health Insurance	0	0	0	63,071
Flood Expenses	574,455	1,181,000	1,181,000	0
Subtotal Transfers	\$ 2,502,069	\$ 2,753,164	\$ 2,734,356	\$ 1,196,670
TOTAL APPROPRIATIONS	\$ 19,063,529	\$ 17,572,183	\$ 17,656,288	\$ 16,654,282
GROSS ENDING BALANCE	\$ 1,470,486	\$ 401,288	\$ 134,381	\$ 23,848

**SPECIAL REVENUE FUND
STORMWATER REGIONAL FACILITIES FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 2,842,887	\$ 57,211	\$ 6,504,888	\$ 10,413,464
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 2,842,887</i>	<i>\$ 57,211</i>	<i>\$ 6,504,888</i>	<i>\$ 10,413,464</i>
REVENUES				
Detention Pond Revenues	\$ 3,710,866	\$ 3,623,481	\$ 3,699,337	\$ 3,736,331
Interest on Time Deposits	191,872	59,814	386,020	345,310
Transfer from Other Funds	0	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ 3,902,738</i>	<i>\$ 3,683,295</i>	<i>\$ 4,085,357</i>	<i>\$ 4,081,641</i>
TOTAL AVAILABLE FUNDS	\$ 8,745,625	\$ 3,740,506	\$ 10,590,245	\$ 14,495,105
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 123,771	\$ 130,852	\$ 128,237	\$ 256,562
Contractual Services	21,970	17,380	29,361	39,846
Commodities	1,568	3,010	1,577	17,399
Other Expenditures	8,980	5,832	5,832	7,371
Capital Outlay	0	0	0	64,192
<i>Subtotal Operating</i>	<i>\$ 156,289</i>	<i>\$ 157,074</i>	<i>\$ 165,007</i>	<i>\$ 385,370</i>
Transfers To				
General Fund-Indirect Costs	\$ 0	\$ 12,014	\$ 11,774	\$ 12,381
Grants	17,250	0	0	0
Capital Projects-Detention Ponds	0	3,478,000	0	4,700,000
Capital Projects-Other	67,198	0	0	0
Stormwater Operating	0	0	0	113,807
<i>Subtotal Transfers</i>	<i>\$ 84,448</i>	<i>\$ 3,490,014</i>	<i>\$ 11,774</i>	<i>\$ 4,826,188</i>
TOTAL APPROPRIATIONS	\$ 240,737	\$ 3,647,088	\$ 176,781	\$ 5,211,558
GROSS ENDING BALANCE	\$ 6,504,888	\$ 93,418	\$ 10,413,464	\$ 9,283,547

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ (1,441,969)	\$ 12,000	\$ (2,563,129)	\$ 30,000
Accounting Adjustment	44,746	0	0	0
<i>Net Balance</i>	<i>\$ (1,397,223)</i>	<i>\$ 12,000</i>	<i>\$ (2,563,129)</i>	<i>\$ 30,000</i>
REVENUES				
Street Resurfacing/Sewer Installation	\$ 32,446	\$ 22,468	\$ 26,096	\$ 26,096
Miscellaneous				
Interest on Time Deposits	399,737	396,320	356,490	296,900
Recovery of Expenditures	305,168	4,867	704,679	2,000
Contribution from VIA	246,062	252,182	252,182	254,704
Contribution from VIA - Improvement Projects	1,056,147	1,300,000	1,375,000	0
Contribution from General Fund	27,527,539	29,489,829	30,544,261	31,080,841
Transfer from Grants	850,469	0	0	0
Transfer from Stormwater	524,635	0	0	0
Transfer from Closed-Out VIA Improvement Prjs	71,549	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ 31,013,752</i>	<i>\$ 31,465,666</i>	<i>\$ 33,258,708</i>	<i>\$ 31,660,541</i>
TOTAL AVAILABLE FUNDS	\$ 29,616,529	\$ 31,477,666	\$ 30,695,579	\$ 31,690,541
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 9,549,519	\$ 10,171,895	\$ 10,105,220	\$ 10,032,443
Contractual Services	4,357,554	4,150,395	4,140,786	4,341,625
Commodities	6,817,271	5,966,161	6,065,264	6,730,420
Other Expenditures	326,160	293,517	293,517	506,174
Capital Outlay	678,160	285,000	261,700	330,000
<i>Subtotal Operating</i>	<i>\$ 21,728,664</i>	<i>\$ 20,866,968</i>	<i>\$ 20,866,487</i>	<i>\$ 21,940,662</i>
Transfers To				
Contractual Street Repair	\$ 9,413,484	\$ 9,716,746	\$ 9,716,746	\$ 9,716,746
VIA Local Assistance Program	1,035,560	0	0	0
General Fund-Other	1,950	82,346	82,346	0
<i>Subtotal Transfers</i>	<i>\$ 10,450,994</i>	<i>\$ 9,799,092</i>	<i>\$ 9,799,092</i>	<i>\$ 9,716,746</i>
TOTAL APPROPRIATIONS	\$ 32,179,658	\$ 30,666,060	\$ 30,665,579	\$ 31,657,408
GROSS ENDING BALANCE	\$ (2,563,129)	\$ 811,606	\$ 30,000	\$ 33,133
VIA Local Assistance Capital Project		\$ 1,300,000	\$ 1,300,000	\$ 2,000,000
TOTAL STREETS MAINTENANCE EXPENDITURES		\$ 31,966,080	\$ 31,965,579	\$ 33,657,408

SPECIAL REVENUE FUND
RIGHT OF WAY MANAGEMENT
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 1,390
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 1,390</i>
REVENUES				
Permit Application Fee	\$ N/A	\$ 241,146	\$ 164,900	\$ 578,750
Inspection Fee	N/A	661,250	592,536	1,587,000
GIS Processing Fee	N/A	51,667	800	124,000
Pavement Degradation Fee	N/A	100,000	0	240,000
Administrative Fee - Pavement Repair	N/A	79,080	15,000	189,793
Registration Fee	N/A	0	450	120
Penalties	N/A	253,598	5,000	609,500
Pavement Repair	N/A	790,804	150,000	1,897,930
Interest on Time Deposits	N/A	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ N/A</i>	<i>\$ 2,177,545</i>	<i>\$ 928,686</i>	<i>\$ 5,227,093</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 2,177,545	\$ 928,688	\$ 5,228,483
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ N/A	\$ 266,926	\$ 161,734	\$ 687,134
Contractual Services	N/A	353,133	132,514	275,648
Commodities	N/A	56,750	44,128	71,464
Other Expenditures	N/A	0	0	0
Capital Outlay	N/A	454,335	433,920	0
<i>Subtotal Operating</i>	<i>\$ N/A</i>	<i>\$ 1,131,144</i>	<i>\$ 772,296</i>	<i>\$ 1,034,246</i>
Transfers To				
Contractual Street Repair	\$ N/A	\$ 1,044,402	\$ 155,000	\$ 2,507,430
<i>Subtotal Transfers</i>	<i>\$ N/A</i>	<i>\$ 1,044,402</i>	<i>\$ 155,000</i>	<i>\$ 2,507,430</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 2,175,546	\$ 927,296	\$ 3,541,676
GROSS ENDING BALANCE	\$ N/A	\$ 1,999	\$ 1,390	\$ 1,686,807



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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 5,506,267	\$ 5,194,924	\$ 5,683,428	\$ 5,686,833
Net Balance	\$ 5,506,267	\$ 5,194,924	\$ 5,683,428	\$ 5,686,833
REVENUES				
Operating Revenue	\$ 38,629,127	\$ 40,339,092	\$ 40,027,648	\$ 42,430,964
Interest on Time Deposits	563,607	379,290	561,660	500,870
Other Revenue	194,513	211,643	200,239	203,647
Total Revenue	\$ 39,387,247	\$ 40,930,025	\$ 40,789,547	\$ 43,135,481
TOTAL AVAILABLE FUNDS	\$ 44,893,514	\$ 46,124,949	\$ 46,472,975	\$ 48,822,314
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 13,779,825	\$ 15,273,097	\$ 14,875,124	\$ 15,827,557
Contractual Services	4,878,661	4,701,208	4,422,187	5,127,162
Commodities	1,185,651	1,139,691	953,799	1,251,485
Other Expenditures	744,383	812,907	2,496,224	1,267,762
Capital Outlay	471,517	516,053	545,706	425,463
Subtotal Operating	\$ 21,060,037	\$ 22,442,956	\$ 23,293,040	\$ 23,899,429
Transfers To				
General Fund-Indirect Cost	\$ 766,514	\$ 581,496	\$ 568,344	\$ 474,561
General Fund-Other	90,601	141,113	141,113	175,691
Hotel-Motel Fund	56,201	0	0	0
Improvements & Contingency Fund	5,966,094	6,420,879	5,599,160	1,755,659
Revenue Bond Debt Service	11,184,439	10,972,657	11,102,285	16,529,338
Retired Employees Health Insurance	84,200	84,200	84,200	138,579
Subtotal Transfers	\$ 18,150,049	\$ 18,200,345	\$ 17,493,102	\$ 19,073,828
TOTAL APPROPRIATIONS	\$ 39,210,086	\$ 40,643,301	\$ 40,786,142	\$ 42,973,257
GROSS ENDING BALANCE	\$ 5,683,428	\$ 5,481,648	\$ 5,686,833	\$ 5,849,057
RESTRICTED RESERVE	\$ 5,683,428	\$ 5,481,648	\$ 5,686,833	\$ 5,849,057
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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 248,204	\$ 228,524	\$ 251,597	\$ 250,922
REVENUES				
Confiscated Property	\$ 0	\$ 783	\$ 13,000	\$ 13,000
Interest on Time Deposits	14,658	14,380	14,100	12,870
<i>Total Revenue</i>	<i>\$ 14,658</i>	<i>\$ 15,163</i>	<i>\$ 27,100</i>	<i>\$ 25,870</i>
TOTAL AVAILABLE FUNDS	\$ 262,862	\$ 243,687	\$ 278,697	\$ 276,792
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 345	\$ 8,500	\$ 4,775	\$ 14,451
Commodities	2,740	13,000	9,000	20,000
Capital Outlay	8,180	14,000	14,000	82,200
TOTAL APPROPRIATIONS	\$ 11,265	\$ 35,500	\$ 27,775	\$ 116,651
GROSS ENDING BALANCE	\$ 251,597	\$ 208,187	\$ 250,922	\$ 160,141
RESTRICTED RESERVE	\$ 251,597	\$ 208,187	\$ 250,922	\$ 160,141
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

ENTERPRISE FUND
AIRPORT IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 22,386,818	\$ 18,098,346	\$ 25,922,602	\$ 17,054,678
Net Balance	\$ 22,386,818	\$ 18,098,346	\$ 25,922,602	\$ 17,054,678
REVENUES				
Transfer from Airport Revenue Fund	\$ 5,966,094	\$ 6,420,879	\$ 5,599,160	\$ 1,755,659
Interest on Time Deposits	1,306,111	930,640	957,440	802,720
Other Revenue	0	0	0	0
Total Revenue & Transfers	\$ 7,272,205	\$ 7,351,519	\$ 6,556,600	\$ 2,558,379
TOTAL AVAILABLE FUNDS	\$ 29,659,023	\$ 25,449,865	\$ 32,479,202	\$ 19,613,057
APPROPRIATIONS				
Operating Expenses				
Capital Projects	\$ 1,631,528	\$ 3,684,400	\$ 9,386,352	\$ 7,954,000
Capital Projects-Stinson Improvement Fund	71,362	750,000	750,000	650,000
Capital Program Administration	6,848	126,655	126,655	229,720
Transfer to Grant Funds	1,276,683	1,219,824	4,661,517	1,651,348
Transfer to Stormwater Fund	0	0	0	0
Transfer to Public Safety Radio	750,000	0	0	0
Transfer to Stinson Improvement Fund	0	500,000	500,000	500,000
TOTAL APPROPRIATIONS	\$ 3,736,421	\$ 6,280,879	\$ 15,424,524	\$ 10,985,068
GROSS ENDING BALANCE	\$ 25,922,602	\$ 19,168,986	\$ 17,054,678	\$ 8,627,989
RESTRICTED RESERVE-STINSON	\$ 5,644,045	\$ 5,213,660	\$ 5,394,045	\$ 5,244,045
UNRESTRICTED RESERVE	\$ 20,278,557	\$ 13,955,326	\$ 11,660,633	\$ 3,383,944
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 7,661,689	\$ 6,422,704	\$ 5,138,490	\$ 1,778,968
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 7,661,689</i>	<i>\$ 6,422,704</i>	<i>\$ 5,138,490</i>	<i>\$ 1,778,968</i>
REVENUES				
Solid Waste Processing Fee	\$ 32,183,226	\$ 33,272,262	\$ 32,721,361	\$ 33,114,122
Environmental Service Fee	7,186,408	7,289,298	7,307,771	7,380,849
Brush Collection Fee	0	0	0	4,315,421
Commercial Collection Fee	76,612	70,941	73,627	74,383
Commercial Brush Fee	20,206	19,591	19,149	27,340
Special Request Pickup	97,651	90,940	82,938	83,492
Recycling Program	925,181	272,547	525,015	530,265
Franchise Fee	253,736	361,525	361,525	531,825
Northeast Transfer Station Lease	100,000	100,000	100,000	100,000
Interest on Time Deposits	542,107	563,330	349,420	295,390
Miscellaneous Revenue	20,752	89,617	89,617	37,252
Contribution from Stormwater	378,003	453,962	453,962	0
Contribution from Grants	225,980	0	0	0
Rebate from Equipment & Renewal	0	1,439,466	1,439,466	0
<i>Total Revenue & Transfers</i>	<i>\$ 42,007,862</i>	<i>\$ 44,023,479</i>	<i>\$ 43,523,851</i>	<i>\$ 46,490,319</i>
TOTAL AVAILABLE FUNDS	\$ 49,669,551	\$ 50,446,183	\$ 48,662,341	\$ 48,289,287
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 19,699,111	\$ 20,508,870	\$ 20,717,587	\$ 20,978,876
Contractual Services	18,160,888	18,161,247	19,518,919	19,951,095
Commodities	2,860,063	2,609,099	3,177,530	2,991,003
Other Expenditures	448,843	318,440	318,440	441,170
Capital Outlay	829,847	1,254,394	363,912	350,000
<i>Subtotal Operating</i>	<i>\$ 41,998,752</i>	<i>\$ 42,852,050</i>	<i>\$ 44,096,388</i>	<i>\$ 44,712,144</i>
Transfers To				
General Fund-Indirect Cost	\$ 1,553,053	\$ 1,453,928	\$ 1,468,724	\$ 1,581,999
General Fund-Other	624,006	637,532	642,741	633,705
Improvement & Contingency Fund	250,000	250,000	250,000	0
Retired Employees Health Insurance	105,250	105,250	105,520	193,704
Capital Projects	0	2,018,500	320,000	0
<i>Subtotal Transfers</i>	<i>\$ 2,532,309</i>	<i>\$ 4,465,210</i>	<i>\$ 2,786,985</i>	<i>\$ 2,409,408</i>
TOTAL APPROPRIATIONS	\$ 44,531,061	\$ 47,317,260	\$ 46,883,373	\$ 47,121,552
GROSS ENDING BALANCE	\$ 5,138,490	\$ 3,128,923	\$ 1,778,968	\$ 1,147,735

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 913,402	\$ 964,352	\$ 571,380	\$ 592,240
REVENUES				
Transfer from Solid Waste Operating Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 0
Interest On Time Deposits	38,805	50,340	20,860	15,670
<i>Total Revenue & Transfers</i>	<i>\$ 288,805</i>	<i>\$ 300,340</i>	<i>\$ 270,860</i>	<i>\$ 15,670</i>
TOTAL AVAILABLE FUNDS	\$ 1,202,207	\$ 1,264,692	\$ 842,240	\$ 607,910
APPROPRIATIONS				
Operating Expenses				
Capital Outlay	\$ 465,827	\$ 0	\$ 0	\$ 0
<i>Subtotal Operating</i>	<i>\$ 465,827</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
Transfers To				
Environmental Services Operating Fund	\$ 0	\$ 0	\$ 0	\$ 0
Capital Projects	165,000	250,000	250,000	0
<i>Subtotal Transfers</i>	<i>\$ 165,000</i>	<i>\$ 250,000</i>	<i>\$ 250,000</i>	<i>\$ 0</i>
TOTAL APPROPRIATIONS	\$ 630,827	\$ 250,000	\$ 250,000	\$ 0
GROSS ENDING BALANCE	\$ 571,380	\$ 1,014,692	\$ 592,240	\$ 607,910

ENTERPRISE FUND
GOLF COURSE OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET

Description:

The Golf Course Revenue Fund was established to record all revenues and expenditures associated with the six existing 18 hole municipal golf courses, the Polo Driving Range, and the San Antonio Driving Range/Par 3.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ (283,552)	\$ 67,372	\$ (186,408)	\$ (155,380)
<i>Net Balance</i>	\$ (283,552)	\$ 67,372	\$ (186,408)	\$ (155,380)
REVENUES				
Brackenridge Golf Course	\$ 962,021	\$ 944,016	\$ 960,174	\$ 1,007,980
Riverside Golf Course	918,302	949,616	916,830	972,582
Willow Springs Golf Course	948,460	940,986	971,910	1,026,136
Olmos Golf Course	1,204,485	1,190,594	1,172,270	1,259,835
Mission Del Lago Golf Course	801,841	842,218	784,010	865,757
Cedar Creek Golf Course	1,322,025	1,670,174	1,284,800	1,451,742
Polo Field Driving Range	115,659	160,100	21,724	12,914
San Pedro Driving Range/Par 3	341,635	397,150	359,924	409,750
Resident Golf Card	244,350	285,000	223,750	259,680
Interest on Time Deposit	3,174	0	0	0
Miscellaneous	78,448	0	20,706	28,830
Water Surcharge	15,684	0	0	0
Contribution from Golf Course Debt Service	0	0	0	0
City Concession	176,789	213,500	194,413	208,500
Tee Time System	0	20,000	0	0
Transfer from Other Funds	0	0	0	0
<i>Total Revenues</i>	\$ 7,132,873	\$ 7,613,354	\$ 6,910,511	\$ 7,503,706
TOTAL AVAILABLE FUNDS	\$ 6,849,321	\$ 7,680,726	\$ 6,724,103	\$ 7,348,328
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,823,410	\$ 4,190,450	\$ 3,914,131	\$ 3,524,829
Contractual Services	1,375,187	1,681,806	1,457,381	2,070,778
Commodities	1,035,282	851,262	642,294	840,136
Other Expenditures	141,564	252,415	210,379	236,577
Capital Outlay	40,081	62,228	59,313	38,581
<i>Subtotal Operating</i>	\$ 6,415,524	\$ 7,038,161	\$ 6,283,498	\$ 6,710,901
Transfers To				
General Fund-Indirect Cost	\$ 342,028	\$ 343,560	\$ 320,906	\$ 350,060
General Fund-Other	7,373	6,457	6,457	5,660
Golf Course Debt Service	268,694	264,377	266,512	278,616
Employee Benefits Insurance Fund	2,110	2,110	2,110	2,110
<i>Subtotal Transfers</i>	\$ 620,205	\$ 616,504	\$ 595,985	\$ 838,446
TOTAL APPROPRIATIONS	\$ 7,035,729	\$ 7,654,665	\$ 6,879,483	\$ 7,347,347
GROSS ENDING BALANCE	\$ (186,408)	\$ 26,061	\$ (155,380)	\$ 979

**ENTERPRISE FUND
PARKING OPERATING AND MAINTENANCE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 2,636,829	\$ 1,660,105	\$ 2,242,053	\$ 2,066,953
<i>Net Balance</i>	\$ 2,636,829	\$ 1,660,105	\$ 2,242,053	\$ 2,066,953
REVENUES				
Parking Lot Fees	\$ 5,753,253	\$ 5,970,706	\$ 5,888,975	\$ 6,824,334
Parking Meter Collections	977,759	1,409,636	1,262,470	1,262,470
Retail Space Leases	507,819	317,288	439,286	394,723
Employee Bus Fare/Carpool	60,570	45,475	45,475	45,475
Miscellaneous	456	1,700	600	600
Recovery of Expenditures	18,777	0	7,244	0
Interest on Time Deposits	118,557	88,500	109,270	100,300
Contribution from General Fund	393,406	343,606	292,603	349,852
Contribution from Improvement & Conting	496,880	0	0	0
Contribution from Parking Facilities Fund	0	337,076	0	666,033
Reimbursement from Bond Proceeds	2,813,333	0	0	0
<i>Total Revenue & Transfers</i>	\$ 11,140,810	\$ 8,513,987	\$ 8,045,923	\$ 9,643,787
TOTAL AVAILABLE FUNDS	\$ 13,777,639	\$ 10,174,092	\$ 10,287,976	\$ 11,710,740
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,507,466	\$ 3,870,359	\$ 3,316,133	\$ 3,925,458
Contractual Services	1,131,676	1,032,094	1,132,708	1,199,245
Commodities	207,275	214,679	247,073	275,690
Other Expenditures	225,008	133,188	186,267	259,680
Capital Outlay	325,448	0	0	78,907
<i>Subtotal Operating</i>	\$ 5,396,873	\$ 5,250,320	\$ 4,882,181	\$ 5,738,980
Transfers To				
General Fund-Indirect Cost	\$ 281,274	\$ 399,119	\$ 341,966	\$ 348,361
General Fund-Other	138,233	140,305	140,305	142,876
Public Improvement District	21,528	21,528	21,528	21,528
CIP Reserve Fund - Market Square	100,000	102,500	100,000	100,000
Improvements & Contingencies	50,000	0	0	0
Parking Facilities Fund	742,770	311,337	299,765	0
Parking Construction fund	3,084,371	0	0	0
Parking Facility Debt Service	1,718,427	2,281,715	2,428,115	3,191,615
Retired Employees Health Insurance	2,110	2,163	2,163	35,602
Capital Projects	0	5,000	5,000	0
<i>Subtotal Transfers</i>	\$ 6,138,713	\$ 3,263,667	\$ 3,338,842	\$ 3,839,982
TOTAL APPROPRIATIONS	\$ 11,535,586	\$ 8,513,987	\$ 8,221,023	\$ 9,578,962
GROSS ENDING BALANCE	\$ 2,242,053	\$ 1,660,105	\$ 2,066,953	\$ 2,131,778
RESTRICTED RESERVE	\$ 2,242,053	\$ 1,660,105	\$ 2,066,953	\$ 2,131,778
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**ENTERPRISE FUND
PARKING IMPROVEMENT AND CONTINGENCY FUND
SUMMARY OF ADOPTED BUDGET**

Description:

In FY 1999-2000, this fund is no longer necessary due to the new requirements associated with the issuance of the Series 2000 Parking System Revenue Bonds.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 558,832	\$ N/A	\$ N/A	\$ N/A
REVENUES				
Transfer from Parking Revenue Fund	\$ 50,000	\$ N/A	\$ N/A	\$ N/A
Transfer from Bond Proceeds	1,500,000	N/A	N/A	N/A
Interest On Time Deposits	59,127	N/A	N/A	N/A
<i>Total Revenue & Transfers</i>	\$ 1,609,127	\$ N/A	\$ N/A	\$ N/A
TOTAL AVAILABLE FUNDS	\$ 2,167,959	\$ N/A	\$ N/A	\$ N/A
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 119,816	\$ N/A	\$ N/A	\$ N/A
<i>Subtotal Operating</i>	\$ 119,816	\$ N/A	\$ N/A	\$ N/A
Transfers To				
Transfer to Parking Operating Fund	\$ 496,879	\$ N/A	\$ N/A	\$ N/A
Parking Security Improvement	0	N/A	N/A	N/A
<i>Subtotal Transfers</i>	\$ 496,879	\$ N/A	\$ N/A	\$ N/A
TOTAL APPROPRIATIONS	\$ 616,695	\$ N/A	\$ N/A	\$ N/A
GROSS ENDING BALANCE	\$ 1,551,264	\$ N/A	\$ N/A	\$ N/A

Expendable Trust Funds

**EXPENDABLE TRUST 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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 4,225,449
Accounting Adjustment	N/A	0	0	0
Net Balance	\$ N/A	\$ 0	\$ 0	\$ 4,225,449
REVENUES				
Contr fr Job Trng, Neigh Revit, & Econ Dev Fd	\$ N/A	\$ 4,500,000	\$ 4,500,000	\$ 0
Interest on Time Deposits	N/A	240,000	225,449	205,631
Total Revenue & Transfers	\$ N/A	\$ 4,740,000	\$ 4,725,449	\$ 205,631
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 4,740,000	\$ 4,725,449	\$ 4,431,080
APPROPRIATIONS				
Transfers To				
General Fund	\$ N/A	\$ 500,000	\$ 500,000	\$ 500,000
TOTAL APPROPRIATIONS	\$ N/A	\$ 500,000	\$ 500,000	\$ 500,000
GROSS ENDING BALANCE	\$ N/A	\$ 4,240,000	\$ 4,225,449	\$ 3,931,080

**EXPENDABLE TRUST FUND
BEXAR COUNTY RABIES CONTROL FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 0
Accounting Adjustment	0	0	0	0
Net Balance	\$ 0	\$ 0	\$ 0	\$ 0
REVENUES				
Contribution from Other Agencies	\$ 180,601	\$ 207,078	\$ 221,445	\$ 246,380
Total Revenue & Transfers	\$ 180,601	\$ 207,078	\$ 221,445	\$ 246,380
TOTAL AVAILABLE FUNDS	\$ 180,601	\$ 207,078	\$ 221,445	\$ 246,380
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 154,583	\$ 166,251	\$ 166,726	\$ 171,602
Contractual Services	6,393	9,690	13,491	28,661
Commodities	18,985	16,290	26,340	23,631
Other Expenditures	640	577	577	742
Subtotal Operating	\$ 180,601	\$ 192,808	\$ 207,134	\$ 224,636
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 14,270	\$ 14,311	\$ 21,744
Subtotal Transfers	\$ 0	\$ 14,270	\$ 14,311	\$ 21,744
TOTAL APPROPRIATIONS	\$ 180,601	\$ 207,078	\$ 221,445	\$ 246,380
GROSS ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**EXPENDABLE TRUST FUND
CASA SAN ANTONIO PROGRAM FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The CASA San Antonio foreign office program was established to develop U.S.-Mexico commerce by developing business partnerships and investment and co-investment programs between Mexico and San Antonio. The program also promotes San Antonio as a major tourist destination. The program has established Casa San Antonio offices in Guadalajara, Jalisco, Monterrey, Nuevo Leon, and Mexico City. In FY 1999-2000, this program was incorporated within the Hotel/Motel Tax Fund under the Department of International Affairs.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ (20,611)	\$ N/A	\$ N/A	\$ N/A
Accounting Adjustment	0	N/A	N/A	N/A
Net Balance	\$ (20,611)	\$ N/A	\$ N/A	\$ N/A
REVENUES				
Transfer from General Fund - Economic Initiative	\$ 0	\$ N/A	\$ N/A	\$ N/A
Transfer from Special Revenue - Hotel/Motel	20,611	N/A	N/A	N/A
Fees for Services/Contributions	0	N/A	N/A	N/A
Total Revenue & Transfers	\$ 20,611	\$ N/A	\$ N/A	\$ N/A
TOTAL AVAILABLE FUNDS	\$ 0	\$ N/A	\$ N/A	\$ N/A
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 0	\$ N/A	\$ N/A	\$ N/A
Contractual Services	0	N/A	N/A	N/A
Commodities	0	N/A	N/A	N/A
Other Expenditures	0	N/A	N/A	N/A
Capital Outlay	0	N/A	N/A	N/A
TOTAL APPROPRIATIONS	\$ 0	\$ N/A	\$ N/A	\$ N/A
GROSS ENDING BALANCE	\$ 0	\$ N/A	\$ N/A	\$ N/A

**EXPENDABLE TRUST FUND
SAN ANTONIO LOCAL DEVELOPMENT CORPORATION FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 1,706	\$ 10,645	\$ (5,281)	\$ 0
REVENUES				
Transfer from General Fund	\$ 45,000	\$ 45,000	\$ 0	\$ 0
SALDC Loan Programs (SBA and EDA)	123,784	160,000	213,006	293,616
Recovery of Expenditures - Microloan	37,990	50,000	91,268	97,872
<i>Total Revenue & Transfers</i>	<i>\$ 206,774</i>	<i>\$ 255,000</i>	<i>\$ 304,294</i>	<i>\$ 391,488</i>
TOTAL AVAILABLE FUNDS	\$ 208,480	\$ 265,645	\$ 299,013	\$ 391,488
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 151,975	\$ 208,713	\$ 200,187	\$ 331,433
Contractual Services	53,650	35,094	81,571	46,896
Commodities	3,265	3,850	7,601	8,380
Other Expenditures	930	930	930	779
Capital Outlay	3,741	2,659	8,724	4,000
TOTAL APPROPRIATIONS	\$ 213,761	\$ 251,246	\$ 299,013	\$ 391,488
GROSS ENDING BALANCE	\$ (5,281)	\$ 14,399	\$ 0	\$ 0

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 3,530,662	\$ 3,631,792	\$ 3,609,165	\$ 3,696,034
Accounting Adjustment	(19,800)	0	0	0
<i>Net Balance</i>	<u>\$ 3,510,862</u>	<u>\$ 3,631,792</u>	<u>\$ 3,609,165</u>	<u>\$ 3,696,034</u>
REVENUES				
Sale of Lots	\$ 26,223	\$ 31,500	\$ 26,500	\$ 28,000
Interest on Time Deposits	210,970	196,060	203,080	170,900
<i>Total Revenue & Transfers</i>	<u>\$ 237,193</u>	<u>\$ 227,560</u>	<u>\$ 229,580</u>	<u>\$ 198,900</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,748,055</u>	<u>\$ 3,859,352</u>	<u>\$ 3,838,745</u>	<u>\$ 3,894,934</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 111,061	\$ 115,358	\$ 115,880	\$ 251,209
Contractual Services	137	0	65	79,129
Commodities	18,220	9,330	12,565	20,587
Other Expenditures	460	343	343	7,339
Capital Outlay	0	0	0	35,820
<i>Subtotal Operating</i>	<u>\$ 129,878</u>	<u>\$ 125,031</u>	<u>\$ 128,853</u>	<u>\$ 394,084</u>
Transfers To				
General Fund-Indirect Cost	\$ 9,012	\$ 13,796	\$ 13,858	\$ 17,550
TOTAL APPROPRIATIONS	<u>\$ 138,890</u>	<u>\$ 138,827</u>	<u>\$ 142,711</u>	<u>\$ 411,634</u>
GROSS ENDING BALANCE	<u>\$ 3,609,165</u>	<u>\$ 3,720,525</u>	<u>\$ 3,696,034</u>	<u>\$ 3,483,300</u>

EXPENDABLE TRUST FUNDS
FIDUCIARY FUNDS
SUMMARY OF ADOPTED BUDGET

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
MEMORIAL AND GIFTS FUND				
Beginning Balance	\$ 3,518,410	\$ 3,020,369	\$ 2,665,728	\$ 2,557,740
Revenues	\$ 2,358,658	\$ 1,401,070	\$ 1,335,401	\$ 1,389,395
Expenditures	3,211,340	1,401,070	1,443,389	1,389,395
Ending Balance	\$ 2,665,728	\$ 3,020,369	\$ 2,557,740	\$ 2,557,740
FIRE AND POLICEMEN'S PENSION FUND				
Beginning Balance	\$ 1,183,942,973	\$ 1,183,947,834	\$ 1,403,629,630	\$ 1,403,619,210
Revenues	\$ 269,844,979	\$ 43,340,888	\$ 44,968,489	\$ 44,973,699
Expenditures	50,158,322	43,340,888	44,978,909	44,973,699
Ending Balance	\$ 1,403,629,630	\$ 1,183,947,834	\$ 1,403,619,210	\$ 1,403,619,210
PARKS AND RECREATION ATHLETIC FUND				
Beginning Balance	\$ 1,102,983	\$ 1,163,583	\$ 1,152,033	\$ 1,022,780
Revenues	\$ 855,082	\$ 359,550	\$ 422,938	\$ 487,565
Expenditures	806,032	359,550	552,191	487,565
Ending Balance	\$ 1,152,033	\$ 1,163,583	\$ 1,022,780	\$ 1,022,780
911 DISTRICT FUND				
Beginning Balance	\$ 32,711	\$ 32,711	\$ 67,439	\$ 9,737
Revenues	\$ 382,676	\$ 125,000	\$ 131,542	\$ 160,393
Expenditures	347,948	125,000	189,244	160,393
Ending Balance	\$ 67,439	\$ 32,711	\$ 9,737	\$ 9,737
HOUSING TRUST FUND				
Beginning Balance	\$ 10,848,376	\$ 11,240,658	\$ 11,270,050	\$ 10,316,692
Revenues	\$ 665,428	\$ 443,520	\$ 531,495	\$ 1,008,174
Expenditures	243,754	443,520	1,484,853	1,008,174
Ending Balance	\$ 11,270,050	\$ 11,240,658	\$ 10,316,692	\$ 10,316,692
FIRE AND POLICEMEN'S PREFUNDED FUND				
Residual Equity Transfer In	\$ 58,203,486	\$ 43,858,534	\$ 82,414,064	\$ 91,831,575
Revenues	\$ 28,791,991	\$ 29,350,000	\$ 16,647,613	\$ 11,938,858
Expenditures	4,581,413	4,750,000	7,230,102	11,938,858
Ending Balance	\$ 82,414,064	\$ 68,458,534	\$ 91,831,575	\$ 91,831,575

Internal Service Funds

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 69,607
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 69,607</i>
REVENUES				
Facility Maintenance Charges	\$ N/A	\$ 4,894,222	\$ 4,744,446	\$ 5,202,539
Facility Trade Service Charges	N/A	1,748,425	2,449,367	1,769,217
Inventory Management	N/A	0	0	50,000
Transfer from General Fund	N/A	407,603	407,603	0
Transfer from Capital Improvement Reserve	N/A	449,445	449,445	525,425
Interest On Time Deposits	N/A	0	8,388	6,700
<i>Total Revenue & Transfers</i>	<i>\$ N/A</i>	<i>\$ 7,499,695</i>	<i>\$ 8,059,249</i>	<i>\$ 7,553,881</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 7,499,695	\$ 8,059,249	\$ 7,623,488
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ N/A	\$ 3,706,692	\$ 4,153,353	\$ 3,956,947
Contractual Services	N/A	2,080,142	2,195,725	2,426,391
Commodities	N/A	294,742	275,727	321,527
Other Expenditures	N/A	24,073	24,213	6,158
Capital Outlay	N/A	28,580	28,580	3,795
<i>Subtotal Operating</i>	<i>\$ N/A</i>	<i>\$ 8,134,429</i>	<i>\$ 6,677,598</i>	<i>\$ 6,714,818</i>
Transfers To				
General Fund-Indirect Cost	\$ N/A	\$ 279,653	\$ 313,335	\$ 307,293
General Fund-Other	N/A	300,000	300,000	0
Building Maintenance I & C	N/A	449,445	449,445	525,425
Retired Employees Health Insurance	N/A	0	0	45,172
Other Transfers	N/A	249,265	249,265	0
<i>Subtotal Transfers</i>	<i>\$ N/A</i>	<i>\$ 1,278,383</i>	<i>\$ 1,312,045</i>	<i>\$ 877,890</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 7,412,792	\$ 7,989,643	\$ 7,592,708
GROSS ENDING BALANCE	\$ N/A	\$ 86,903	\$ 89,606	\$ 30,780

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 174,445
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 174,445</i>
REVENUES				
Transfer from Building Maintenance Operating	\$ N/A	\$ 449,445	\$ 449,445	\$ 525,425
Interest on Time Deposits	N/A	0	0	0
<i>Total Revenue & Transfers</i>	<i>\$ N/A</i>	<i>\$ 449,445</i>	<i>\$ 449,445</i>	<i>\$ 525,425</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 449,445	\$ 449,445	\$ 699,870
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ N/A	\$ 299,445	\$ 125,000	\$ 350,067
Commodities	N/A	150,000	150,000	175,358
<i>Subtotal Operating</i>	<i>\$ N/A</i>	<i>\$ 449,445</i>	<i>\$ 275,000</i>	<i>\$ 525,425</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 449,445	\$ 275,000	\$ 525,425
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 174,445	\$ 174,445

INTERNAL SERVICE FUND
INFORMATION TECHNOLOGY SERVICES FUND
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 3,893,306	\$ 2,944,013	\$ 3,417,111	\$ 3,217,418
Net Balance	\$ 3,893,306	\$ 2,944,013	\$ 3,417,111	\$ 3,217,418
REVENUES				
City of San Antonio Billings	\$ 11,873,528	\$ 12,121,628	\$ 12,280,500	\$ 13,166,640
Bexar County Billings	138,658	90,900	155,500	125,300
SAWS Billings	12,190	10,000	10,000	9,850
Other Agency Billings	52,767	57,500	52,800	52,660
Telecommunications Charges	1,125,987	792,660	1,028,570	1,077,276
Radio Shop Charges	1,604,949	1,522,460	1,563,400	1,523,550
Miscellaneous Revenue	4,583	7,130	5,165	5,260
Interest on Time Deposits	153,111	138,390	123,840	101,460
Building Maintenance Fund Rebate	0	108,198	108,198	0
Transfer from General Fund	0	735,493	735,493	514,013
Total Revenue	\$ 14,965,773	\$ 15,584,359	\$ 16,063,466	\$ 16,576,009
TOTAL AVAILABLE FUNDS	\$ 18,859,079	\$ 18,528,372	\$ 19,480,577	\$ 19,793,427
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 8,150,903	\$ 9,308,589	\$ 8,930,536	\$ 10,322,313
Contractual Services	2,691,036	4,025,511	3,267,050	4,254,483
Commodities	2,439,670	2,844,260	2,765,785	3,039,490
Other Expenditures	118,549	79,690	79,690	94,181
Lease Purchase Contracts	270,433	272,120	272,120	272,120
Capital Outlay	225,052	392,690	380,210	466,090
Inventories	626,392	358,700	116,943	169,100
Subtotal Operating	\$ 14,522,035	\$ 17,281,560	\$ 15,812,334	\$ 18,617,777
Transfers To				
General Fund-Indirect Cost	\$ 809,069	\$ 427,597	\$ 410,231	\$ 421,210
General Fund-Other	45,738	11,958	11,958	13,133
Retired Employees Health Insurance	8,420	8,420	8,420	57,422
Other Transfers	56,706	31,321	20,216	0
Subtotal Transfers	\$ 919,933	\$ 479,296	\$ 450,825	\$ 491,765
TOTAL APPROPRIATIONS	\$ 15,441,968	\$ 17,760,856	\$ 16,263,159	\$ 19,109,542
GROSS ENDING BALANCE	\$ 3,417,111	\$ 767,516	\$ 3,217,418	\$ 683,885

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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 855,604	\$ 1,088,313	\$ (534,601)	\$ (444,114)
<i>Net Balance</i>	\$ 855,604	\$ 1,088,313	\$ (534,601)	\$ (444,114)
REVENUES				
Central Stores	\$ 1,747,906	\$ 2,049,310	\$ 2,459,460	\$ 2,541,519
Automotive	20,063,259	20,547,946	22,595,767	23,976,111
Procurement Fee	342,982	600,000	400,000	706,900
Interest on Time Deposits	837	900	0	0
Other Revenue	117,475	124,900	120,449	141,848
Building Maintenance Fund Rebate	0	97,992	97,992	0
Transfer from Equipment & Renewal	0	0	0	810,642
Transfer from Information Services	23,740	22,894	11,789	0
Transfer from Employee Benefits Ins. Fund	34,428	55,348	28,500	0
Transfer from General Fund	10,787	14,524	7,479	0
<i>Total Revenue & Transfers</i>	\$ 22,341,416	\$ 23,513,814	\$ 25,721,436	\$ 28,177,020
TOTAL AVAILABLE FUNDS	\$ 23,197,020	\$ 24,602,127	\$ 25,186,835	\$ 27,732,906
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 7,695,482	\$ 8,604,622	\$ 8,170,821	\$ 8,805,865
Contractual Services	1,117,687	1,621,776	1,671,610	1,501,208
Commodities	273,237	365,455	223,694	260,150
Other Expenditures	173,261	145,216	149,508	151,888
Capital Outlay	440,070	232,227	102,475	217,845
Commodities/Services-Resale	13,142,202	12,112,523	14,746,322	15,003,598
<i>Subtotal Operating</i>	\$ 22,841,939	\$ 23,081,819	\$ 25,064,430	\$ 25,940,554
Transfers To				
General Fund-Indirect Cost	\$ 701,176	\$ 392,206	\$ 372,433	\$ 426,847
General Fund-Other	112,509	111,566	111,566	109,613
Retired Employees Health Insurance	71,570	71,570	71,570	78,094
Other Transfers	4,427	10,950	10,950	0
<i>Subtotal Transfers</i>	\$ 889,682	\$ 586,292	\$ 566,519	\$ 614,554
TOTAL APPROPRIATIONS	\$ 23,731,621	\$ 23,668,111	\$ 25,630,949	\$ 26,555,108
GROSS ENDING BALANCE	\$ (534,601)	\$ 934,016	\$ (444,114)	\$ 1,177,798

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 21,284,309	\$ 23,358,215	\$ 24,711,641	\$ 21,919,989
<i>Net Balance</i>	\$ 21,284,309	\$ 23,358,215	\$ 24,711,641	\$ 21,919,989
REVENUES				
Sale of Vehicles	\$ 2,647,385	\$ 2,419,190	\$ 3,539,230	\$ 2,754,930
Interest on Time Deposits	1,327,710	1,146,970	1,338,100	1,122,800
Lease of Rolling Equipment	13,270,295	13,438,214	13,994,615	15,003,864
Miscellaneous	914,586	131,200	79,001	81,371
Interest from International Center Fund	20,373	19,224	19,224	13,180
Interest from Golf Course Fund	8,094	0	0	0
Interest from Confiscated Property	0	0	0	0
<i>Total Revenue</i>	\$ 18,188,443	\$ 17,154,798	\$ 18,970,170	\$ 18,976,145
TOTAL AVAILABLE FUNDS	\$ 39,472,752	\$ 40,513,013	\$ 43,681,811	\$ 40,896,134
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 282,228	\$ 229,340	\$ 486,906	\$ 375,754
Commodities	0	0	61,320	63,160
Capital Outlay	14,461,621	18,433,826	19,760,641	19,171,158
<i>Subtotal Operating</i>	\$ 14,743,849	\$ 18,663,166	\$ 20,308,869	\$ 19,610,072
Transfers To				
General Fund-Other	\$ 17,262	\$ 13,487	\$ 13,487	\$ 14,342
Environmental Services - Rebate	0	1,439,466	1,439,466	0
Purchasing	0	0	0	810,642
Capital Projects	0	1,125,000	0	4,000,000
<i>Subtotal Transfers</i>	\$ 17,262	\$ 2,577,953	\$ 1,452,953	\$ 4,824,984
TOTAL APPROPRIATIONS	\$ 14,761,111	\$ 21,241,119	\$ 21,761,822	\$ 24,435,056
GROSS ENDING BALANCE	\$ 24,711,641	\$ 19,271,894	\$ 21,919,989	\$ 16,461,078
RESERVE FOR FUTURE PURCHASES	\$ 24,711,641	\$ 19,271,894	\$ 21,919,989	\$ 16,461,078
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**INTERNAL SERVICE FUND
ALTERNATE SERVICES EMPLOYEE
SUMMARY OF ADOPTED BUDGET**

Description:

The Alternate Services Employee Fund was established to record all revenues and expenditures associated with the provision of temporary and youth worker services to City departments. Temporary services are provided to City departments when an increase in work demand requires additional staff or when employees are not available due to approved leave or leave resulting from injuries or extended illness. The youth worker programs provide

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 52,701	\$ 52,701	\$ 62,584	\$ 17,584
Net Balance	\$ 52,701	\$ 52,701	\$ 62,584	\$ 17,584
REVENUES				
Alternate Services Employee	\$ 1,885,693	\$ 1,322,953	\$ 1,975,831	\$ 2,035,106
Total Revenue & Services	\$ 1,885,693	\$ 1,322,953	\$ 1,975,831	\$ 2,035,106
TOTAL AVAILABLE FUNDS	\$ 1,938,394	\$ 1,375,654	\$ 2,038,415	\$ 2,052,690
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 1,875,355	\$ 1,321,378	\$ 1,974,692	\$ 2,033,933
Contractual Services	455	1,575	1,139	1,173
Subtotal Operating	\$ 1,875,810	\$ 1,322,953	\$ 1,975,831	\$ 2,035,106
Transfers To				
General Fund	\$ 0	\$ 45,000	\$ 45,000	\$ 0
Subtotal Transfers	\$ 0	\$ 45,000	\$ 45,000	\$ 0
TOTAL APPROPRIATIONS	\$ 1,875,810	\$ 1,367,953	\$ 2,020,831	\$ 2,035,106
GROSS ENDING BALANCE	\$ 62,584	\$ 7,701	\$ 17,584	\$ 17,584

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 3,855,422	\$ 1,529,610	\$ (48,756)	\$ (9,442,205)
Net Balance	\$ 3,855,422	\$ 1,529,610	\$ (48,756)	\$ (9,442,205)
REVENUES				
City Medical Plan Assessments	\$ 21,044,661	\$ 24,693,583	\$ 27,939,061	\$ 37,347,329
HMO Medical Plan Assessments	10,546,822	13,492,209	8,966,261	9,216,248
City Dental Plan Assessments	367,655	376,080	405,058	413,159
DMO Dental Plans	312,888	318,348	352,195	359,238
City Vision Plan Assessments	212,327	215,581	244,172	249,055
Life Insurance Plan Assessments	493,250	496,171	540,996	551,816
Other Insurance Plans Assessments	133,649	134,200	140,592	143,403
Other Revenues	81,404	0	0	0
Interest on Time Deposits	405,763	466,680	146,370	141,720
Recovery of Expenditures	833,699	326,000	538,698	549,472
Transfers from General Fund	2,243,900	2,243,900	2,243,900	2,521,594
Transfers from Unemployment Comp.	100,000	0	0	0
Transfers from Other Funds	357,795	294,710	294,710	1,059,827
Total Revenue & Transfers	\$ 37,133,813	\$ 43,057,462	\$ 41,812,013	\$ 52,552,861
TOTAL AVAILABLE FUNDS	\$ 40,989,235	\$ 44,587,072	\$ 41,763,257	\$ 43,110,656
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 735,092	\$ 957,120	\$ 962,495	\$ 1,061,887
Administration - Contracts	1,012,176	1,070,873	1,238,825	1,466,012
CitiMed Claims	28,429,391	28,393,966	38,388,984	44,348,166
HMO Payments	8,778,757	10,226,736	3,693,090	374,207
DMO Payments	462,558	475,464	559,825	611,563
CitiDent Claims	380,944	369,270	415,939	436,736
Vision Claims	335,347	343,548	402,343	439,767
Premiums - Stop Loss	0	200,000	0	171,286
Other Insurance Payments	584,508	648,550	626,715	658,051
Subtotal Operating	\$ 40,718,773	\$ 42,685,527	\$ 46,288,216	\$ 49,567,675
Transfers To				
General Fund-Indirect Cost	\$ 50,890	\$ 581,304	\$ 584,570	\$ 350,133
General Fund-Other	35,900	33,586	33,586	32,261
Employee Wellness Program	198,000	275,000	275,000	280,500
Employee Benefit Trust	0	0	3,987,191	7,038,000
Internal Service Fund	34,428	55,348	36,899	0
Subtotal Transfers	\$ 319,218	\$ 945,238	\$ 4,917,246	\$ 7,700,894
TOTAL APPROPRIATIONS	\$ 41,037,991	\$ 43,630,765	\$ 51,205,462	\$ 57,268,569
GROSS ENDING BALANCE	\$ (48,756)	\$ 956,307	\$ (9,442,205)	\$ (14,157,913)

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

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 54,085	\$ 56,505	\$ 58,029	\$ 8,029
REVENUES				
Participant Assessments	\$ 30,754	\$ 30,000	\$ 14,120	\$ 30,000
Interest on Time Deposits	2,331	2,400	1,700	1,340
Recovery of Expenses	275	0	0	0
<i>Total Revenue & Transfers</i>	<u>\$ 33,360</u>	<u>\$ 32,400</u>	<u>\$ 15,820</u>	<u>\$ 31,340</u>
TOTAL AVAILABLE FUNDS	<u>\$ 87,445</u>	<u>\$ 88,905</u>	<u>\$ 73,849</u>	<u>\$ 39,369</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 29,416	\$ 32,400	\$ 15,820	\$ 32,340
Contractual Services	0	0	0	147
<i>Subtotal Operating</i>	<u>\$ 29,416</u>	<u>\$ 32,400</u>	<u>\$ 15,820</u>	<u>\$ 32,487</u>
Transfers To				
General Fund	\$ 0	\$ 50,000	\$ 50,000	\$ 0
<i>Subtotal Transfers</i>	<u>\$ 0</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 0</u>
TOTAL APPROPRIATIONS	<u>\$ 29,416</u>	<u>\$ 82,400</u>	<u>\$ 65,820</u>	<u>\$ 32,487</u>
GROSS ENDING BALANCE	<u>\$ 58,029</u>	<u>\$ 6,505</u>	<u>\$ 8,029</u>	<u>\$ 6,882</u>

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 4,502,060	\$ 6,283,678	\$ 7,317,710	\$ 5,336,052
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 4,502,060</i>	<i>\$ 6,283,678</i>	<i>\$ 7,317,710</i>	<i>\$ 5,336,052</i>
REVENUES				
Department Assessments	\$ 9,066,399	\$ 6,540,765	\$ 6,540,765	\$ 8,564,431
Interest on Time Deposits	1,411,232	1,313,050	1,390,080	1,169,800
Stop Loss Payments	0	0	187,759	0
Recovery of Expenditures	40,441	5,500	41,953	15,000
Compensation for Damages	233,927	190,000	200,000	200,000
Other Revenue	53,020	54,610	54,610	0
<i>Total Revenue & Transfers</i>	<i>\$ 10,805,019</i>	<i>\$ 8,103,925</i>	<i>\$ 8,415,167</i>	<i>\$ 9,949,231</i>
TOTAL AVAILABLE FUNDS	\$ 15,307,079	\$ 14,387,603	\$ 15,732,877	\$ 15,285,283
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 1,149,020	\$ 1,250,352	\$ 1,281,084	\$ 1,296,904
Administration - Contracts	713,423	695,195	486,508	483,583
Claims - Insurance	4,829,311	6,212,371	7,151,157	7,349,311
Premiums - Excess Liability	1,081,507	1,313,089	1,441,290	1,772,350
<i>Subtotal Operating</i>	<i>\$ 7,773,261</i>	<i>\$ 9,471,007</i>	<i>\$ 10,360,039</i>	<i>\$ 10,902,148</i>
Transfers To				
General Fund-Indirect Cost	\$ 91,939	\$ 27,257	\$ 27,651	\$ 27,651
Retired Employee Health Insurance	0	0	0	6,508
General Fund-Other	124,169	9,135	9,135	7,030
<i>Subtotal Transfers</i>	<i>\$ 216,108</i>	<i>\$ 36,392</i>	<i>\$ 36,786</i>	<i>\$ 41,189</i>
TOTAL APPROPRIATIONS	\$ 7,989,369	\$ 9,507,399	\$ 10,396,825	\$ 10,943,337
GROSS ENDING BALANCE	\$ 7,317,710	\$ 4,880,204	\$ 5,336,052	\$ 4,341,946

**SELF INSURANCE FUND
OCCUPATIONAL HEALTH PROGRAM
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 2,250	\$ 67,388	\$ 18,631	\$ 64,162
Net Balance	\$ 2,250	\$ 67,388	\$ 18,631	\$ 64,162
REVENUES				
Transfer from Workers' Compensation Fund	\$ 528,000	\$ 550,000	\$ 550,000	\$ 550,000
Transfer from Employee Benefits Ins. Fund	198,000	275,000	275,000	280,500
Interest on Time Deposits	2,170	350	2,350	2,070
Total Revenue & Transfers	\$ 728,170	\$ 825,350	\$ 827,350	\$ 832,570
TOTAL AVAILABLE FUNDS	\$ 730,420	\$ 892,738	\$ 845,981	\$ 896,732
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	\$ 262,495	\$ 318,045	\$ 276,835	\$ 292,485
Contractual Services	276,298	270,954	286,335	296,035
Commodities	19,627	26,750	23,775	26,994
Other Expenditures	2,950	1,918	1,918	2,142
Capital Outlay	0	0	0	20,747
Subtotal	\$ 561,370	\$ 617,667	\$ 588,863	\$ 638,403
HUMAN RESOURCES				
Personal Services	\$ 49,857	\$ 50,285	\$ 53,815	\$ 54,529
Contractual Services	99,260	100,957	103,125	102,131
Commodities	343	500	41	500
Other Expenditures	959	0	0	0
Capital Outlay	0	0	0	0
Subtotal	\$ 150,419	\$ 151,742	\$ 156,981	\$ 157,160
TOTAL OPERATING EXPENSES				
Personal Services	\$ 312,352	\$ 368,330	\$ 330,650	\$ 347,014
Contractual Services	375,558	371,911	389,460	398,166
Commodities	19,970	27,250	23,816	27,494
Other Expenditures	3,909	1,918	1,918	2,142
Capital Outlay	0	0	0	20,747
Total Operating	\$ 711,789	\$ 769,409	\$ 745,844	\$ 795,563
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 40,075	\$ 35,975	\$ 20,383
Retired Employees Health Insurance	0	0	0	2,297
Subtotal Transfers	\$ 0	\$ 40,075	\$ 35,975	\$ 22,680
TOTAL APPROPRIATIONS	\$ 711,789	\$ 809,484	\$ 781,819	\$ 818,243
GROSS ENDING BALANCE	\$ 18,631	\$ 83,254	\$ 64,162	\$ 78,489

**SELF INSURANCE FUND
UNEMPLOYMENT COMPENSATION PROGRAM
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 131,093	\$ 20,383	\$ 30,026	\$ 6,446
REVENUES				
Department Assessments	\$ 190,000	\$ 220,140	\$ 220,140	\$ 300,000
Interest on Time Deposits	5,834	9,180	1,280	840
Total Revenue	\$ 195,834	\$ 229,320	\$ 221,420	\$ 300,840
TOTAL AVAILABLE FUNDS	\$ 326,927	\$ 249,703	\$ 251,446	\$ 307,286
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	\$ 176,901	\$ 220,140	\$ 225,000	\$ 300,000
Subtotal Operating	\$ 176,901	\$ 220,140	\$ 225,000	\$ 300,000
Transfers To				
Employee Benefits	\$ 100,000	\$ 0	\$ 0	\$ 0
General Fund	20,000	20,000	20,000	0
Subtotal Transfers	\$ 120,000	\$ 20,000	\$ 20,000	\$ 0
TOTAL APPROPRIATIONS	\$ 296,901	\$ 240,140	\$ 245,000	\$ 300,000
GROSS ENDING BALANCE	\$ 30,026	\$ 9,563	\$ 6,446	\$ 7,286

**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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 7,453,290	\$ 7,790,288	\$ 7,294,417	\$ 5,199,969
Net Balance	\$ 7,453,290	\$ 7,790,288	\$ 7,294,417	\$ 5,199,969
REVENUES				
Department Assessments	\$ 10,090,082	\$ 8,925,000	\$ 8,925,000	\$ 9,529,949
Assessment Rebate General Fund	0	0	0	0
Assessment Rebate Other Funds	0	0	0	0
Interest on Time Deposits	1,298,675	1,112,850	1,139,700	1,150,090
Stop Loss Payments	0	0	0	0
Recovery of Expenditures	316,921	50,000	160,225	75,000
Total Revenue & Transfers	\$ 11,705,678	\$ 10,087,850	\$ 10,224,925	\$ 10,755,039
TOTAL AVAILABLE FUNDS	\$ 19,158,988	\$ 17,878,138	\$ 17,519,342	\$ 15,955,008
APPROPRIATIONS				
APPROPRIATIONS				
Administration - City	\$ 1,636,710	\$ 2,110,463	\$ 2,134,494	\$ 1,990,910
Administration - Contracts	865,241	1,049,555	894,202	950,833
Premiums - Excess Liability	222,605	216,000	237,982	215,000
Claims - Insurance	8,496,361	8,126,700	8,240,118	8,702,460
Subtotal Operating	\$ 11,220,917	\$ 11,502,718	\$ 11,506,796	\$ 11,859,203
Transfers To				
General Fund-Indirect Cost	\$ 102,855	\$ 267,098	\$ 252,469	\$ 264,017
General Fund-Other	12,779	10,108	10,108	9,117
Retired Employee Health Insurance	0	0	0	9,188
Employee Wellness Program	378,000	400,000	400,000	400,000
Employee Assistance Program	150,000	150,000	150,000	150,000
Subtotal Transfers	\$ 643,634	\$ 827,206	\$ 812,577	\$ 832,322
TOTAL APPROPRIATIONS	\$ 11,864,551	\$ 12,329,924	\$ 12,319,373	\$ 12,891,525
GROSS ENDING BALANCE	\$ 7,294,417	\$ 5,548,214	\$ 5,199,969	\$ 3,263,483

Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2002

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002					
City Attorney										
Early Intervention for Women Living in Domestic Violence	\$	\$	182,662	\$	60,991	\$	243,653			
City Attorney Total	\$	-	\$	182,662	\$	-	\$	60,991	\$	243,653
Community Initiatives										
Head Start Early Child Care	\$	37,136,307	\$		\$	9,284,076	\$		46,420,383	
Child Care Delivery System			31,781,031	1,200,000					32,981,031	
Youth Opportunity		8,908,875							8,908,875	
Comprehensive Nutrition Program			1,553,211	2,643,008	177,396				4,373,615	
Consumer Managed Personal Assistance Program			1,920,050		12,500				1,932,550	
Community Services Block Grant (CSBG)			1,843,950						1,843,950	
ASCEND		1,784,407							1,784,407	
Emergency Shelter Grant (ESG)		710,000			710,000				1,420,000	
Housing Opportunities for Persons with Aids (HOPWA)		908,000							908,000	
Supportive Housing Program 1997		654,272							654,272	
Supportive Housing Program 1998 - CASAS		669,630							669,630	
Supportive Housing Program 1998 - Dwyer		294,714							294,714	
Supportive Housing Program 1999		1,889,741							1,889,741	
Supportive Housing Program 2000		887,184							887,184	
Juvenile Accountability Incentive Block Grant			404,116		44,902				449,018	
Supportive Services for the Elderly		454,668							454,668	
Literacy Instructional Support Program			475,000						475,000	
Carver Cultural Arts Center					276,916				276,916	
Fair Housing Program		243,940							243,940	
San Antonio Education Partnership					158,318				158,318	
Emergency Food & Shelter Grant (ESG)		147,613							147,613	
Housing Counseling Program		100,000							100,000	
Community Initiatives Total	\$	54,589,551	\$	37,977,358	\$	3,843,008	\$	10,664,108	\$	107,074,025
Cultural Affairs										
Decentralization - Texas Commission on the Arts	\$	\$	159,231	\$	15,944	\$	159,231	\$	334,406	
Texas Commission on the Arts - Project Support			3,912				3,912		7,824	
Cultural Affairs Total	\$	-	\$	163,143	\$	15,944	\$	163,143	\$	342,230
Economic Development										
Procurement Technical Assistance	\$	149,950	\$	\$	156,655	\$	\$		306,605	
Economic Development Total	\$	149,950	\$	-	\$	156,655	\$	-	\$	306,605
Fire										
Fire Act	\$	228,996	\$	\$	98,141	\$	\$		327,137	
F & E Grant			\$	19,665	\$	19,665			39,330	
Federal Emergency Management Assistance (FEMA)		78,335							78,335	
Fire Total	\$	307,331	\$	19,665	\$	117,806	\$	-	\$	444,802
Health										
Women, Infant & Children Project	\$	5,332,825	\$	\$		\$	\$		5,332,825	
Childhood Immunization Project		6,356,734		429,912					6,786,646	
Title V Maternal & Child Health Services				1,120,215		645,000			1,765,215	
Ryan White Title II & State Services		731,447		550,849					1,282,296	
Healthy Start		750,000							750,000	
Lead Based Paint Hazard Program		184,576			400,000				584,576	
Federal TB Grant		356,702		197,979		15,000			569,681	
Public Center for Environmental Health		500,000							500,000	
Title XX				350,000		80,000			430,000	
PCPE (HIV Prevention)				418,335					418,335	
Breast & Cervical Cancer Control Project				124,000		276,717			400,717	
STD Staff Support Project		276,521		77,046					353,567	
San Antonio Regional Detox Program						278,737			278,737	
Women's Health Program						200,000			200,000	
ATSDR-Environmental Health Screening		177,745		180,651					358,396	
Drug Use Forecasting Project (ABT)		166,852							166,852	
Glasgow-Smith-Kline HPV Study						152,321			152,321	
Administrative Agency HIV Services				135,000					135,000	
Youth Opportunity Movement		131,315							131,315	
Ryan White Title I Dental Clinic		128,783							128,783	
Parent/Child Inc. Health Services		65,625				60,250			125,875	
Title V Abstinence Education				91,540		33,462			125,002	

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2002

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Refugee Health Screening Grant		116,872			116,872
Tittle V Core - Public Health Project		100,000			100,000
HOPWA		91,192			91,192
Merck HIV Vaccine Study				80,365	80,365
Project SAVE HIV Prevention Program			4,000	56,802	60,802
Glasgow-Smith-Kline Rotavirus Study				57,800	57,800
Hogg Foundation				45,000	45,000
HCV Testing and Prevention		28,500			28,500
March of Dimes Folic Acid				20,000	20,000
Childhood Lead Poisoning Prevention		18,750			18,750
Health Total	\$ 15,159,125	\$ 4,030,841	\$ 404,000	\$ 2,001,454	\$ 21,595,420
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 12,774,169	\$	\$	\$ 1,356,173	\$ 14,130,342
Home Entitlement Grant Program	7,909,000			2,319,381	10,228,381
Housing & Community Development Total	\$ 20,683,169	\$ -	\$ -	\$ 3,675,554	\$ 24,358,723
Library					
State Grant	\$	\$ 764,627	\$	\$	\$ 764,627
Houston Endowment				\$ 376,000	376,000
Interlibrary Loan Services	213,822				213,822
Semmes Family Foundation				200,000	200,000
Brown Foundation				150,000	150,000
HEB Grocery				50,000	50,000
San Antonio Public Library Foundation				41,000	41,000
Kronkosky Foundation - Interest Earned				35,000	35,000
Half Foundation				26,000	26,000
San Antonio Public Library Foundation - interest earned				10,000	10,000
Library Total	\$ 213,822	\$ 764,627	\$ -	\$ 888,000	\$ 1,866,449
Parks & Recreation					
Summer Food Services Program	\$ 711,614	\$	\$	\$	711,614
Parks & Recreation Total	\$ 711,614	\$ -	\$ -	\$ -	\$ 711,614
Planning					
TEA 21 Planning Program	\$ 60,000	\$	\$	\$	60,000
Planning Total	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Police					
Regional Auto Crimes Team (ReACT)	\$	\$ 1,424,437	\$ 424,407	\$ 1,321,783	\$ 3,170,627
San Antonio HIDTA	1,307,328				1,307,328
Local Law Enforcement Block Grant	687,739			76,415	764,154
COPS 1999 Universal Hiring Program	750,000		918,962		1,668,962
COPS 2000 Universal Hiring Program	430,405		819,626		1,250,031
COPS 2001 Universal Hiring Program	395,175		531,267		926,442
HIDTA - Intelligence Center	513,280				513,280
Bexar Metro 911				238,807	238,807
Crisis Assistance Team Administration (CATA)		79,759		24,925	104,884
Police Total	\$ 4,083,927	\$ 1,504,196	\$ 2,694,262	\$ 1,661,930	\$ 9,944,315
Grants Subtotal	\$ 95,958,489	\$ 44,642,492	\$ 7,231,675	\$ 19,115,180	\$ 166,947,836
Aviation					
Airport Improvement Program	\$ 10,583,574	\$	\$ 3,299,098	\$	\$ 13,882,672
Aviation Total	\$ 10,583,574	\$ -	\$ 3,299,098	\$ -	\$ 13,882,672
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 8,234,831	\$	\$	\$	\$ 8,234,831
Housing & Community Development Total	\$ 8,234,831	\$ -	\$ -	\$ -	\$ 8,234,831
Capital Projects Subtotal	\$ 18,818,405	\$ -	\$ 3,299,098	\$ -	\$ 22,117,503
Grand Total	\$ 114,776,894	\$ 44,642,492	\$ 10,530,773	\$ 19,115,180	\$ 189,065,339

Debt Management

DEBT MANAGEMENT PLAN

OVERVIEW

The City of San Antonio 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 General Obligation Bonds which are secured by ad valorem taxes and Certificates of Obligation which 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 major infrastructure facilities and for certain revenue producing facilities. Revenue bonds are utilized to finance long-term capital improvements for proprietary enterprise and self-supporting operations. Currently, revenue bonds have provided the financing required for the City's International Airport facilities, the City's Parking System, and the Henry B. Gonzalez Convention Center Expansion.

The long-term infrastructure financing process commences with the identification of major projects throughout the City to be financed with General Obligation 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 General Obligation Bonds and supported by ad valorem taxes are presented to the electorate for approval. Upon voter approval, the City is authorized to issue General Obligation 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 "Aa2", "AA+" and "AA+" bond rating by Moody's Investors Service, Standard & Poor's Ratings Group and Fitch Investors Service, Inc., respectively. The positive trend in the City's credit strength is evidenced by the Standard & Poor's rating upgrade from "AA" to its current "AA+" in 1998 and by Fitch's rating upgrade from "AA" to its current "AA+" in 1999.

DEBT AUTHORIZATION

- GENERAL OBLIGATION BONDS

The City is authorized to issue General Obligation Bonds pursuant to the City Charter and the general laws of the State of Texas and by ordinance adopted by the City Council. General Obligation Bonds are authorized by the voters of the City at elections held within the City. On May 1, 1999 the citizens of San Antonio passed an election authorizing the issuance of \$140,200,000 general improvement bonds. Shown in Table 1 on the following page is the City's currently authorized but unissued ad valorem tax supported bonds. For the fiscal year to end September 30, 2001, the City will have \$657,878,108 outstanding General Obligation Bonds and \$15,000,000 outstanding Tax-Exempt Commercial Paper.

- 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, 2001, the City will have \$110,815,000 outstanding Certificates of Obligation, comprising 14.42% of the total outstanding ad valorem tax supported debt.

Table 1

Authorized But Unissued Ad Valorem Tax Bonds					
Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds	Previously Issued Commercial Paper	Bonds Authorized but Unissued
05/01/99	Streets & Pedestrian Improvements	41,300,000	9,557,500	11,966,000	19,776,500
05/01/99	Drainage	19,000,000	3,082,500	376,000	15,541,500
05/01/99	Flood Control with Parks Imp.	12,200,000	4,210,000	1,850,000	6,140,000
05/01/99	Parks & Recreation	24,200,000	6,345,000	808,000	17,047,000
05/01/99	Library System	13,200,000	185,000	0	13,015,000
05/01/99	Public Safety	30,300,000	4,235,000	0	26,065,000
		<u>\$ 140,200,000</u>	<u>\$ 27,615,000</u>	<u>\$ 15,000,000</u>	<u>\$ 97,585,000</u>

The City has authority pursuant to an election held on January 26, 1980 to issue \$16,660,000 in bonds which includes \$1,052,000 for libraries, \$2,232,000 for fire protection, \$4,224,000 for drainage and flood control, and \$9,252,000 for street, bridge and related improvements. The City does not currently intend to issue bonds for any of the remaining purposes authorized in 1980.

- 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, 2001, the City's outstanding revenue bonds will be airport revenue bonds in the aggregate principal amount of \$105,450,000, parking system revenue bonds in the aggregate principal amount of \$24,845,000, Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to \$180,772,481. The airport, parking 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 and hotel occupancy tax collections respectively.

- REVENUE REFUNDING BONDS

The City routinely reviews the possibility of refunding certain of its Hotel Occupancy Tax Revenue Bonds, Series 1996 (Henry B. Gonzalez Convention Center Expansion Project) and Airport System Improvement Revenue Bonds to effectuate interest cost savings. In Fiscal 2001 the City issued \$50,230,000 Airport System Forward Refunding Revenue Bonds, Series 2003. The Series 2003 Bonds were issued to forward refund a portion of the Airport System Refunding Revenue Bonds, Series 1993. Under the 1986 Tax Act, as amended, the City cannot refund the Series 1993 Bonds with refunding bond proceeds prior to 90 days before the first call date which is July 1, 2003. The forward delivery transaction enabled the City to sell the bonds in April, 2001 to lock in the current low interest rates, but the delivery of the money does not occur until April, 2003. The forward refunding generated \$4,205,029 in gross savings and present value savings of \$3,105,276 calculated to the pricing date of April 17, 2001 and \$3,445,331 calculated to the delivery date of April 8, 2003. This represents a 6.32% and 7.01% present value savings calculated to April 17, 2001 and April 8, 2003 respectively.

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

On May 6, 2000, the City held an election to impose a 1/8 cent sales and use tax to provide for the planning, acquisition, establishment, development, construction or renovation of various venue projects as authorized by Chapter 334 of the Texas Local Government Code. Proposition No. 3, entitled "Parks Development and Expansion Venue Project" was approved by the voters. Proposition No. 3 provides for the collection of 1/8 cent sales tax receipts aggregating up to \$65,000,000 to be used as follows: (i) \$45,000,000 to be utilized for park land acquisition and improvements over the Edwards Aquifer, and (ii) \$20,000,000 to be used for the construction of

linear parks along the Salado and Leon Creeks. Of the \$45,000,000 to be used for the Edwards Aquifer, \$4,500,000 will be set aside to provide funds for the operation and maintenance of the land area to be acquired. An accelerated land acquisition program was financed through the implementation and issuance of Sales Tax Revenue Commercial Paper Notes. The commercial paper program was authorized by City Council on November 9, 2000 and on December 6, 2000, \$32,700,000 in Sales Tax Revenue Commercial Paper Notes was sold. As of September 30, 2001, \$32,700,000 was outstanding.

DEBT LIMITATIONS

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

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

LONG-TERM DEBT PLANNING

The City employs a comprehensive multi-year, long-term capital improvement planning program that is updated annually. Debt management is a major component of the financial planning model which incorporates projected financing needs for infrastructure development that is consistent with the City's growth while at the same time measuring and assessing the cost and timing of each debt issuance. Assumptions utilized in the Debt Plan include: (i) assessed valuation growth at 0.5% per year for existing base values and 1.00% per year for new improvements, (ii) projected annexations are added to the assessed valuations in the year they are scheduled to be on the tax rolls, (iii) tax collections are at 97.5%, (iv) the adopted debt service tax rate will decrease to 22.40 cents in fiscal year 2002 and increase incrementally between 0.30 cent and 0.35 cent annually through fiscal year 2011 to an estimated maximum debt service tax rate of 25.35 cents in fiscal year 2011 (the current debt service tax rate is 22.9 cents), (v) of the \$140.2 million general improvement bonds authorized by the voters in the May 1, 1999 election, of which \$27,615,000 in general improvement bonds and \$15,000,000 of Tax-Exempt Commercial Paper has been sold and the remaining \$97,585,000 is scheduled to be sold in installments of \$64.98 million, \$15.37 million and \$17.24 million in fiscal years 2002 through 2004 respectively, and (vi) the issuance of approximately \$165,030,000 certificates of obligation, which are scheduled to be sold by fiscal year 2005 for fire stations, Metropolitan Planning Organization (MPO) streets and other street projects, drainage projects, municipal facility improvements, San Antonio River Improvements, and an Enterprise Resource Management System.

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 2001-2002 debt plan includes the sale of \$35,000,000 Tax-Exempt Commercial Paper Notes of the \$140,200,000 authorized in the May 1, 1999 bond election and \$29,975,000 General Improvement Bonds. The FY 2001-2002 debt plan also includes the sale of \$72,585,000 Certificates of Obligation. It is anticipated that the bond and certificates will be sold in November 2001 and the commercial paper in April 2002. The bonds will be sold to fund streets, drainage, flood control projects with park improvements, libraries and public safety projects. The certificates of obligation will be sold to fund fire station improvements, Metropolitan Planning Organization (MPO) streets and other street projects, drainage projects, municipal facility improvements, and an Enterprise Resource Management System.

The airport master plan includes a comprehensive upgrade and expansion of airport facilities. The master plan incorporates approximately \$352,202,089 construction program to be completed over a ten year period with the major portion of the construction occurring in fiscal years 2001 through 2005. A comprehensive financial analysis

is currently in progress and contemplates that the financing will include a combination of general airport revenue bonds, bonds to be paid from the receipt of a passenger facility charge, grants and funds produced from operations. During Fiscal Year 2002 it is planned that \$61,307,000 Airport System Revenue Bonds, and \$38,618,000 Airport System Passenger Facility Charge Revenue Bonds will be sold to provide a portion of the funds required for the Airport System Capital Improvement program.

DEBT SERVICE TAX RATE

The combination of successful refundings, favorable economic activity and low interest rates for bond and certificate of obligation sales has resulted in a decrease in the projected maximum debt service tax rate of \$0.3049 per \$100 valuation prior to the 1992, 1993, 1996, and 1998 refundings to a projected maximum debt service tax rate of \$0.2535 per \$100 in fiscal year 2011. This estimated maximum debt service tax rate includes the issuance of the remaining \$140,200,000, 1999 authorized bonds, and \$165,030,000 certificates of obligation.

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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 61,356,374	\$ 65,044,831	\$ 65,381,325	\$ 69,909,333
REVENUES				
Current Property Tax	\$ 76,511,933	\$ 79,494,075	\$ 80,535,718	\$ 86,568,332
Delinquent Property Tax	1,320,607	1,132,082	1,197,550	1,199,640
Judgments Collected	0	0	0	0
Interest on Time Deposits	5,482,454	5,638,763	5,345,360	5,865,088
Interest on Investments	57,130	0	0	0
Penalty & Interest on Delinquent Taxes	937,408	807,200	936,597	938,189
Proceeds of Bond Issuances	0	0	0	0
Recovery of Expenditures	0	0	0	0
Transfer from Hotel/Motel Tax Fund	372,370	384,865	384,865	390,490
Transfer from Alamodome Revenue Fund	584,190	484,269	486,780	402,858
Transfer from Capital Projects Fund	0	0	0	0
Capitalized Interest	0	0	601,800	0
Total Revenue & Transfers	\$ 85,266,092	\$ 87,941,254	\$ 89,488,670	\$ 95,364,597
TOTAL AVAILABLE FUNDS	\$ 146,622,466	\$ 152,986,085	\$ 154,869,995	\$ 165,273,930
APPROPRIATIONS				
Bond Principal	\$ 40,408,091	\$ 43,055,000	\$ 43,275,000	\$ 49,345,000
Bond Interest	40,837,784	41,905,335	41,685,662	43,265,557
Issue Costs	(36,646)	0	0	0
Payment to Escrow Agent	33,912	0	0	0
Arbitrage Payable	0	0	0	0
TOTAL APPROPRIATIONS	\$ 81,241,141	\$ 84,960,335	\$ 84,960,662	\$ 92,610,557
GROSS ENDING BALANCE	\$ 65,381,325	\$ 68,025,750	\$ 69,909,333	\$ 72,663,373
RESTRICTED RESERVE	\$ 65,381,325	\$ 88,025,750	\$ 69,909,333	\$ 72,863,373
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

DEBT SERVICE FUND
AIRPORT SYSTEM REVENUE BOND SERIES 1992, 1993 AND 1996
SUMMARY OF ADOPTED BUDGET

Description:

The Airport Revenue Refunding Bond Series 1992, 1993, and 1996 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 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 12,673,641	\$ 12,744,892	\$ 12,848,944	\$ 12,930,195
REVENUES				
Contr. from Airport Revenue Fund	\$ 11,184,439	\$ 10,972,657	\$ 11,102,285	\$ 16,529,338
Interest on Time Deposits	886,152	991,044	861,417	1,080,928
Bond Proceeds	0	0	0	7,199,768
Total Revenue & Transfers	\$ 12,070,591	\$ 11,963,701	\$ 11,963,702	\$ 24,810,034
TOTAL AVAILABLE FUNDS	\$ 24,744,232	\$ 24,708,593	\$ 24,812,646	\$ 37,740,229
APPROPRIATIONS				
Bond Principal	\$ 4,470,000	\$ 4,755,000	\$ 4,755,000	\$ 5,080,000
Bond Interest	7,425,288	7,127,451	7,127,451	10,933,524
TOTAL APPROPRIATIONS	\$ 11,895,288	\$ 11,882,451	\$ 11,882,451	\$ 16,013,524
GROSS ENDING BALANCE	\$ 12,848,944	\$ 12,826,142	\$ 12,930,195	\$ 21,726,705
Bond Reserve Fund	\$ 8,844,787	\$ 8,844,787	\$ 8,844,787	\$ 16,044,556
Reserve for Future Payments	4,004,157	3,981,355	4,085,408	5,682,149
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ 0	\$ 11,891,618	\$ 11,882,451	\$ 11,891,618

DEBT SERVICE FUND
CONVENTION CENTER EXPANSION REVENUE BOND SERIES 1996
SUMMARY OF ADOPTED BUDGET

Description:

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

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 20,551,444	\$ 20,168,192	\$ 19,728,147	\$ 19,333,739
REVENUES				
Contr. from CCE Rev. Fund	\$ 7,231,371	\$ 7,773,582	\$ 8,057,194	\$ 9,283,734
Interest on Time Deposits	1,372,255	1,361,079	1,364,305	1,379,648
<i>Total Revenue & Transfers</i>	<u>\$ 8,603,626</u>	<u>\$ 9,134,661</u>	<u>\$ 9,421,499</u>	<u>\$ 10,663,382</u>
TOTAL AVAILABLE FUNDS	<u>\$ 29,155,070</u>	<u>\$ 29,302,853</u>	<u>\$ 29,149,646</u>	<u>\$ 29,997,121</u>
APPROPRIATIONS				
Bond Principal	\$ 410,000	\$ 830,000	\$ 830,000	\$ 1,380,000
Bond Interest	8,877,950	8,859,500	8,853,137	8,810,510
Arbitrage	138,973	132,770	132,770	132,770
TOTAL APPROPRIATIONS	<u>\$ 9,426,923</u>	<u>\$ 9,822,270</u>	<u>\$ 9,815,907</u>	<u>\$ 10,323,280</u>
GROSS ENDING BALANCE	<u>\$ 19,728,147</u>	<u>\$ 19,480,583</u>	<u>\$ 19,333,739</u>	<u>\$ 19,673,841</u>
Bond Reserve Fund	\$ 16,999,630	\$ 16,999,830	\$ 16,999,830	\$ 16,999,830
Reserve for Future Payments	3,551,614	2,480,753	2,333,909	2,674,011
NET ENDING BALANCE	<u>\$ (623,297)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

DEBT SERVICE FUND
GOLF COURSE CERTIFICATES OF OBLIGATION, SERIES 1986A AND REFUNDING 1992, 1993, 1998A
SUMMARY OF ADOPTED BUDGET

Description:

The Golf Course Debt Service Fund was established to account for the issuance of bonds to fund the construction of two additional golf courses. The principal and interest is paid from revenues generated through golf fees in the Golf Course Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 8,077	\$ 9,727	\$ 9,921	\$ 15,833
REVENUES				
Contr. from Golf Course Rev Fund	\$ 268,694	\$ 264,377	\$ 266,512	\$ 278,616
Proceeds from Notes	350,343	350,447	350,447	349,976
Interest on Time Deposits	13,401	8,839	6,704	7,198
Miscellaneous	0	0	0	0
Recovery of Expenditures	0	0	0	0
Total Revenue & Transfers	\$ 632,438	\$ 623,663	\$ 623,663	\$ 635,790
TOTAL AVAILABLE FUNDS	\$ 640,515	\$ 633,390	\$ 633,584	\$ 651,623
APPROPRIATIONS				
Bond Principal	\$ 380,000	\$ 390,000	\$ 390,000	\$ 425,000
Bond Interest	250,594	227,751	227,751	203,110
Notes Principal	0	0	0	0
Notes Interest	0	0	0	0
Issue Costs	0	0	0	0
TOTAL APPROPRIATIONS	\$ 630,594	\$ 617,751	\$ 617,751	\$ 628,110
GROSS ENDING BALANCE	\$ 9,921	\$ 15,639	\$ 15,833	\$ 23,513
Restricted Reserve	\$ 9,921	\$ 15,639	\$ 15,833	\$ 23,513
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ 0	\$ 632,914	\$ 628,110	\$ 629,630

DEBT SERVICE FUND
PARKING CERTIFICATES OF OBLIGATION, SERIES 1992-1996, REFUNDING 1992, 1996A, 1998A, AND REVENUE BONDS, SERIES 2000
SUMMARY OF ADOPTED BUDGET

Description:

This Parking Facility Debt Service schedule includes Refunding Bonds, Series 1992, 1996A, and 1998A, Certificates of Obligation, Series 1992 through 1996, and Revenue Bonds, Series 2000. The principal and interest is paid from revenues generated in the Parking Revenue Fund and transferred into this Debt Service Fund.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ 653,808	\$ 979,025	\$ 1,052,185	\$ 1,088,851
REVENUES				
Contr. from Parking Revenue Fund	\$ 1,718,427	\$ 2,281,715	\$ 2,428,115	\$ 3,191,615
Capitalized Interest	1,200,000	0	0	0
Interest on Time Deposits	118,879	158,945	106,255	123,695
Interest on Investments	0	0	0	0
Misc. Revenue	0	0	0	0
Total Revenue & Transfers	\$ 3,037,306	\$ 2,440,660	\$ 2,534,370	\$ 3,315,310
TOTAL AVAILABLE FUNDS	\$ 3,691,114	\$ 3,419,685	\$ 3,586,555	\$ 4,404,161
APPROPRIATIONS				
Bond Principal	\$ 1,145,000	\$ 835,000	\$ 835,000	\$ 1,055,000
Bond Interest	1,494,016	2,239,835	1,662,704	2,194,476
Issue Costs	(87)	0	0	0
TOTAL APPROPRIATIONS	\$ 2,638,929	\$ 3,074,835	\$ 2,497,704	\$ 3,249,476
GROSS ENDING BALANCE	\$ 1,052,185	\$ 344,850	\$ 1,088,851	\$ 1,154,685
Restricted Revenue	\$ 1,052,185	\$ 344,850	\$ 1,088,851	\$ 1,154,685
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ 0	\$ 3,249,476	\$ 3,249,476	\$ 3,271,769

**DEBT SERVICE FUND
PARKS DEVELOPMENT & EXPANSION COMMERCIAL PAPER
SUMMARY OF ADOPTED BUDGET**

Description:

In FY 2000-2001, the Parks Development & Expansion Debt Service Fund was established to account for the issuance of commercial paper to purchase new parkland under Proposition 3. The principal and interest is paid from revenue generated through a sales tax increase generated from the Parks Development & Expansion Fund and transferred into this Debt Service Fund.

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	RE-ESTIMATE FY 2000-2001	ADOPTED FY 2001-2002
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 1,090,000
REVENUES				
Contr. from Parks Dev & Exp Fund	\$ N/A	\$ 0	\$ 1,090,000	\$ 13,034,000
Interest on Time Deposits	\$ N/A	\$ 0	\$ 0	\$ 0
Total Revenue & Transfers	\$ N/A	\$ 0	\$ 1,090,000	\$ 13,034,000
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 0	\$ 1,090,000	\$ 14,124,000
APPROPRIATIONS				
Bond Principal	\$ N/A	\$ 0	\$ 0	\$ 11,900,000
Bond Interest	\$ N/A	\$ 0	\$ 0	\$ 1,134,000
TOTAL APPROPRIATIONS	\$ N/A	\$ 0	\$ 0	\$ 13,034,000
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 1,090,000	\$ 1,090,000
Restricted Reserve	\$ N/A	\$ 0	\$ 0	\$ 0
NET ENDING BALANCE	\$ N/A	\$ 0	\$ 1,090,000	\$ 1,090,000
Succeeding Yr. Principal & Interest	\$ N/A	\$ 0	\$ 13,034,000	\$ 15,804,000

Departmental Appropriations

DEPARTMENTAL APPROPRIATIONS OVERVIEW

In the following section titled "Departmental Appropriations," individual City departments are alphabetically presented. In the beginning of each department section a functional organizational chart summarizes the major activities within the department. In addition, each department 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 key performance measures that are tracked over a three-year period. Performance measures are management tools that allow City departments to measure service efforts and program accomplishments. There are four categories of performance measures: inputs, outputs, efficiency and effectiveness. Input measures can be defined as the amount of resources used in producing an output or outcome. Efficiency measures indicate how well departments are using the resources they have. Typically, it is expressed as an average or ratio between the amount of input and the amount of output. Finally, effectiveness performance measures indicate how well the service provided accomplishes the intended goal or objectives. Important to the customer and the public, effectiveness measures focus on the quality of the work performed, cycle time and customer satisfaction.

For four Departments, Aviation, Health, Police, and Purchasing Departments, a Balanced Scorecard is presented after the Performance Measures section. The Balanced Scorecard is a strategic planning document that aligns an organization's mission and strategy into a comprehensive set of performance measures. The Scorecard is based on four perspectives—Customer, Financial, Internal Processes, and Employees Learning and Growth. These perspectives and the selected indicators provide a balance between short and long-term objectives. The four City departments listed participated in the FY 2002 Balanced Scorecard Pilot Project to demonstrate the effectiveness of Scorecard concept. Eventually, each Department will develop and maintain a Balanced Scorecard.

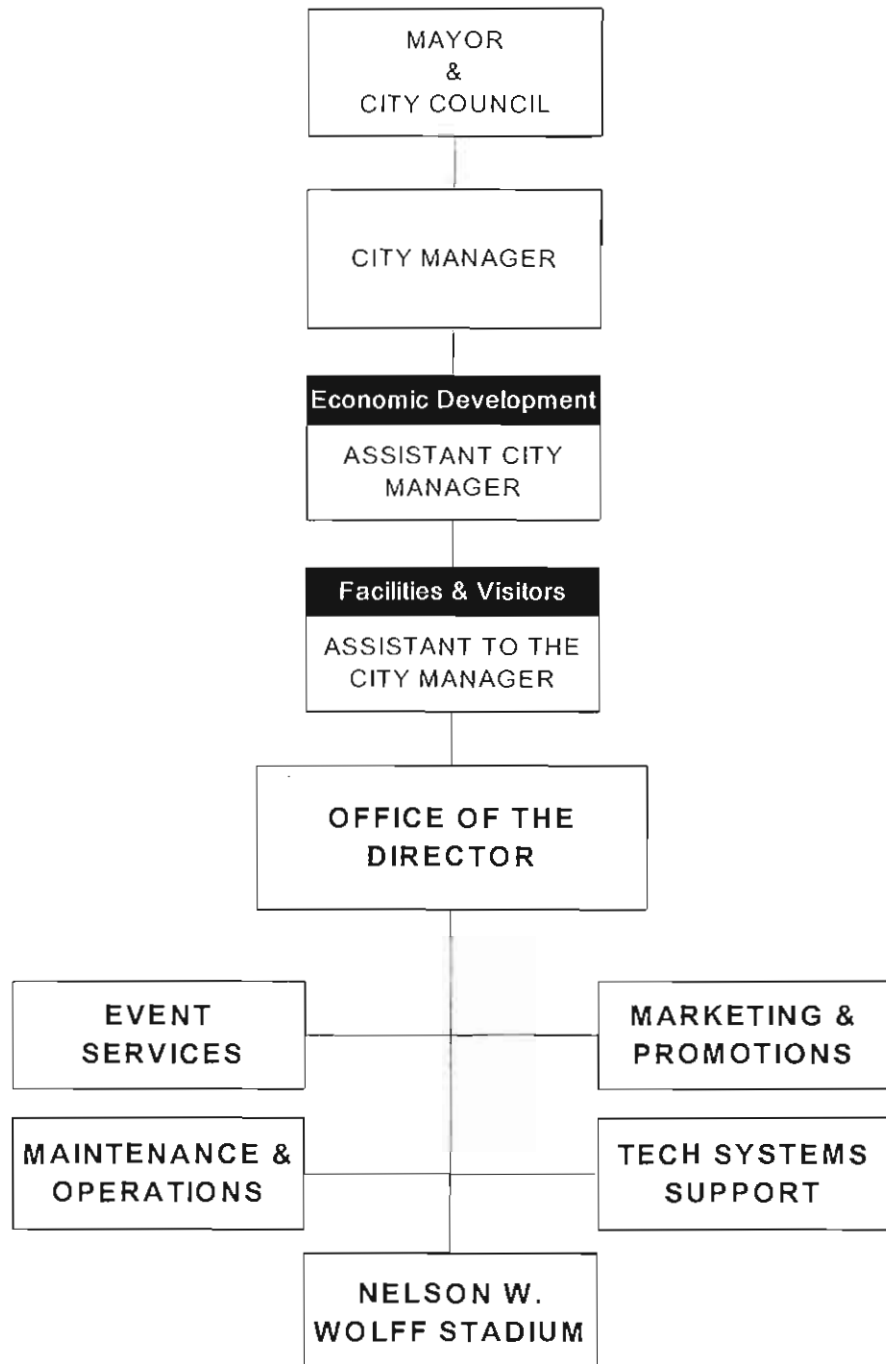
Following the departments program information, adopted program changes are categorized and arranged by redirection/reductions, improvements, and mandates. Each of these program changes will affect the departmental budget either with a reallocation, decrease, or increase in City funding. Redirections are modifications to department programs that involve the redeployment of personnel or reallocation of funds that improve the City's overall operational efficiency. Reductions are program changes that often result in increased efficiencies within the organization. Improvements are new programs or enhancements to existing programs or services the City provides to the community. Mandates are defined as programs which the City must support as required by federal, state, or local law; required by contractual obligation; or required to support operation and maintenance costs for completed capital improvement projects. After a program change is placed within the appropriate category, it is sorted by City Council Budget Priority and pre-labeled with the appropriate priority title. Council Budget Priorities are emerging issues that are likely to have direct and indirect impacts on the economy, quality of life and delivery of services in San Antonio over the next five-year period. These issues were first identified in the City's Five-Year Financial Forecast and later expanded upon by City Council, City staff, community sector advisors, and citizen district advisors during the City's annual Goals and Objectives Worksession.

Next, a detailed summary of the department's operating expenditures and staffing levels over a three-year period is illustrated. Included in this table are department actual expenditures for FY 2000, the revised budget adopted by City Council in FY 2001, a re-estimate of department spending levels in relation to what was budgeted for FY 2001 and a Adopted Budget number which includes all adopted redirection/reductions, improvements, and mandates for FY 2002. 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.



ALAMODOME



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Alamodome Special Revenue Fund	53.00	\$9,814,751
Wolff Stadium Special Revenue Fund	8.00	777,513
Total Funding	61.00	\$10,592,264

MISSION STATEMENT

The mission of the Alamodome Department is to provide significant momentum to the overall marketability of the City of San Antonio as a major visitor and convention destination and by hosting an appropriate blend of events that produce direct economic benefit for the Alamodome, the City of San Antonio, while providing social benefit to the community.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ♦ To enhance the image and marketability of the Alamodome and Wolff Municipal Stadium for events. To maintain financial responsibility and accountability. To establish genuine credibility with the public, the business community, potential users (promoters), and the media. To develop and evaluate a transition plan that includes potential events to add to the Alamodome event mix, taking advantage of scheduling opportunities made possible through the termination of the Spurs contract.
- To maximize use of the Alamodome & Wolff Stadium and operate in a more competitive environment while minimizing reduction of revenues to the fund.
- To work with local and national contacts to develop events that will attract more visitors, tourists, and San Antonians.
- To improve tenant and media relations, customer service and community relations.
- To operate the Alamodome and Nelson Wolff Municipal Stadium in a safe, clean and efficient manner.
- To intensify professional staff development.
- To generate sufficient revenue to offset operating expenses and debt at Wolff Municipal Stadium.
- Continue to develop the role of Wolff Stadium within the community as a location for civic involvement.
- To evaluate the cost of doing business and restructure rental rates accordingly to meet the demands of an increasingly competitive market.
- To refine the staff organization commensurate with future event programming challenges.
- Develop a comprehensive outsourcing strategy to augment a downsized personnel complement.
- To achieve complete synergy with the Convention and Visitors Bureau and Henry B. Gonzalez Center for the purpose of developing a combined marketing strategy for the community and visitors facilities.
- Expand the annual preventative maintenance and capital improvement programs to a five-year plan.
- Develop an ongoing marketing program with the San Antonio Sports Foundation to increase events at Wolff Stadium.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Attendance: Alamodome				
Concerts	258,041	258,500	184,636	162,500
Sporting Events	971,205	1,104,830	1,203,268	1,002,500
Conventions/Other/Family Shows	206,606	417,200	406,353	366,400

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input Continued:				
Total Attendance: Alamodome	1,435,852	1,780,530	1,794,257	1,501,400
Attendance at Wolff Stadium Events	227,231	289,420	241,588	223,900
Event Days: Alamodome ¹				
Concerts	16	17	10	12
Sporting Events	48	54	57	52
Conventions/Other/Family Shows	28	55	58	54
Total Event Days	92	126	125	118
Meeting Rooms	N/A	137	185	200
Move-in/Move-out Days	N/A	64	59	40
Conversion Days	N/A	51	58	55
Total Use Days: Alamodome	N/A	378	427	413
Number of Wolff Stadium Events	90	95	101	108
Output:				
<u>Alamodome:</u>				
Total Operating Revenue	\$8,165,650	\$9,476,956	\$10,096,954	\$8,762,925
Gross Event Revenue	\$6,637,035	\$7,859,125	\$8,490,781	\$7,147,971
Operating Revenue Per Event Type:				
Concerts	\$1,758,250	\$1,775,361	\$1,159,693	\$1,170,961
Sporting Events	\$3,617,002	\$4,080,135	\$5,154,557	\$3,877,486
Conventions/Other/Family Shows	\$1,115,100	\$1,903,143	\$1,936,582	\$1,945,057
Meeting Rooms	\$146,683	\$100,486	\$239,949	\$154,467
Wolff Stadium Event Revenue	\$587,005	\$714,016	\$581,058	\$777,513
Efficiency:				
<u>Alamodome:</u>				
Avg. Operating Revenue Per Attendee	\$5.69	\$5.32	\$5.66	\$5.76
Avg. Operating Revenue by Event Type:				
Concerts	\$109,891	\$104,433	\$115,969	\$97,580
Sporting Events	\$75,354	\$75,558	\$90,431	\$74,567
Conventions/Other/Family Shows	\$39,825	\$34,603	\$33,389	\$36,020
Avg. Operating Cost Per Attendee	\$5.15	\$4.83	\$4.85	\$5.72
Avg. Operating Cost Per Event Type:				
Concerts	\$19,692	\$22,650	\$24,378	\$21,282
Sporting Events	\$22,685	\$21,251	\$25,141	\$24,615
Conventions/Other/Family Shows	\$11,887	\$10,117	\$12,480	\$12,355
Avg. Concessions per Attendee: (Gross)				
Concerts	\$3.52	\$4.15	\$4.25	\$3.90
Sporting Events	\$5.71	\$5.19	\$5.70	\$5.34
Conventions/Others/Family Shows	\$3.08	\$1.41	\$2.54	\$1.82
<u>Wolff:</u>				
Avg. Operating Event Revenue per Attendee	\$2.58	\$2.47	\$2.35	\$2.68
Avg. Operating Cost per Attendee	\$2.96	\$2.63	\$3.11	\$3.29

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
<u>Alamodome:</u>				
% Revenue Generated from Events	81%	83%	84%	83%
% Costs Recovered	107%	107%	114%	105%

EXPLANATORY INFORMATION

¹ Includes revenues received from meeting room events, small group events held in the eyebrow or plaza level, parking lot events, and all other miscellaneous events held at the Alamodome.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$287,537

REDIRECTION OF STAFF DUTIES AND ELIMINATION OF OTHER FEES

This **reduction** of \$264,675 is the result of eliminating two vacant positions within the Alamodome's current staffing complement, freezing two other positions, and reducing professional services. An Office Assistant and a Public Information Officer position will be eliminated with their functions and duties redirected to remaining staff within the department. Two additional positions, a Custodial Services Crew Leader and a Building Maintenance Crew Leader, will be kept vacant. The reduction also includes reducing \$135,000 in Professional Services originally allocated for contractual cleaning services.

OPERATING EFFICIENCY SAVINGS

This **reduction** of \$22,862 is in accordance with the Alamodome's plan to improve operating efficiency and productivity at Wolff Stadium by consolidating programs and eliminating services that are no longer needed due to increased efficiency.

♦ IMPROVEMENTS \$344,938

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a living wage adjustment, market adjustment and a one-time performance pay incentive for eligible employees included in the Alamodome's budget. The combined cost will total \$331,605. The living wage adjustment will be provided to elevate all alternative workforce employees to the new living wage of \$8.50 an hour, and \$253,367 is set aside in the Alamodome Fund in the FY 2002 Adopted Budget for this adjustment. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

PROGRAM CHANGES CONTINUED

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Wolff Stadium budget. The combined cost will total \$8,703. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$4,630 in the FY 2002 budget for the Alamodome.

♦ MANDATES

\$107,273

ECONOMIC DEVELOPMENT – NCAA HOSTING OBLIGATIONS

This *mandate* for \$107,273 will fund one-time costs associated with hosting the National Collegiate Athletic Association (NCAA) 2002 Women's Final Four. Expenses include costs associated with providing electrical services and decorations. Costs related to this mandate will be offset through a transfer from the Hotel/Motel Tax Fund.

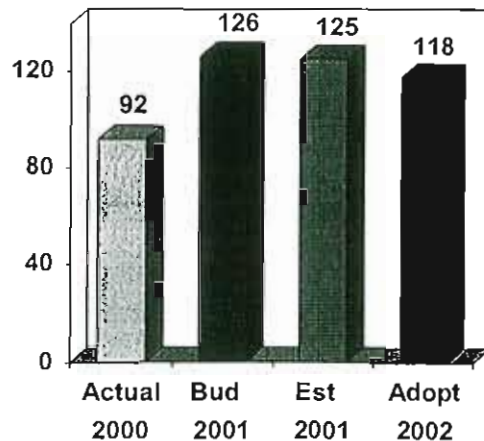
ALAMODOME EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$3,050,025	\$3,569,007	\$2,971,977	\$2,464,353
CONTRACTUAL SERVICES	3,557,331	4,365,531	5,032,977	5,621,063
COMMODITIES	280,775	355,420	379,384	427,839
OTHER EXPENDITURES	512,261	315,108	315,108	427,612
CAPITAL OUTLAY	44,128	216,840	199,801	236,516
TRANSFERS	661,899	565,185	1,174,960	637,368
TOTAL EXPENDITURES	\$8,106,419	\$9,387,091	\$10,074,207	\$9,814,751
AUTHORIZED POSITIONS	61	55	55	53
FULL-TIME EQUIVALENTS	61.00	55.00	55.00	53.00

WOLFF STADIUM EXPENDITURES BY CHARACTER

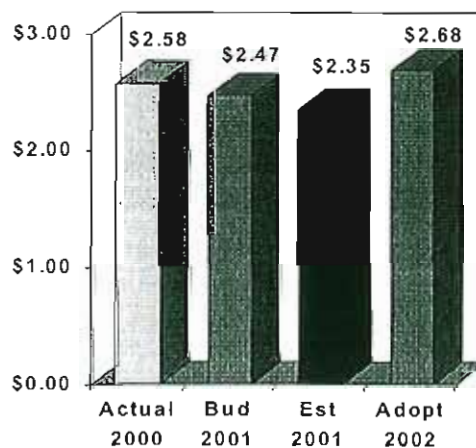
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$371,849	\$438,651	\$351,827	\$316,040
CONTRACTUAL SERVICES	219,311	214,453	282,362	323,994
COMMODITIES	50,003	71,695	71,695	68,007
OTHER EXPENDITURES	39,280	25,483	25,483	32,418
CAPITAL OUTLAY	7,847	11,783	11,757	35,140
TRANSFERS	0	0	0	1,914
TOTAL EXPENDITURES	\$688,290	\$762,065	\$743,124	\$777,513
 AUTHORIZED POSITIONS	 8	 8	 8	 8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

EVENT DAYS - ALAMODOME

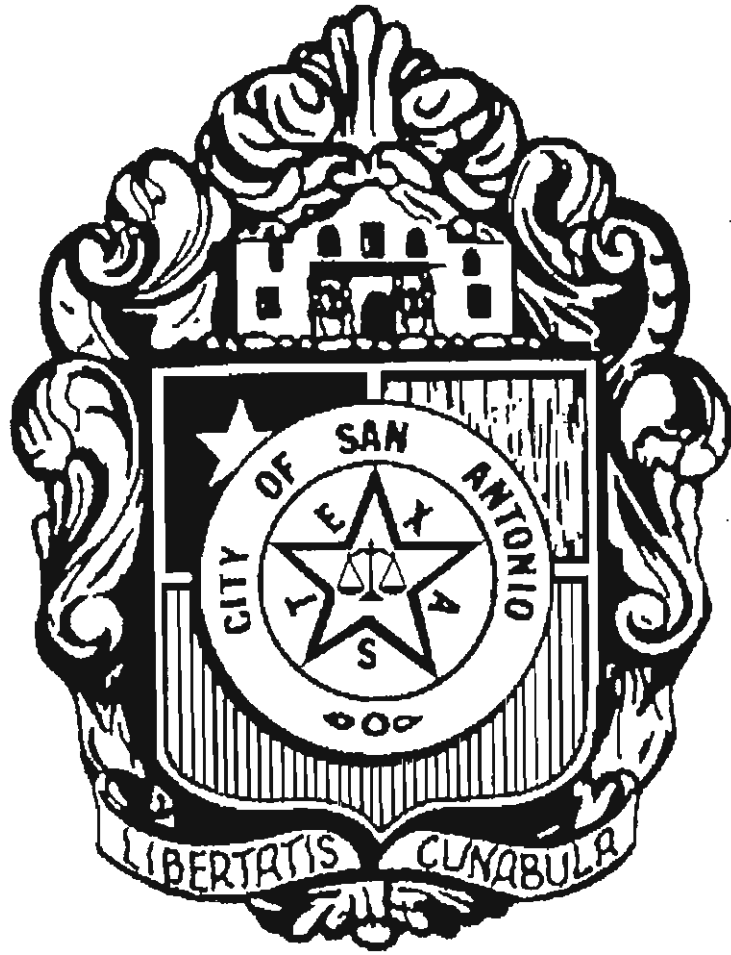


» Adopted FY 2002 reflects a 28% projected increase over the number of events in Actual FY 2000. This increase is driven by a greater number of entertainment shows planned in FY 2002.

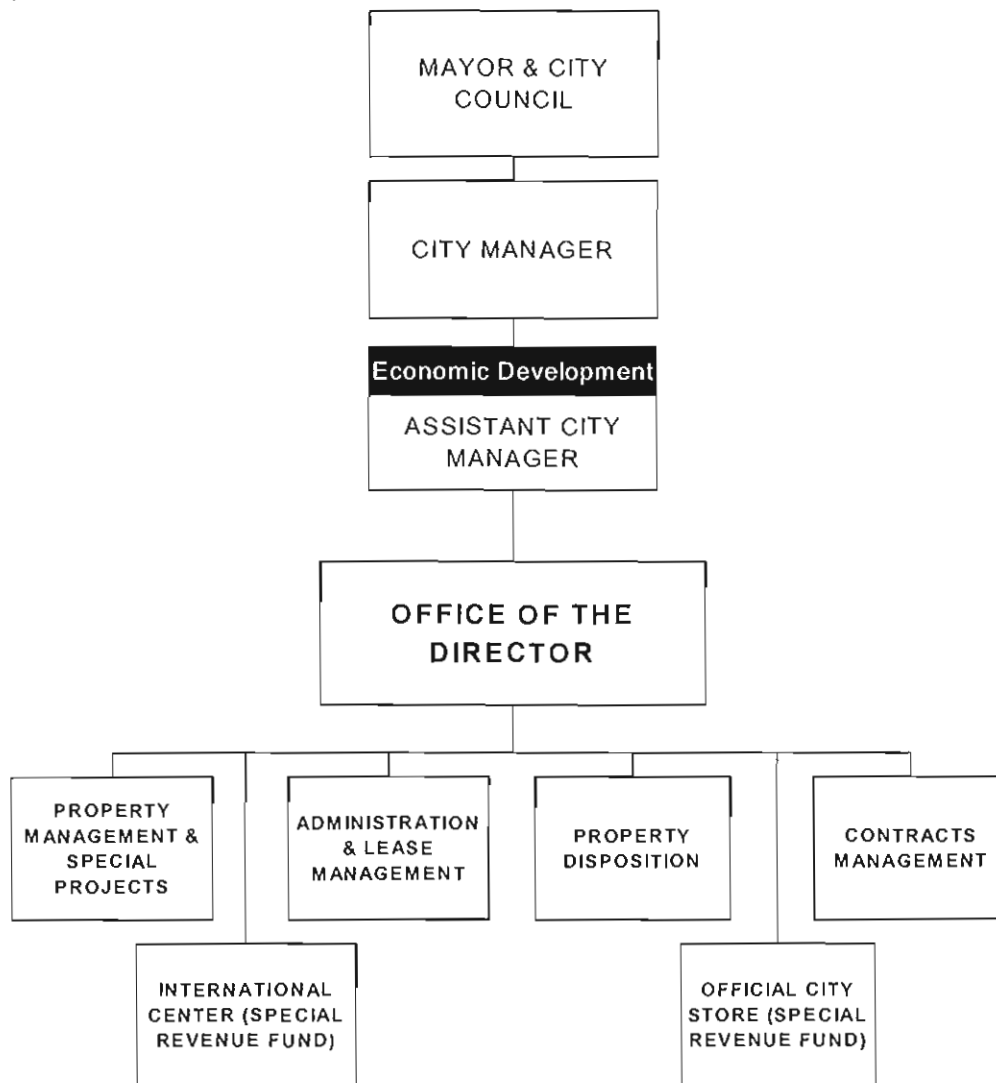
AVG. EVENT REVENUE PER ATTENDEE - WOLFF STADIUM



» Adopted FY 2002 increase of 4% over Actual FY 2000 due to the addition of High School and College baseball games held at the Stadium.



ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	20.00	\$1,463,569
Capital Projects	0.00	9,090,000
International Center Fund	2.00	270,962
Official City Store Fund	1.00	182,523
Total Funding	23.00	\$11,007,054

MISSION STATEMENT

The Department of Asset Management provides real estate related services to the public and other City departments in order to maximize revenues, minimize liability and provide for the highest and best use of City assets and resources, as well as develop and promote City-wide standards and systems for improving the management of business contracts.

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of certain City real property and provides property and project management services for various City initiatives. The Department of Asset Management negotiates and manages leases and license agreements and is responsible for reviewing lease agreements negotiated by other City departments. The department is responsible for the disposition of surplus property and assists departments by utilizing the services of an outside broker with the location and acquisition of certain real property where the site has not been previously selected. As recommended in the Performance Review of the Business Contract Management Process and City Attorney's Office, Asset Management is responsible for the establishment of City-wide standards for contract management to improve the effectiveness and efficiency of departmental contracting, including revised practices and policies relating to planning, solicitation, negotiation, approval, monitoring and training.

GOALS & OBJECTIVES

- ◆ Develop and implement comprehensive plans for City facility management, maintenance and improvements and other property development to minimize costs and risk, encourage development and investment, maximize revenue and improve working conditions for City employees.
 - Finalize the development of the One Stop Development Services Center near the Central Business District by January 2003. The purpose of the Center is to provide a convenient, single source of information and assistance for development services process and provide a single location for business service activities. Offices/services include Development Services, Planning, Health, Fire Inspection/Fire Marshal, CPS, SAWS, Bexar County, Economic Development/Small Business Outreach and other entities.
 - Develop plans for the back-fill of City facility space that will be vacated in conjunction with the opening of the new One Stop Development Services Center.
 - Study the allocation of space in new and existing City-owned facilities, recommend strategies to minimize costs and maximize availability of services through co-location of programs and develop standards for office space and occupancy.
 - Work with City's real estate brokers to market and develop the Southwest Business and Technology Park as a location for commercial and manufacturing facilities and limited retail, as well as a site for the Fire Department Training Academy and Parks & Recreation Department nursery and tree farm. The purpose of the park is to create jobs, increase the tax base, stimulate economic development in west/southwest side Enterprise Zone and decrease liability and maintenance costs to the City.
- ◆ Develop and promote City-wide standards and systems for improving the management of business contracts.
 - Form the Contract Services Unit and the Business Contract Improvement Team.
 - Establish City-wide business contract management standards, develop a planning and solicitation process, implement strategies to streamline contract negotiations, and approval processes, develop rigorous monitoring practices, and facilitate the training of contract managers.
 - Manage and coordinate the development of various Technologic Tools related to contract management.

GOALS & OBJECTIVES CONTINUED

- ♦ Develop innovative methods to provide professional services and information in an effort to maximize revenue and provide increased customer service.
 - Integrate comprehensive databases of real estate information and disseminate the data in a user-friendly, web-based geographic information system (GIS) platform.
 - Make available to the public, via the Internet, downloadable property disposition information and application forms.
 - Increase the use of electronic document management in an effort to evolve toward a paperless work environment to increase the efficiency of staff, reduce costs and use of space for storage and improve document management.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. FTEs assigned to manage/monitor contracts ¹	3	3	3	3
No. FTEs assigned to review leases	2	2	2	2
No. FTEs assigned to License Agreements/Property Disposition ²	4	4	4	4
No. inquiries regarding License Agreements/Property Disposition projects ³	1,995	2,000	1,742	1,829
No. applications received for License Agreements/Property Disposition projects ³	69	100	70	75
Output:				
No. contracts managed/monitored ⁴	33	33	37	37
No. leases reviewed for other departments ³	70	85	50	55
No. contracts negotiated	14	12	20	22
Revenue collected from leases/contracts managed/monitored ⁴	\$1,002,879	\$1,099,069	\$1,192,432	\$1,271,597
No. of License Agreement/Property Disposition projects processed to conclusion through City Council	28	43	55	50
Revenue collected from License Agreements/Property Disposition ⁵	\$774,703	\$840,000	\$1,038,817	\$925,000
In-kind project revenue negotiated through Property Disposition ⁶	\$285,889	\$60,000	\$650,000	\$150,000
Efficiency:				
Avg. no. contracts managed/monitored per FTE	11.0	11.0	12.3	18.33
Avg. revenue collected per FTE Assigned to manage/monitor contracts	\$334,293	\$366,356	\$397,477	\$423,865
Avg. no. License Agreement/Property Disposition applications per FTE	17.3	25.0	17.5	18.8

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency Continued:				
Avg. revenue collected per FTE Assigned to License Agreements/Property Disposition	\$265,148	\$210,000	\$259,704	\$231,250
Effectiveness:				
% of Leases/Concession Agreements reviewed within:				
1 to 3 working days	87%	92%	93%	93%
4 to 7 working days	13%	7%	6%	6%
Over 7 working days	0%	1%	1%	1%
% of License Agreement/Property Disposition projects executed within:				
1 to 60 working days	30%	30%	32%	32%
61 to 80 working days	56%	56%	57%	58%
Over 80 working days	14%	14%	11%	10%

EXPLANATORY INFORMATION

- ¹ This measure reflects the part-time contract monitoring responsibilities of 12 staff members, which combine for 8 full-time equivalent employees.
- ² Property Disposition & Special Projects Divisions of Asset Management address License Agreements, Fiber Optic Agreements, Cellular Tower Agreements, Street/Alley Closures, and Surplus Property.
- ³ Variations are reflective of customer demand.
- ⁴ The International Center revenue and leases are also being reported in the new International Center performance measures.
- ⁵ Revenue variations reflect consumer demand.
- ⁶ In-kind project revenue is the value of services or discounted costs negotiated as part of a property disposition project. Variations in revenues reflect customer demand and is not expected to be maintained in FY 2002.

ASSET MANAGEMENT

PROGRAM CHANGES

◆ IMPROVEMENTS

\$449,576

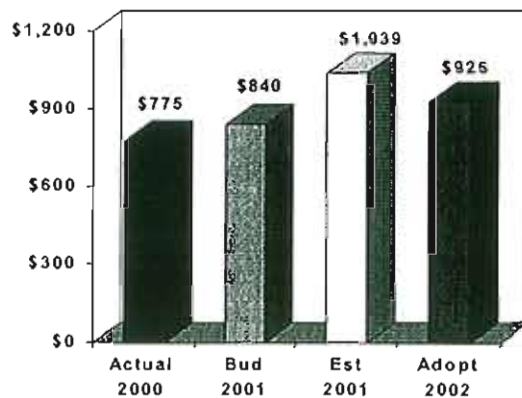
CHARTER REVIEW/GOVERNANCE – CONTRACTS MANAGEMENT ENHANCEMENT

This *improvement* will provide four Special Project Coordinator positions and one Senior Administrative Assistant position for the newly formed Contracts Management Division to establish contract management standards, implement planning and solicitation processes, streamline the negotiations and approval process, institute the monitoring process and expand and enhance related technology. These positions will be phased-in over the course of the fiscal year with the two Special Project Coordinators and the Senior Administrative Assistant at twelve-month funding and two Special Projects Coordinators at three-month funding. The FY 2002 cost of this improvement will total \$449,576. In FY 2003, full-year funding will be \$498,127.

GENERAL FUND EXPENDITURES BY CHARACTER

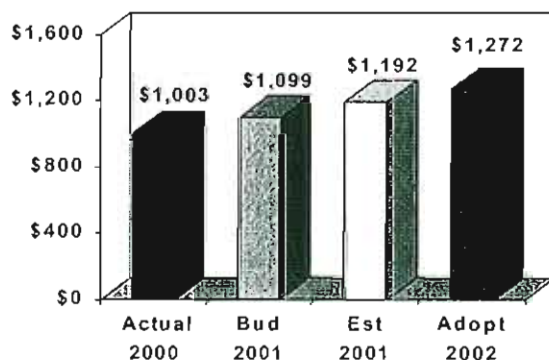
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$593,243	\$774,178	\$736,883	\$1,058,831
CONTRACTUAL SERVICES	86,587	93,051	93,051	358,496
COMMODITIES	6,799	5,759	5,759	8,379
OTHER EXPENDITURES	14,140	14,140	14,140	17,393
CAPITAL OUTLAY	11,802	5,467	5,467	20,470
TOTAL EXPENDITURES	\$712,571	\$892,595	\$855,300	\$1,463,569
AUTHORIZED POSITIONS	13	15	15	20
FULL-TIME EQUIVALENTS	13.00	15.00	15.00	20.00

REVENUE COLLECTED FROM LICENSE AGREEMENTS/ PROPERTY DISPOSITION (IN THOUSANDS)



» Represents total revenue collected from License Agreements/ Property Disposition.

REVENUE COLLECTED FROM LEASES/CONTRACTS MANAGED/MONITORED (IN THOUSANDS)



» Total revenue collected from contracts managed by Asset Management staff (includes Int'l Center)

ASSET MANAGEMENT - INTERNATIONAL CENTER

INTERNATIONAL CENTER FUND

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the International Center. The department negotiates and manages the leases of the facility as well as coordinates the maintenance of the building with the Public Works Department to provide a high level of service and building maintenance to the tenants. The International Center was developed as a multi-purpose facility promoting the City of San Antonio as a center for international trade and business. Tenants of the International Center include North American Development Bank, BancoMext (the Foreign Trade Bank of Mexico), Mexican State Trade Offices, Free Trade Alliance, SOFESA – Canary Island Trade Office, the City of San Antonio International Affairs Department, the Convention & Visitors Bureau and Biga on the Banks Restaurant.

GOALS & OBJECTIVES

- ♦ Maximize revenue through competitive leasing of building space and promote the International Center as a focal point of international commerce and business development.
 - Design a web site for the International Conference Center to market it as a premier, multi-purpose meeting place that allows potential customers to virtually tour and reserve the conference center on-line.
 - Develop and implement an International Center Fellowship program in collaboration with the tenants at the International Center and the International Affairs Department that will offer students the opportunity to gain valuable experience in international business, relations and management.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Total square footage leaseable space ¹	67,999	67,999	67,999	67,999
Total Operating Budget ²	\$797,075	\$772,557	\$780,464	\$818,469
Output:				
No. leases managed	13	13	13	13
Total Operating Revenue	\$741,540	\$838,210	\$899,713	\$918,408
Total no. of functions held in conference Center	184	200	210	231
Revenue from functions in Conference Center	\$13,577	\$11,000	\$35,000	\$38,000
Efficiency:				
Ratio of operating cost to revenues ³	107%	92%	87%	89%
Net Operating Margin ⁴	N/A	N/A	11%	12%
Effectiveness:				
% of available space leased	100%	100%	100%	100%
City of San Antonio	191		Annual Budget FY 2001-2002	

ASSET MANAGEMENT - INTERNATIONAL CENTER

EXPLANATORY INFORMATION

- ¹ Does not include common area, international conference center or other unleaseable space.
² Includes International Center operating budgets for Asset Management and Public Works Department.
³ Ratio is calculated by dividing total operating costs by total operating revenue and provides percentage of revenue used to cover operating costs.
⁴ Ratio is calculated by dividing net income by total revenue.

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$10,000

ELIMINATE THE INTERNATIONAL CENTER FELLOWSHIP PROGRAM

This **reduction** will eliminate the International Center Fellowship Program established in FY 2001. The FY 2002 savings will be \$10,000.

- ♦ IMPROVEMENTS \$10,096

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$4,946. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - ADVERTISEMENT FOR INTERNATIONAL CENTER

This **improvement** will provide the funding for advertisement of the International Center. These funds are needed to develop brochures and other advertising materials to increase awareness of the International Center as a facility to host other events. The FY 2002 cost of this improvement will total \$5,000.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

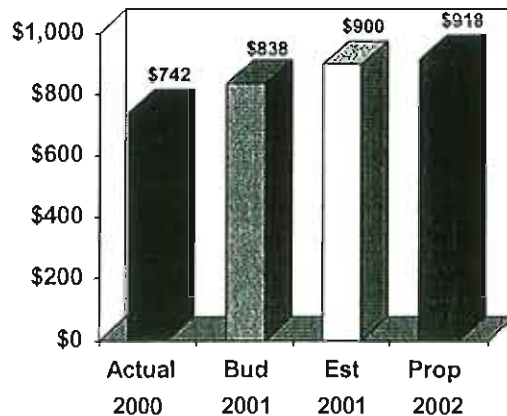
This **improvement** will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$150 in the FY 2002 budget.

ASSET MANAGEMENT - INTERNATIONAL CENTER

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

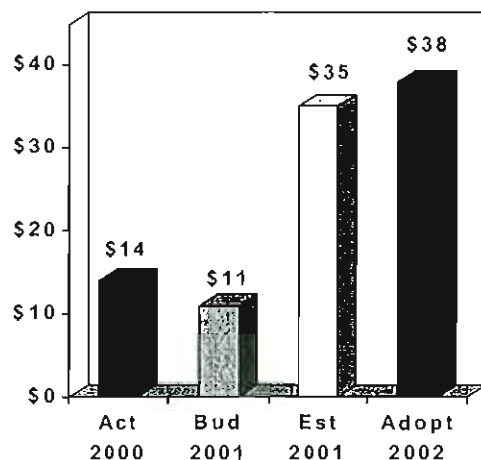
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$113,235	\$103,721	116,015	\$101,043
CONTRACTUAL SERVICES	1,397	36,372	51,979	44,064
COMMODITIES	585	400	400	495
OTHER EXPENDITURES	141,890	120,000	120,000	120,360
CAPITAL OUTLAY	302,000	90,624	90,259	5,000
TOTAL EXPENDITURES	\$559,107	\$351,117	\$378,653	\$270,962
 AUTHORIZED POSITIONS	 2	 2	 2	 2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

TOTAL OPERATING REVENUE INTERNATIONAL CENTER (IN THOUSANDS)



» Revenue collected from leases at the International Center is anticipated to increase by 24% in Adopted FY 2002 over Adopted FY 2000.

REVENUE FROM FUNCTIONS HELD IN CONFERENCE CENTER (IN THOUSANDS)



» Revenue from events held at the International Conference Center is anticipated to increase by 171% in Adopted FY 2002 over Adopted FY 2000.

ASSET MANAGEMENT - OFFICIAL CITY STORE

OFFICIAL CITY STORE FUND

PROGRAM INFORMATION

The Department of Asset Management is responsible for the operation of the Official City Store. The Official City Store promotes the City of San Antonio by displaying and selling surplus equipment that is utilized in the everyday work of the City, licensed merchandise, and other complementary non-City merchandise that represents the City's unique cultural heritage.

GOALS & OBJECTIVES

- ♦ Promote the City of San Antonio through the sale of surplus, licensed and unique non-City merchandise, as well as maximize revenue from the operation of the Official City Store.
 - Maximize the availability of surplus equipment for sale.
 - Develop unique lines of licensed and non-City merchandise.
 - Explore opportunities to open additional Official City Store sites.
 - Design an e-commerce web site that will allow customers to view and purchase Official City Store merchandise online.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Square feet occupied by Official City Store	486	486	486	486
Number of transactions	14,606	14,304	14,606	15,336
Total Operating Costs	\$141,727	\$162,215	\$159,237	\$172,990
Output:				
Official City Store Sales Revenue	\$184,299	\$163,300	\$163,300	\$167,383
Sales Revenue from surplus items ¹	\$7,062	\$8,165	\$2,839	\$15,000
Sales Revenue from licensed items ²	\$15,530	\$24,495	\$18,667	\$31,200
Efficiency:				
Sales Revenue per square foot	\$379.22	\$366.01	\$366.01	\$344.41
Average sales amount per transaction	N/A	N/A	\$11.18	\$10.91
Ratio of operating costs to sales revenue ³	76.90%	99.33%	97.51%	103.35%
Net Profit Margin ⁴	N/A	N/A	2.28%	3.19%
Effectiveness:				
% of change in ratio of operating costs to Sales	N/A	N/A	N/A	6%

ASSET MANAGEMENT - OFFICIAL CITY STORE

EXPLANATORY INFORMATION

- ¹ Departments that provide surplus items for sale at the Official City Store receive 35% of the resulting revenue.
- ² Departments that allow the Official City Store to sell licensed items receive 12.5% of the resulting revenue.
- ³ Ratio is calculated by dividing total operating costs by total sales revenue and provides percentage of revenue used to cover operating costs.
- ⁴ Ratio is calculated by dividing net income by total revenue.

PROGRAM CHANGES

♦ IMPROVEMENTS \$6,228

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$1,326. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

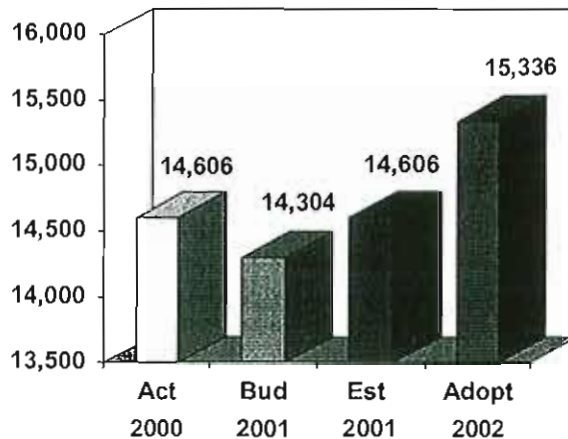
OTHER IMPROVEMENTS – E-COMMERCE WEB SITE FOR CITY STORE

This *one-time improvement* will provide the funds to design an e-commerce web site that will allow customers to view and purchase Official City Store merchandise on-line. An e-commerce web site will also serve as a marketing tool to increase awareness of the store's operations that will generate additional sales. The FY 2002 cost of this improvement will total \$4,902.

OFFICIAL CITY STORE FUND EXPENDITURES BY CHARACTER

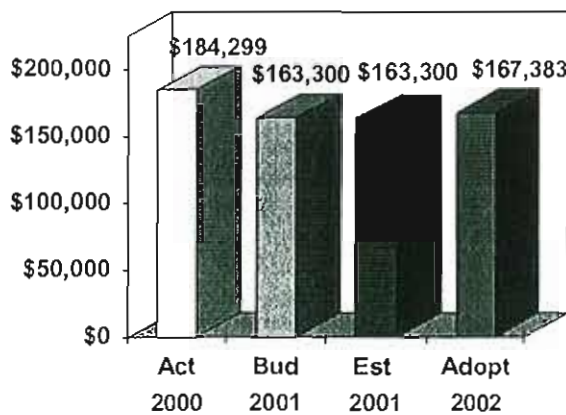
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	N/A	\$24,859	\$19,539	\$32,202
CONTRACTUAL SERVICES	N/A	61,356	53,793	61,981
COMMODITIES	N/A	76,000	85,905	78,807
OTHER EXPENDITURES	N/A	0	0	0
CAPITAL OUTLAY	N/A	1,200	1,200	0
TRANSFERS	N/A	3,062	2,755	9,533
TOTAL EXPENDITURES	N/A	\$166,477	\$163,192	\$182,523
 AUTHORIZED POSITIONS	 N/A	 1	 1	 1
FULL-TIME EQUIVALENTS	N/A	1.00	1.00	1.00

NUMBER OF TRANSACTIONS

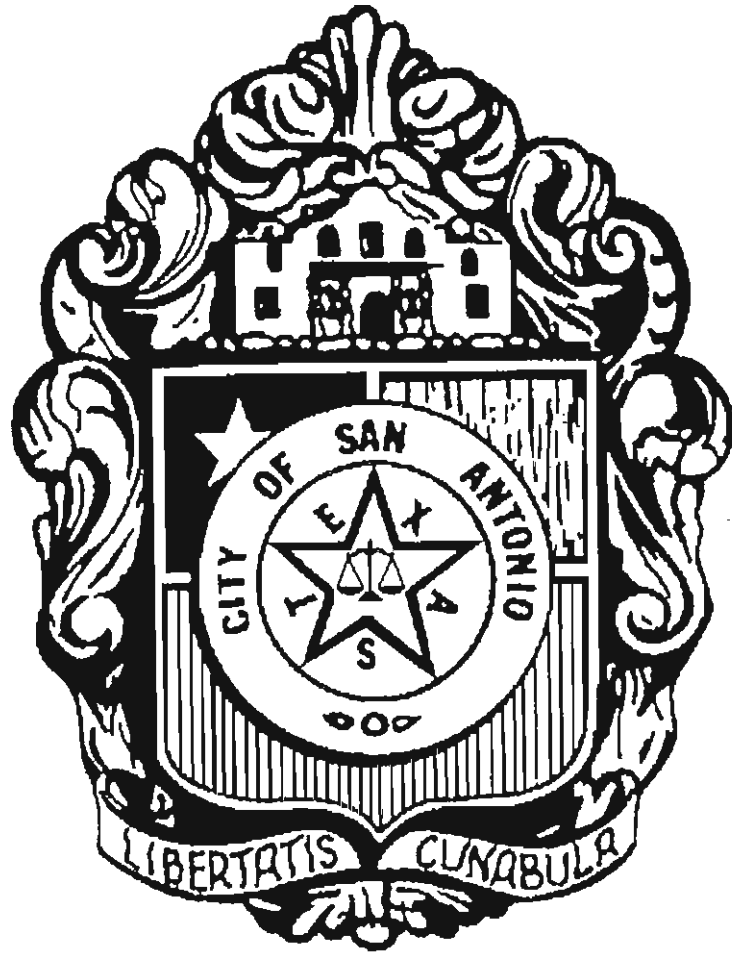


» The number of transactions are projected to increase 5% in Adopted FY 2002 over Actual FY 2000.

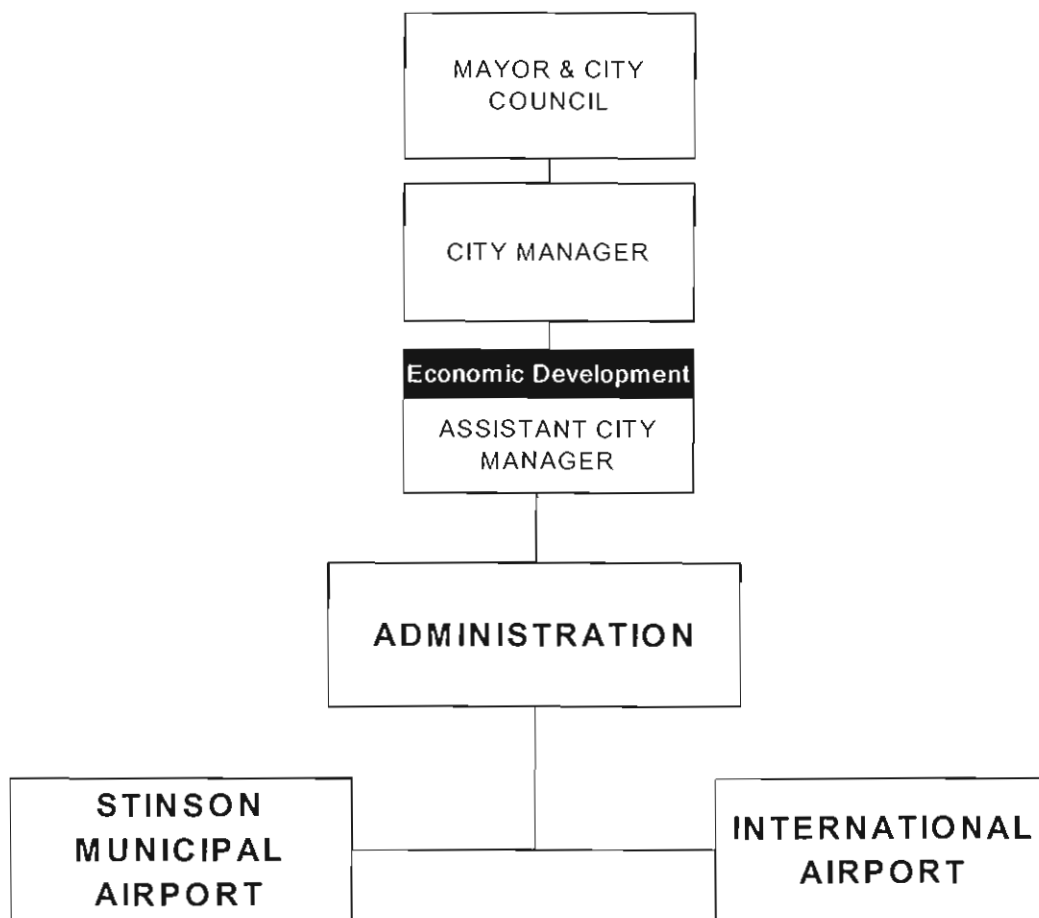
OFFICIAL CITY STORE SALES REVENUES



» Represents sales revenue generated from merchandise purchases at the Official City Store



AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Airport Revenue Fund	405.61	\$42,973,257
Debt Service Funds	0.00	16,013,524
Confiscated Property Fund	0.00	116,651
Categorical Grants	0.00	13,882,672
Capital Projects	0.00	88,829,000
Total Funding	405.61	\$161,815,104

MISSION STATEMENT

The Aviation Department provides the citizens of San Antonio and the traveling public safe, cost-efficient, first-class facilities and services at its airports, and promotes and develops aviation economic opportunities.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- ♦ To complete the last phase of a three-year re-engineering program to meet FY 2002 performance targets for operational efficiency and quality of service improvements.
- ♦ To coordinate implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's aviation facilities in the areas of passenger services, cargo, aircraft maintenance and repair, general aviation and non-aeronautical uses.
- ♦ To improve the quality of life in communities surrounding San Antonio International with the implementation of aircraft noise abatement and mitigation measures outlined in the Noise Compatibility Program.
- ♦ To continue the revitalization of Stinson Municipal Airport through new facility development, increasing the tenant base by completing and implementing a new Airport Master Plan and a Target Industry Study by the end of FY 2001.
- ♦ To improve convenience and efficiency for the airport passenger by automating parking facilities, renovating terminal buildings, redeveloping concessions, and adding terminal building amenities by the end of FY 2002.
- ♦ To begin the redevelopment of the North Loop Service Center site by completing a feasibility study as a potential site for an airport hotel by the end of FY 2002.
- ♦ To expand International Airport's integrated cargo facility capacity by constructing additional apron and landslide support at the East Air Cargo area along Wetmore Road by the end of FY 2002.
- ♦ To receive City Council and FAA approval of a new Noise Compatibility Plan for International Airport as well as the installation of aircraft noise monitoring equipment and the construction of an aircraft engine run-up noise enclosure by the end of FY 2002.
- ♦ To develop and submit to the FAA in March 2002, an application for a Letter of Intent for approximately \$80 million in capital improvement grant funding.
- ♦ To coordinate development of an Air Cargo Flow Study and Strategic Marketing Plan for San Antonio's aviation facilities by December 2001.
- ♦ To complete an aggressive Air Service Development program by the end of FY 2002 to increase the number of nonstop flight destinations at International Airport in collaboration with business development stakeholders.
- ♦ To implement the Passenger Facility Charge on October 1, 2001 to finance \$95.4 million in capital improvements over the next seven years.
- ♦ To complete the programming concept for the new terminal facilities by the third quarter of FY 2002.
- ♦ To complete the design and award the construction contract for the new parking improvements by the end of FY 2002.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Airport Public Parking Spaces (Avg.)	6,094	6,244	6,094	6,094
No. of Terminal Enplaned Passengers (Int'l)	3,646,281	3,710,800	3,784,000	3,896,000
No. of Int'l Passengers Utilizing Customs/ Immigration	122,282	125,000	120,000	125,000
No. of Aircraft Landings and Takeoffs (Int'l)	255,666	260,000	257,000	260,000
No. of Aircraft Landings and Takeoffs (Stinson)	148,562	145,000	155,000	165,000
No. of Non-stop Daily Destinations	29	28	29	31
No. of Direct (Same Plane) Daily Flight Destinations	69	68	71	72
No. of Cargo Tons	141,194	156,000	132,000	140,000
Output:				
No. of Private Sector Airport Jobs	7,200	7,500	7,420	7,675
No. of Federal Government Jobs	360	370	385	385
No. of Aviation Department Jobs	416	407	405	405
Terminal O & M Expenses	\$4,211,457	\$4,248,351	\$4,021,033	\$4,267,000
Airfield O & M Expenses	\$1,255,750	\$1,357,014	\$1,326,755	\$1,363,000
Parking O & M Expenses	\$2,281,612	\$1,799,304	\$1,851,327	\$1,768,000
No. of Business Development Prospects	92	70	73	75
Parking Revenue	\$10,908,555	\$12,073,000	\$12,031,000	\$12,424,000
Efficiency:				
Revenue Per Parking Space	\$1,792	\$1,934	\$1,974	\$2,039
Airline Costs Per Passenger	\$3.08	\$2.90	\$3.02	\$2.68
Retail Concession Revenue Per Passenger ¹	\$1.03	\$0.86	\$0.85	\$1.08
Avg. No. of Noise Complaints Per 1,000 Aircraft Ops.	5.30	2.12	2.00	1.35
O & M Terminal Expenses Per Passenger	\$1.16	\$1.14	\$1.06	\$1.10
O & M Airfield Expenses Per Takeoff & Landings	\$4.91	\$5.22	\$5.31	\$5.24
Non-Airline Revenue Per Passenger	\$8.25	\$8.19	\$8.25	\$8.42
Parking O & M Expense Per Parking Space	\$374.40	\$288.17	\$303.80	\$290.12
Total Operating Expense Per Enplaned Passenger	\$5.91	\$5.62	\$5.91	\$5.88
Total Operating Revenue Per Enplaned Passenger	\$11.34	\$11.11	\$11.41	\$11.42
Custodial Expenses Per Square Foot	\$2.46	\$2.72	\$2.62	\$2.54
Car Rental Revenue Per Enplaned Passenger	\$1.69	\$1.71	\$1.70	\$1.70
Ground Transportation Revenue Per Enplaned Passenger ²	\$0.08	\$0.12	\$0.11	\$0.16
Security Costs Per Enplaned Passenger	\$0.56	\$0.59	\$0.54	\$0.53
Fire/Rescue Cost Per Takeoff & Landing	\$9.33	\$9.30	\$9.54	\$9.18

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of Increase/Decrease in International Passengers	6.17%	4.17%	0.00%	1.60%
% of Increase/Decrease in Airport Passengers	3.94%	2.80%	1.97%	2.96%
% of Passengers To Destination on Direct Flights ³	58%	60%	59%	60%
% of Increase/Decrease of Aircraft Takeoff & Landings (Int'l)	1.80%	1.17%	3.85%	4.00%
% of Increase/Decrease in Private Airport Jobs	10.77%	4.17%	(1.07%)	3.44%
% of Increase/Decrease in Cargo Tons	(6.66%)	10.33%	(15.38%)	6.06%
% of Increase/Decrease in Non-Airline Revenue Per Passenger	59.00%	3.89%	0.73%	2.06%
% of Increase/Decrease Parking O & M Per Space	(38%)	(5.79%)	(5.42%)	(4.50%)
% of Increase/Decrease Total Operating Revenue per Enplaned Passenger	5.00%	0.67%	2.71%	0.09%
% of Increase Terminal Concession Revenue Per Enplaned Passenger	13.00%	(5.49%)	(17.48%)	27.06%
% Re-engineering Recommendations Implemented ⁴	48.00%	86.00%	86.00%	100.00%

EXPLANATORY INFORMATION

¹ Implementation of new concession program will temporarily reduce concession space and thus revenues.

² This measure is tied to a new revenue to be proposed to City Council in FY 2002.

³ Percent of passengers to San Antonio's top twenty markets.

⁴ Aviation Department Re-engineering Plan includes 36 recommendations to be implemented over a three year period.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Customer	Premier Visitor & Convention Designation – Manage Aviation Facilities				
	To improve aviation facilities and services through terminal renovations and redeveloped concessions	Passenger approval rating	N/A	75%	85%
	To increase the selection of the City as a business & visitor destination through improved air service	Percent of passengers on a direct flight for top 20 markets	58%	59%	60%
	Citizens Wellbeing & Human Potential – Better Jobs Initiative				
	To support implementation of the Aviation Industry Strategic Plan with the goal of promoting and enhancing economic development of San Antonio's Aviation Facilities	Number of private sector airport jobs	7,200	7,420	7,675
	Revitalization of Neighborhoods – Improve Community Outreach				
	To improve the quality of life in neighborhoods surrounding San Antonio International Airport with the communication and implementation of aircraft noise abatement measures	Average number of noise complaints per 1000 aircraft operations	5.30	2.00	1.35
Financial	Innovative & Proactive City Government – Performance Reviews/Employee Compensation				
	To achieve financial targets by FY 2002 as established in the Re-engineering Plan	Operating cost per enplaned passenger	\$5.91	\$5.91	\$5.88
		Revenue per enplaned passenger	\$11.34	\$11.41	\$11.42
Internal Processes	To complete Re-engineering Program to meet FY 2002 performance targets for operational efficiency and quality of service improvement	Percent of re-engineering recommendations implement	48%	86%	100%
	To improve convenience and efficiency for the airport passenger by automating parking facilities	Percent of customers usage of automation devices	N/A	N/A	20%
Employee Learning & Growth	To utilize an employee incentive program to reward improvements in customer service & cost efficiency	Percent of team customer service targets (increased rating) achieved	N/A	N/A	75%
		Percent of team financial targets (cost savings) achieved	N/A	N/A	50%
	To provide specialized training to improve job related skills in customer service	Percent of employees completing biannual training	N/A	99%	100%

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$46,881

ELIMINATE ONE SERVICE AND SUPPLIES SUPERINTENDENT POSITION

This **reduction** will eliminate one filled Service and Supplies Superintendent position as a result of warehouse automation, and a re-organization of the Aviation Maintenance warehouse section. The position is currently filled, but the incumbent will be provided the opportunity to move to another position. No decrease in the level of service will result from this reduction. The FY 2002 savings will be \$46,881.

♦ IMPROVEMENTS

\$710,197

ECONOMIC DEVELOPMENT – IMPLEMENT AIR SERVICE INCENTIVE

This **improvement** will provide funding for an incentive to attract new air service to targeted destinations. This will be part of a program first developed and initiated during FY 2001 with broad-based community involvement. Targeted destinations will be identified as part of this process; however, it is expected that the locations will be new non-stop flights in the City's top 20 markets. Specific criteria will be developed for an airline to qualify for the incentive, and no funds will be expended unless an airline provides the additional services. The FY 2002 cost of this improvement will be \$200,000.

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$495,994. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This improvement will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this **improvement** will set aside \$14,203 in the FY 2002 budget.

♦ MANDATE

\$6,843

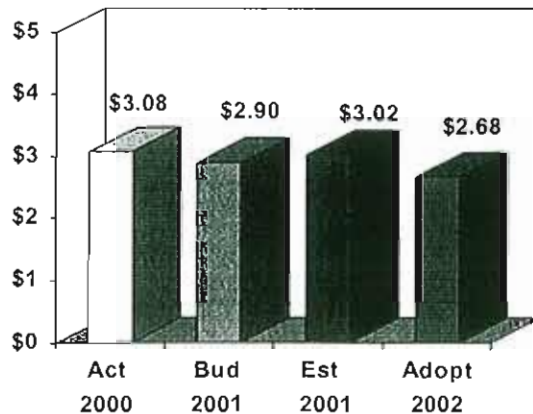
OTHER MANDATES – FIREFIGHTER LONGEVITY PAY

The 1999 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This mandate will increase base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. This cost represents the incremental increase for all uniformed employees in the Airport Revenue Fund. The cost for this **mandate** in FY 2002 will be an additional \$6,843.

AIRPORT REVENUE FUND EXPENSES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$13,779,825	\$15,273,097	\$14,875,124	\$15,827,557
CONTRACTUAL SERVICES	4,878,661	4,701,208	4,422,187	5,125,162
COMMODITIES	1,185,651	1,139,691	953,799	1,251,485
OTHER EXPENDITURES	744,383	812,907	2,496,224	1,267,762
CAPITAL OUTLAY	471,517	516,053	545,706	427,463
TRANSFERS	18,150,049	18,200,345	17,493,102	19,073,828
TOTAL EXPENDITURES	\$39,210,086	\$40,643,301	\$40,786,142	\$42,973,257
 AUTHORIZED POSITIONS	 416	 407	 407	 406
FULL-TIME EQUIVALENTS	415.61	406.61	406.61	405.61

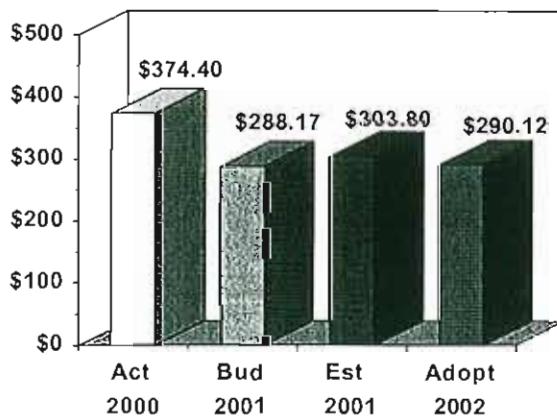
AIRLINE COST PER ENPLANED PASSENGER



» Airline costs include terminal rentals, aircraft parking, landing and ramp fees.

» Airline costs per passenger are anticipated to decreased an estimated 13% in FY 2002 over FY 2000.

PARKING O & M EXPENSE PER PARKING SPACE



» Parking O&M expenses are anticipated to decrease an estimated 29.05% in Adopted FY 2002 over Actual FY 2000.

**AVIATION
GRANT SUMMARY**

Projected Airport Improvement Program Grants for FY 2002 total \$10,583,574. Projects include \$2,200,000 to reconstruct perimeter road; \$3,000,000 for the Residential Acoustical Treatment Program; and \$2,000,000 for the reconstruction of Taxiway D, for a total projected amount of \$10,583,574.

In FY 2002, the Aviation Department anticipates to spend a total of \$9,550,144 in AIP Grants at San Antonio International Airport. Of this amount, \$4,123,093 was used to reconstruct Taxiway D; and \$2,500,000 for the construction of a run-up enclosure as part of the Noise Compatibility Program. The projected total for FY 2001 including airport funds was \$12,498,093.

Listed below is the grant the Department of Aviation is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Airport Improvement Program Grant	\$10,583,574	\$0	\$3,299,098	\$0	\$13,882,672
Totals	\$10,583,574	\$0	\$3,299,098	\$0	\$13,882,672

AIRPORT IMPROVEMENT PROGRAM GRANT
AVIATION DEPARTMENT
Activity Number:
33-01-01
Division:
Office of the Director
Program Dates:
10-01-01 to 09-30-01
Funding Year:
Funding Year (1 of 1)
Authorized Positions:
0
PROGRAM DESCRIPTION

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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - FAA - AIP Grant Program	\$5,250,022	\$9,550,144	\$10,583,574
City - Airport Revenue Funds	2,002,899	2,947,949	1,651,348
City - PFC Revenue	0	0	1,392,500
City - Airport Revenue Bonds	0	0	255,250
Total	\$7,252,921	\$12,498,093	\$13,882,672

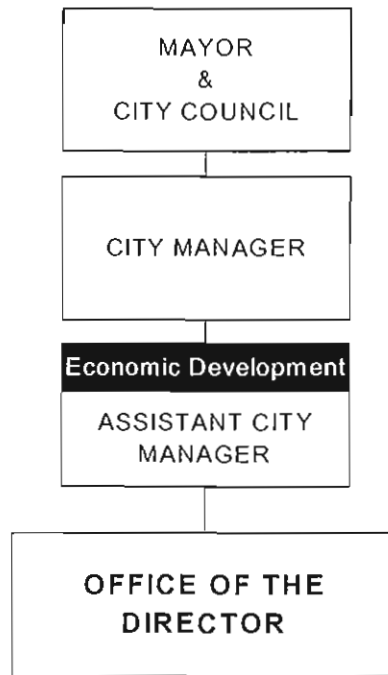
FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Capital Outlay	\$7,252,921	\$12,498,093	\$13,882,672
Total	\$7,252,921	\$12,498,093	\$13,882,672

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
Taxiway H Reconstruction	\$692,755	\$0	\$0
East Air Cargo Phase 2	\$6,235,961	\$0	\$0
Runway 12L PAPI & REIL	\$180,000	\$0	\$0
RATPP Construction	\$144,205	\$0	\$0
Reconstruct Taxiway D	\$0	\$4,123,093	\$0
Replace RON Apron	\$0	\$5,000,000	\$2,000,000
Noise Monitoring System	\$0	\$2,500,000	\$0
Zoning Study	\$0	\$500,000	\$0
Upgrade Guidance Signs	\$0	\$375,000	\$0
Acoustical Treatment Program	\$0	\$0	\$3,000,000
EIS	\$0	\$0	\$1,000,000
Reconstruct Perimeter Road	\$0	\$0	\$2,200,000
Sky Place Box Culvert	\$0	\$0	\$5,147,672
Relocate 30R Localizer	\$0	\$0	\$535,000

BROOKS CITY-BASE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	3.00	\$450,505
Total Funding	3.00	\$450,505

MISSION STATEMENT

Develop the Brooks Technology and Business Park to achieve long-term economic impact to the community and the Air Force.

PROGRAM INFORMATION

The newly established Brooks City-Base Office will serve as the primary office responsible for the implementation and coordination of the Brooks City-Base project. This office will also provide staff support for the Brooks Development Authority to be established and chartered by City Council as the entity that will accept the conveyance of Brooks property to the City. This office will oversee day-to-day operations and management of the Brooks Technology and Business Park reporting to the Assistant City Manager for Economic Development.

GOALS & OBJECTIVES

- ♦ Develop Brooks property into an economic generator in the south-central section of San Antonio.
- ♦ Significantly reduce Brooks Air Force base operating support costs to retain anchor missions and jobs.
- ♦ Enhance Brooks Air Force Base mission capabilities through the creation of public and private partnerships.
- ♦ Identify employment opportunities for personnel displaced by City-Base implementation.
- ♦ Create a world class technology and business park.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Staff Positions	N/A	N/A	N/A	3
City-Base Budget	N/A	N/A	N/A	\$450,505
City Expenditures for Brooks Essential Services	N/A	N/A	N/A	\$673,680
City Exp. For Brooks Support Services	N/A	N/A	N/A	150,000
Total City Expenditures	N/A	N/A	N/A	\$1,180,838
Brooks DoD Jobs (as of Oct 1, 2001)	N/A	N/A	N/A	3,500
Output:				
Brooks DoD Jobs Retained	N/A	N/A	N/A	3,427
Brooks Partnerships Created	N/A	N/A	N/A	30
Tenant Leases Executed	N/A	N/A	N/A	14
New Jobs Created	N/A	N/A	N/A	100
Federal/State Dollars Leveraged	N/A	N/A	N/A	\$2,000,000
Efficiency:				
Percent operating cost recovered	N/A	N/A	N/A	85%
City Costs per Jobs Retained	N/A	N/A	N/A	\$537
Cost Per Job Created/Retained	N/A	N/A	N/A	\$522
Effectiveness:				
% of DoD Jobs Retained Retained	N/A	N/A	N/A	97.9%
% Increase in new jobs	N/A	N/A	N/A	2.8%

BROOKS CITY - BASE**PROGRAM CHANGES****♦ IMPROVEMENTS****\$200,000****EXISTING INFRASTRUCTURE – STRATEGIC PLANNING AND MARKETING**

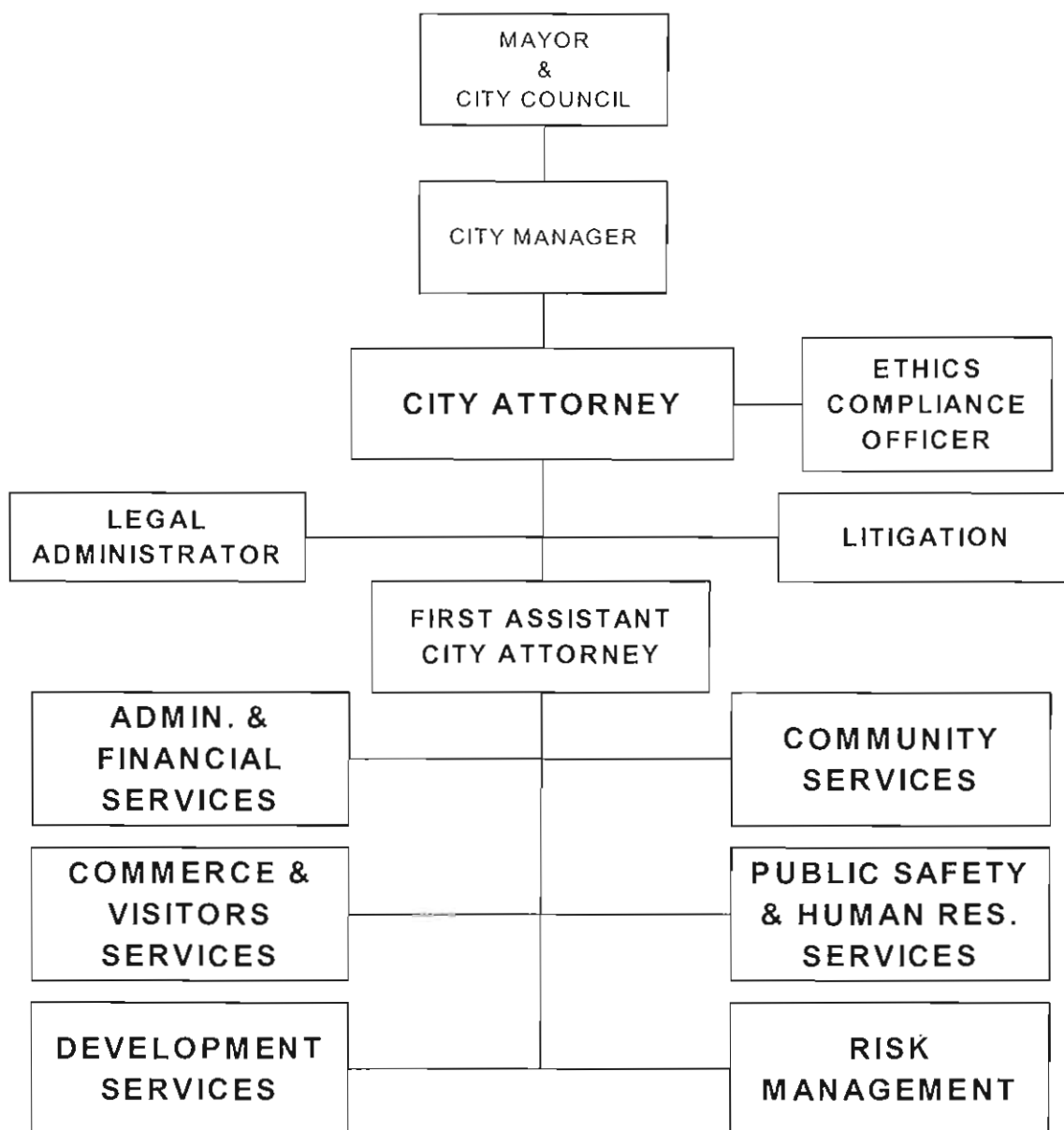
The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City, designed to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This improvement for \$200,000 will provide funding for strategic planning and marketing professional services.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	N/A	\$119,467	\$110,462	\$206,952
CONTRACTUAL SERVICES	N/A	38,293	33,804	241,453
COMMODITIES	N/A	2,100	6,069	2,100
OTHER	N/A	0	0	0
CAPITAL OUTLAY	N/A	9,659	9,659	0
TOTAL EXPENDITURES	N/A	\$169,519	\$159,994	\$450,505
 AUTHORIZED POSITIONS	 0	 3	 3	 3
FULL-TIME EQUIVALENTS	0.00	3.00	3.00	3.00



CITY ATTORNEY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	75.00	\$4,674,870
Community Development Block Grant	5.00	300,888
Categorical Grant	6.00	243,653
Self-Insurance Liability Reserve	18.00	10,943,337
Self-Insurance Worker's Compensation	27.00	12,691,525
Total Funding	131.00	\$28,854,273

MISSION STATEMENT

The City Attorney's Office shall provide effective legal representation to the City of San Antonio on all aspects of law in order to actively contribute to the accomplishments of the City's goals.

PROGRAM INFORMATION

The City Attorney's Office represents the City in all litigation and acts as the legal advisor to the City Council, City Manager, City departments and appointed boards and commissions. The Office of the City Attorney handles a variety of legal matters including drafting resolutions, ordinances, legal opinions and contracts; working with departments to prepare agenda items; responding to open records requests and questions regarding open meetings and other issues involving the City of San Antonio. The Office is also responsible for prosecuting all actions in Municipal Court and for representing the City in lawsuits and administrative matters. The office also provides legal assistance for 50 statutory, charter, Council & client department's boards and commissions, eight ad-hoc committees and four City Council sub-committees. The department is comprised of seven divisions, which provide specific expertise to all City departments and offices. These divisions are Administration & Financial Services, Litigation, Development Services, Commerce & Visitors Services, Community Services, Public Safety & Human Resources Services and Risk Management.

GOALS AND OBJECTIVES

- ◆ To represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services.
 - Maintain the confidence of the City Council, City departments and all Boards and Commissions in the handling of legal issues.
 - Continue to develop a team relationship with each City department with an emphasis on forecasting legal issues and problem solving.
 - Fully investigate every claim and lawsuit; negotiate fair and reasonable settlements when applicable; and aggressively proceed to trial when necessary.
- ◆ Continue to seek outside legal expertise on complex or unique matters.
 - Continue and expand a comprehensive litigation strategic plan encompassing the Claims Board, Litigation Guidelines, a Task/Case Management System and aggressive pro-active planning.
- ◆ To expand the domestic violence program in Municipal Courts.
 - Enhance grant program targeting early intervention in domestic violence situations.
- ◆ Implement recommendations associated with the Performance Review of the Business Contract Management Process and City Attorney's Office.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Attorneys:				
-All Funds ¹	57	59	59	65
-Administrative & Financial Services	7	7	7	12
-Development Services ¹	9	10	10	11
-Commerce & Visitors Services	6	6	6	6
-Community Services	6	6	6	6

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input continued:				
No. of Attorneys:				
-CDBG	2	2	2	2
-Public Safety & Human Resources	5	5	5	5
-Litigation ²	10	10	10	10
-Prosecution ¹	12	13	13	13
No. of New Lawsuits Filed Annually – Litigation ²	140	145	150	155
No. of Lawsuits Pending	223	230	250	235
No. of Red Flag Cases Filed ³	67	110	90	100
No. of Cases Set on Docket by Municipal Court ⁴	56,360	50,250	58,220	57,970
No. of Lawsuits Filed by City	40	75	50	60
No. of Formal Open Records Requests Received	280	240	320	330
Output:				
No. of Lawsuits Closed Annually – Litigation	92	95	100	97
No. of Trials – Litigation ⁵	15	16	19	18
No. of Cases Resolved by Municipal Prosecutors ⁶	53,542	47,738	55,309	55,072
No. of Red Flag Cases Resolved	69	80	70	75
No. of Formal Opinions	443	450	460	475
No. of Informal Opinions	4,122	4,185	4,196	4,220
No. of Ordinances Prepared	2,019	1,940	2,150	2,200
No. of Admin. Hearings/Contract Grievances Filed:				
-Police / Fire	324	150	350	360
-Civilian	119	125	145	150
No. of Contracts Prepared/Reviewed ⁷	26	50	105	325
Efficiency:				
Avg. No. of Lawsuits per Attorney	26.0	27.0	29.0	28.0
Avg. No. of Cases Resolved per Week by Prosecutors ⁸	85.8	76.5	81.8	81.5
No. of Formal Opinions Rendered per Attorney ⁹	19.3	18.0	18.4	19.0
No. of Informal Opinions Rendered per Attorney ⁹	179.2	167.4	167.8	168.8
No. of Ordinances Prepared per Attorney ¹⁰	101.0	97.0	107.5	110.0

CITY ATTORNEY

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of Lawsuits Tried with Favorable Dispositions ¹¹	92.0%	92.0%	90.0%	92.0%
% of Convictions - All Cases Tried at Municipal Courts	90.0%	92.0%	92.0%	94.0%
% of Informal Opinions Issued Within 3 days	96.0%	98.0%	94.0%	98.0%
% of Formal Opinions Issued Within 10 days	86.0%	90.0%	85.0%	92.0%
Ratio of New Cases (outside counsel/total)	15/140	15/145	16/150	12/155
% of Performance Review Recommendations Implemented	N/A	90%	6%	61%

EXPLANATORY INFORMATION

- ¹ In FY 2001, an Assistant City Attorney I position was added, and a Legal Investigator position was in-lieued to an Assistant City Attorney IV position.
- ² Only eight Attorneys go to trial.
- ³ Red Flag cases are cases identified as high priority, the majority of which involve code violations. The Attorney and Paralegal positions were not filled until January and February 2000, respectively.
- ⁴ Includes traffic, code violations, juvenile, environmental and miscellaneous cases. Municipal Court provides this number.
- ⁵ Case was tried before a judge or jury.
- ⁶ Approximately five percent of cases set on docket are administrative hearings, which do not require any services from Municipal Court Prosecutors.
- ⁷ Per the CAO Performance Review, the Contracts Division will be eliminated.
- ⁸ Number of cases resolved is divided by 52 weeks to get the weekly average, and this number is then divided by the total number of prosecutors.
- ⁹ This number is calculated using 23 (25 for Revised FY 2001) attorneys from the Public Safety & Human Resources Services, Commerce & Visitors Services, Community Services, and Development Services Divisions.
- ¹⁰ This number is calculated using 20 attorneys from the Public Safety & Human Resources Services, Commerce & Visitors Services, Community Services, and Development Services Divisions.
- ¹¹ Percent of favorable rulings to the City administered in court. Includes instances where a case was settled favorably or where the City filed the appropriate motions and the case was dismissed.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$10,000**

OPERATIONAL SAVINGS

This **reduction** totaling \$10,000 is achieved from operational savings in commodities and contractual services due to increased efficiencies in operations. This reduction will have no impact on department operations.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$436,704

EXISTING INFRASTRUCTURE – BROOKS CITY-BASE PROJECT

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This *one-time improvement* includes \$150,000 to retain outside legal counsel for continued negotiations for implementation of the Brooks City-Base Project.

CHARTER REVIEW/GOVERNANCE – ADD ONE DEPUTY CITY ATTORNEY

This *improvement* will add one Deputy City Attorney position to supervise a division as recommended by the City Attorney Performance Review. This position will be responsible for coordinating the delivery of legal services to each City Department assigned to the division. This position will be funded for six months. The total cost of adding this position in FY 2002 will be \$50,845. The full-year funding in FY 2003 for this position will be \$92,957.

CHARTER REVIEW/GOVERNANCE – ADD FOUR ASSISTANT CITY ATTORNEY IVs

This *improvement*, consistent with the City Attorney Performance Review recommendations, will add four Assistant City Attorney IV positions. These positions will help to meet the specific staffing needs of each departmental division. This improvement will fund two Assistant City Attorney IV positions for six months and two positions for three months. The total cost of adding these positions in FY 2002 will be \$145,858. The full-year funding in FY 2003 will be \$340,161.

CHARTER REVIEW/GOVERNANCE – INCREASE CONTINUING LEGAL EDUCATION

This *improvement* will increase the training allocation for Continuing Legal Education (CLE) from \$350 to \$750 per attorney as recommended by the City Attorney Performance Review. This will allow attorneys to attend quality seminars and training sessions to maintain and increase their knowledge on changing laws in their expertise. The total FY 2002 cost for this improvement will be \$17,200.

CHARTER REVIEW/GOVERNANCE – RECLASSIFY TWO ATTORNEY POSITIONS

This *improvement* will reclassify two Assistant City Attorney I positions to Assistant City Attorney II positions as recommended by the City Attorney Performance Review. Both of these positions, the Environmental Court Prosecutor and the Family Violence Prosecutor, have additional responsibilities that other Assistant City Attorney I positions do not have. The total FY 2002 cost for these reclassifications will be \$14,428.

CHARTER REVIEW/GOVERNANCE – ADD THREE PARALEGAL POSITIONS

This *improvement* will add three Paralegal positions as recommended by the City Attorney Performance Review. These positions will provide direct legal assistance to the attorneys within the Public Safety and Human Resources, Community Services, and Litigation Divisions. This improvement will fund two Paralegal positions for three months and one position for six months. The total cost of adding these positions in FY 2002 will be \$58,373. The full-year funding in FY 2003 will be \$126,685.

PROGRAM CHANGES CONTINUED

♦ MANDATES \$90,562

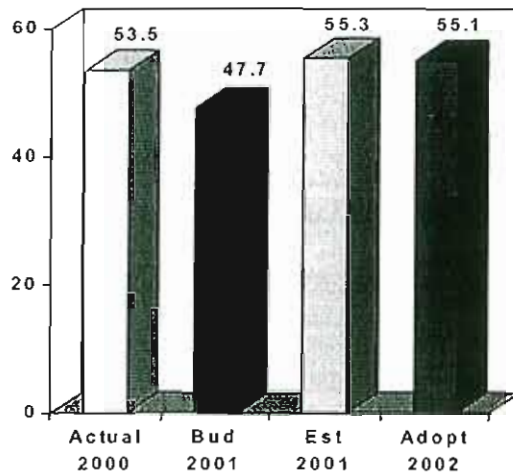
UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PARALEGAL POSITION AND ONE CITY ATTORNEY III POSITION

This *mandate* will add one Paralegal position and one Assistant City Attorney III position to address the significantly increased number of legal issues expected to arise from implementation of the revised UDC. These positions will be funded for nine months. The total cost of adding these positions in FY 2002 will be \$90,562. The total FY 2003 cost for this mandate will be \$110,602.

GENERAL FUND EXPENDITURES BY CHARACTER

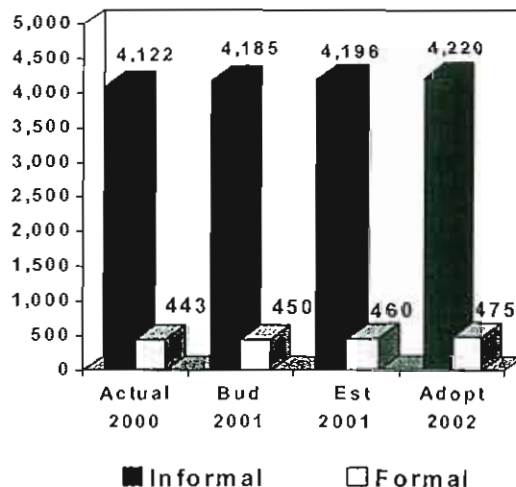
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$2,866,140	\$3,442,872	\$3,407,091	\$3,842,912
CONTRACTUAL SERVICES	349,988	660,118	670,482	678,464
COMMODITIES	87,614	97,420	68,795	72,870
OTHER EXPENDITURES	24,900	30,420	30,420	44,784
CAPITAL OUTLAY	26,995	11,988	13,455	35,840
TOTAL EXPENDITURES	\$3,355,637	\$4,242,818	\$4,190,243	\$4,674,870
 AUTHORIZED POSITIONS	 61	 65	 65	 75
FULL-TIME EQUIVALENTS	61.00	65.00	65.00	75.00

NO. OF CASES RESOLVED BY MUNICIPAL PROSECUTORS (IN THOUSANDS)



» Number of cases resolved is anticipated to increase from 42.0 in FY 1999 to 55.1 in FY 2002, for a total increase of 31.2%.

NUMBER OF LEGAL OPINIONS



» Number of formal and informal legal opinions issued by the City Attorney's Office.

» Estimated increase in FY 2002 over FY 2000 of 2% for informal opinions and 7% for formal opinions.

SELF-INSURANCE LIABILITY FUND

PROGRAM INFORMATION

The Liability Section's function is to administer the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating the litigation management process. This section is also responsible for recovery of damages to City personnel, property or equipment from liable third parties; placement of insurance coverage; maintaining current property listings for insurance policies; and providing services to all departments including, but not limited to, responding to department insurance inquiries; reviewing and approving vendor insurance policies; reviewing departmental insurance requirements; and monitoring activities of Third Party Administrators.

GOALS AND OBJECTIVES

- ♦ Improve the overall financial status of the Liability Fund.
 - Continue to identify and communicate to the City's executive staff members the cost of risk for the Self-Insured Liability Program.
 - Ensure the City provides compensation for only claims for which it is responsible.
 - Identify and pursue all potential recovery from negligent third parties.
 - Implement and train all City Departments on the use of the Risk Management Policy Manual.
 - Identify 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 Liability Fund is actuarially sound.
 - Coordinate the litigation management program with the City Attorney through the Claims Board.
 - Reduce the frequency of litigated claims and the associated cost to settle claims.
 - Assist the City's Claims Board in its duties and responsibilities.
- ♦ Ensure the City's risks are properly identified, evaluated and addressed.
 - Ensure compliance with all contracts administered.
 - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
 - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Full-Time Employees	18	18	18	18
No. of Claims Reported During FY	1,074	1,040	1,195	1,210
No. of Cases in Litigation ¹	223	230	250	235
No. of Cases Resolved at Claims Board	24	10	19	21
Output:				
Cost of Risk (millions) ²	\$7.77	\$9.47	\$10.36	\$10.90

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output continued:				
No. of Claims Closed (for claims reported in FY)	867	905	1,012	1,017
No. of Claims Pending ³	428	478	605	610
No. of Cases Pending Recovery from Negligent Third Parties	272	225	235	260
Value of the Pending Recoveries	\$316,963	\$287,500	\$472,829	\$290,000
Inspection / Investigation Hours	1,020	750	795	420
Efficiency:				
Amount Recovered from Negligent Third Parties ⁴	\$238,857	\$191,200	\$400,000	\$235,400
Effectiveness:				
% of Cost of Risk vs. Total City Budget ⁵	0.71%	0.81%	0.88%	0.79%
% of Value Recovered from Negligent Third Parties	75.36%	69.00%	84.60%	81.17%
% of Tort Claims Closed Within 12 Months	80.73%	87.02%	84.69%	84.05%
Injury Rate – Convention Center Expansion ⁶	7.9	7.5	7.6	N/A

EXPLANATORY INFORMATION

¹ Number of cases in litigation at fiscal year end.

² Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs, and administrative costs. Targeted to a standard of one percent of the City budget.

³ The numbers provided are as of September 30th.

⁴ The amount recovered from third parties does not include the \$2.1 million received against the E&O Insurance Policy (Premium - \$745,000).

⁵ Calculation uses operating and capital projects budgets as Total City Budget (Adopted Annual Budget).

⁶ The National Standard Rate is currently 9.1 per 100 employees for the year. The successful Owner-Controlled Insurance Program for the Henry B. Gonzalez Convention Center Expansion Project ended in July 2001.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$60,000**

REDUCE PROPERTY CASUALTY CONSULTANT SERVICES

This *reduction* will provide savings of \$60,000 in Property Casualty Consultant Services. This reduction will not have an impact on department operations.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$50,746

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Liability Fund's budget. The combined cost will total \$44,196. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April 2002.

CHARTER REVIEW/GOVERNANCE – INCREASE CONTINUING LEGAL EDUCATION

This *improvement* will increase the training allocation for Continuing Legal Education (CLE) from \$350 to \$750 per attorney as recommended by the City Attorney Performance Review. This will allow attorneys to attend quality seminars and training sessions to maintain and increase their knowledge on changing laws in their expertise. The total FY 2002 cost for this improvement will be \$3,600.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$2,950 in the FY 2002 budget.

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$972,023	\$1,032,520	\$1,050,157	\$1,060,752
CONTRACTUAL SERVICES	519,616	842,034	653,311	655,887
COMMODITIES	30,419	27,844	20,795	32,082
OTHER EXPENDITURES	6,212,439	7,556,114	8,623,101	9,150,877
CAPITAL OUTLAY	38,765	12,495	12,675	2,550
TRANSFERS	216,108	36,392	36,786	41,189
TOTAL EXPENDITURES	\$7,989,370	\$9,507,399	\$10,396,825	\$10,943,337
 AUTHORIZED POSITIONS	 18	 18	 18	 18
FULL-TIME EQUIVALENTS	18.00	18.00	18.00	18.00

SELF-INSURANCE WORKERS' COMPENSATION FUND

PROGRAM INFORMATION

The Workers' Compensation Section's function is to ensure the City's compliance with applicable federal, state and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment and monitoring the activities of the Third Party Administrator. The Texas Workers' Compensation Act is the primary regulatory statute in this regard. The Safety Section's function is to eliminate, reduce or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims and property loss.

GOALS AND 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.
- ♦ Maintain the 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.
 - Ensure compliance with all provisions of contracts administered.
 - Increase the effectiveness of the Modified Duty Program.
 - Reduce the severity and rate of injury to City employees.
 - Aggressively pursue all potential recovery from negligent third parties.
- ♦ Ensure the Workers' Compensation Fund is actuarially sound.
- ♦ 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
 - State Regulations
 - Department of Transportation Standards for Commercial Drivers
 - Hazard Communication Act
- ♦ Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Full-Time Employees	27	27	27	27
No. of Employee Work Hours	21,062,057	21,500,000	22,270,275	23,383,790
No. of Miles Driven	42,147,693	41,500,000	46,779,020	49,117,971
Output:				
Cost of Risk (millions) ¹	\$11.22	\$11.50	\$11.51	\$11.86
No. of Inspection/Training/Investigation/ Training Assistance/Program Development Hours	3,537	4,150	4,300	4,360
City of San Antonio	223		Annual Budget FY 2001-2002	

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output continued:				
No. of New Injury Claims in FY	1,808	1,815	1,880	1,920
No. of Eligible Employees Placed on Modified Duty	188	N/A	154	160
No. of City Vehicle Accidents in FY	599	530	570	605
No. of Employees Trained (Workers' Compensation & Safety)	2,593	3,000	3,500	3,600
No. of Safety Training Contact Hours	11,550	N/A	12,500	13,100
Efficiency:				
Injury Rate per 100 Employees (200,000 hours worked)	17.17	16.88	16.88	16.42
Lost Time Injury Claims per 100 Employees (200,000 hours worked)	5.6	5.8	5.7	5.6
Vehicle Accident Rate per 1,000,000 Miles	14.2	12.8	12.2	12.3
Recoveries from Negligent Third Parties	\$180,088	\$175,000	\$230,000	\$196,000
No. of Modified Duty Released to Full Duty Within Six Months	167	N/A	139	146
Effectiveness:				
% of Cost of Risk vs. Total City budget ²	1.02%	0.98%	0.98%	0.86%
% of Modified Duty Released to Full Duty	88.8%	N/A	90.3%	91.3%

EXPLANATORY INFORMATION

¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.

² Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$48,805

OPERATIONAL SAVINGS

This **reduction** will provide savings for a total of \$48,805 in Commodities and Contractual Services due to increased efficiencies in operations. This reduction will not have an impact on department operations.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$307,567

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Workers' Compensation Fund's budget. The combined cost will total \$57,448. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April 2002.

CHARTER REVIEW/GOVERNANCE – INCREASE CONTINUING LEGAL EDUCATION

This *improvement* will increase the training allocation for Continuing Legal Education (CLE) from \$350 to \$750 per attorney, as recommended by the City Attorney Performance Review. This will allow attorneys to attend quality seminars/training sessions to maintain and increase their knowledge on changing laws in their expertise. The total FY 2002 cost for this improvement will be \$1,200.

OTHER IMPROVEMENTS – RELOCATE RISK MANAGEMENT AND LITIGATION DIVISIONS

This *improvement* will relocate Risk Management and Litigation Divisions to suitable leased space to free up needed office space in City Hall and the City Hall Annex. This improvement will also provide funding to relocate safety training from the Municipal Courts Building to the Alamodome due to the establishment of a new court in Municipal Courts. The total first year costs in FY 2002 will be \$245,423. One-time costs totaling \$64,050 include communications and freight and storage moving charges. Full-year funding in FY 2003 will be \$197,466.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$3,496 in the FY 2002 budget.

WORKERS' COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,144,799	\$1,338,066	\$1,242,062	\$1,390,337
CONTRACTUAL SERVICES	1,025,477	1,246,750	\$1,108,326	1,348,491
COMMODITIES	1,144	64,402	514,826	77,555
OTHER EXPENDITURES	8,941,401	8,347,652	8,483,052	8,922,182
CAPITAL OUTLAY	108,095	505,848	158,530	120,638
TRANSFERS	643,634	827,206	812,577	832,322
TOTAL EXPENDITURES	\$11,864,550	\$12,329,924	\$12,319,373	\$12,691,525
 AUTHORIZED POSITIONS	 27	 27	 27	 27
FULL-TIME EQUIVALENTS	27.00	27.00	27.00	27.00

**CITY ATTORNEY
GRANT SUMMARY**

The Department is in its first year of a three year cycle receiving the Early Intervention for Women Living in Domestic Violence Grant. The program provides swift intervention to domestic violence while it is at the Class "C" misdemeanor level, and thereby prevents its escalation into more dangerous crime. The program is a collaborative effort between the City Attorney's Office and the Municipal Courts Department.

Listed below is detail on the grant the Department is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Early Intervention for Women Living in Domestic Violence	\$0	\$182,662	\$0	\$60,991	\$243,653
TOTAL	\$0	\$182,662	\$0	\$60,991	\$243,653

**EARLY INTERVENTION FOR WOMEN
LIVING IN DOMESTIC VIOLENCE**

CITY ATTORNEY

Activity Number:

06-01-10

Division:

LITIGATION - PROSECUTION

Program Dates:

6/1/01 TO 5/31/02

Funding Year:

Year 1 of 3 year cycle

Authorized Positions:

6

PROGRAM DESCRIPTION

The Early Intervention for Women living in Domestic Violence Program provides swift intervention to domestic violence while it is at the Class "C" misdemeanor level and thereby prevents its escalation into a more dangerous crime. Early intervention requires that legal advocates perform a more complete and thorough screening and prosecution of reported cases, even when the victim may be reluctant to file charges. In addition, the program will increase legal services for victims, facilitate case filings and increase awareness by educating the community regarding domestic violence. The City will be charged as the State's representative with the responsibility of being the complainant for the crime. This program is coordinated between the City Attorney's Office (5 positions) and Municipal Court (1 position).

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Funding provided by the State (AACOG)	\$178,736	\$91,331	\$182,662
Other - This includes requirements of City In-kind	59,578	30,499	60,991
Total	\$238,314	\$121,830	\$243,653

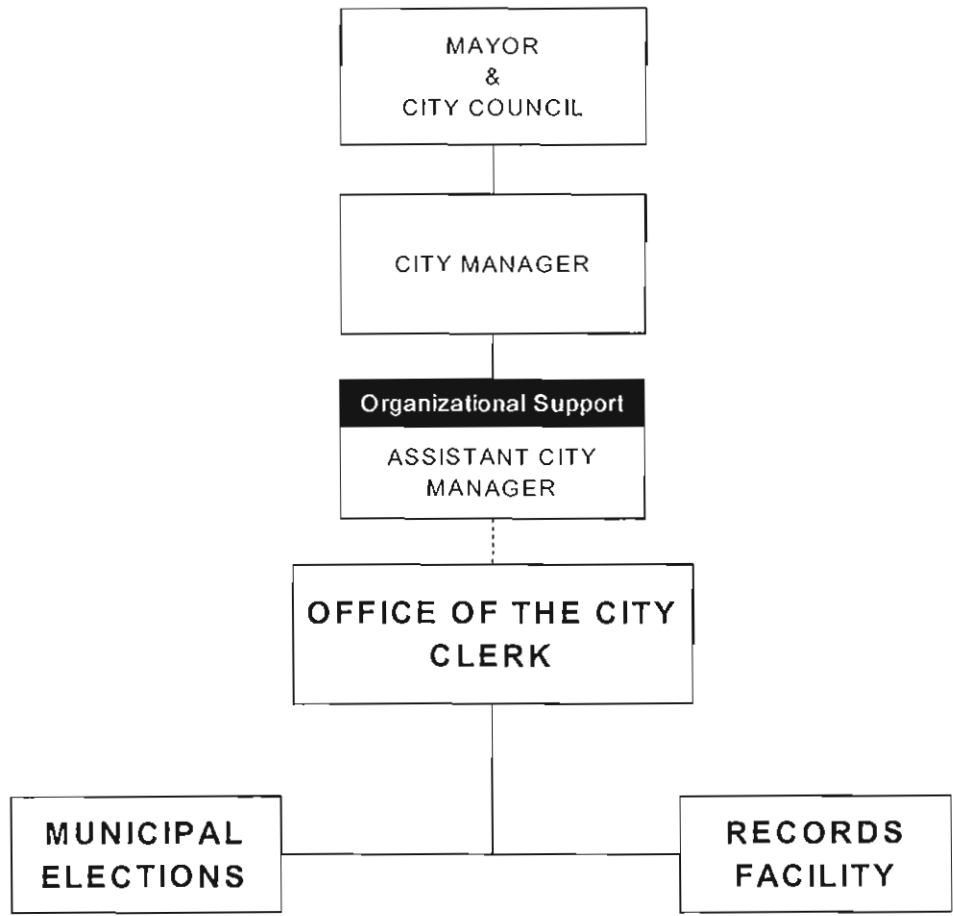
FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$174,846	\$86,619	\$173,238
Contractual	869	1,456	2,912
Commodities	61	1,465	2,930
Other Expenditures	2,960	1,794	3,582
Capital Outlay	0	0	0
Other Expenditures	59,578	30,496	60,991
Total	\$238,314	\$121,830	\$243,653

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTEs	5	5	6
Output:			
No. of Cases Received and Reviewed	1,829	1,956	3,912
No. of Cases Filed or Rejected	1,065	1,465	2,929
No. of Cases Referred for Intervention	707	500	1,000
Efficiency:			
% of Cases Provided I&R Safety Planning	97%	90%	95%
% of Cases Filed Directly by the State	58%	60%	63%
Effectiveness:			
60% of Class "C" Cases Prosecuted	639	879	1,757

OFFICE OF THE CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	19.00	\$1,200,013
Total Funding	19.00	\$1,200,013

MISSION STATEMENT

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

PROGRAM INFORMATION

The Office of the City Clerk is the administrative and recording agent of San Antonio municipal government, providing support services for the legislative process. The department conducts City Council meetings, records the official minutes of those meetings, oversees and coordinates the Financial Disclosure requirements and lobbyist registration in accordance with the Ethics Ordinance, implements the automated records management program, and is the principal office through which the various municipal publications are made available for sale to the public. Additionally, the department conducts all municipal elections, bid procedures, legal notice advertisements, official honorariums, and board and commission actions. The Records Facility Division receives processes, protects, and retrieves the official documents of the municipality, in accordance with the Texas Local Government Records Act and the Records Management Policies and Procedures manual, and supervises the disposition of official records as mandated by state law.

GOALS & OBJECTIVES

To provide accessible municipal government records information, to preserve and protect mandated official records, and to administer municipal elections by:

- ♦ Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.
- ♦ Administering the new Municipal Records Facility and maintaining a working interdepartmental records liaison program to better maintain municipal records through enhanced automation of records management procedures.
- ♦ Implementing the provisions of the Records Management Policies and Procedures Manual, including automated records management through the Electronic Document Management System (EDMS) program, to provide comprehensive networking for a shared ordinance database linking all the City Departments by personal computer network, and providing the public access to these databases.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of City Clerk employees serving customer service walk-ins, taking customer service telephone calls and performing research projects	14	14	14	14
No. of Records Facility employees providing microfilming services ¹	4	4	4	4
No. of walk-in customer service contacts for City Clerk - Daily	65	80	85	89
No. of customer service telephone call contacts for City Clerk - Daily	160	180	175	178
Output:				
No. of research projects completed - Weekly ²	50	55	59	50
No. of municipal records microfilmed - Weekly	40,000	35,500	35,000	36,000
No. of Board and Commission appointments processed	266	330	300	315
No. of ceremonial items processed	1,064	1,226	1,200	1,250
Efficiency:				
No. of walk-in customer service contacts assisted per employee per day	4.6	5.7	6.5	6.4
No. of customer service telephone call contacts per employee per day	11.4	12.9	13.5	12.7
No. of research projects completed per employee per week ²	3.6	3.9	4.5	3.6
No. of Board and Commission appointments processed per month	22	28	25	26
No. of ceremonial items processed per month	89	102	100	104
No. of microfilmed records per employee per week	10,000	8,875	8,750	9,000
Effectiveness:				
% of microfilming goal achieved	75%	100%	100%	100%
% of City Council minutes completed within:				
30 Days	40%	50%	50%	50%
30-45 Days	60%	50%	50%	50%
45-60 Days	0%	0%	0%	0%
Over 60 Days	0%	0%	0%	0%

EXPLANATORY INFORMATION

¹ Only four positions perform microfilm services. The Records Control Manager supervises the division and the Department Systems Specialist, based in the Records Facility, performs computer-related functions for the entire department.

² Number of projects are decreasing as people are referred to web site.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$33,045

OPERATIONAL SAVINGS

This *reduction* will provide savings in printing and reproduction services, from reduced acquisition of publications, mail and parcel post services and from reduction in fees to professional contractors services. No decrease in the level of service is expected from this reduction. This reduction will result in a total savings of \$4,000 for FY 2002.

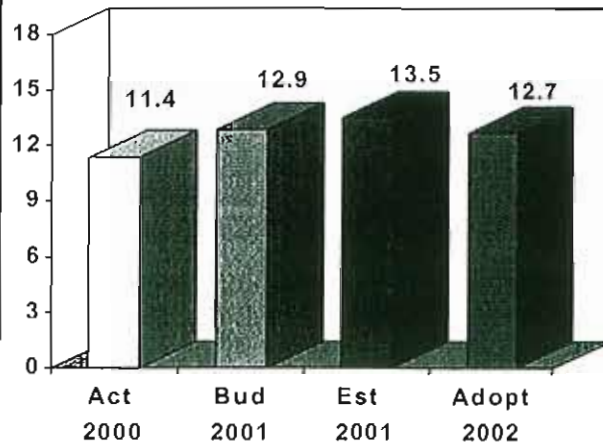
♦ *ELIMINATE ONE SENIOR RECORDS TECHNICIAN POSITION*

This *reduction* will eliminate one vacant Senior Records Technician position. The department will be able to effectively redirect the work assignments to other areas of the department. No decrease in the level of service is expected from this reduction. The FY 2002 savings from the elimination of this position is \$29,045.

GENERAL FUND EXPENDITURES BY CHARACTER

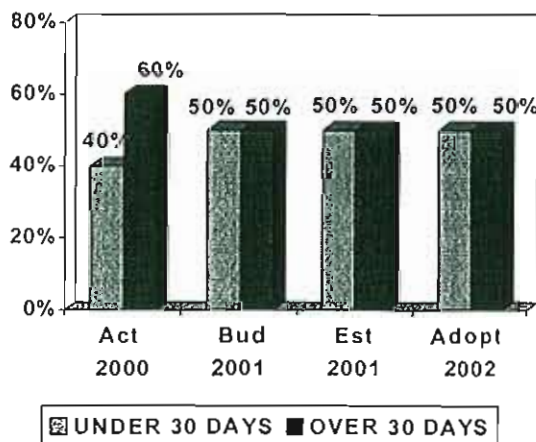
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$835,980	\$906,988	\$843,403	\$869,835
CONTRACTUAL SERVICES	197,305	380,254	351,107	304,443
COMMODITIES	16,653	11,265	11,645	12,548
OTHER EXPENDITURES	12,240	9,880	9,880	13,187
CAPITAL OUTLAY	21,524	5,159	5,159	0
TOTAL EXPENDITURES	\$1,083,702	\$1,313,546	\$1,221,194	\$1,200,013
 AUTHORIZED POSITIONS	 20	 20	 20	 19
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	19.00

NUMBER OF CUSTOMER SERVICE TELEPHONE CALL CONTACTS PER EMPLOYEE PER DAY



» Telephone customer service contacts is declining slightly as more citizens utilize e-mail.

% OF CITY COUNCIL MINUTES COMPLETED WITHIN:

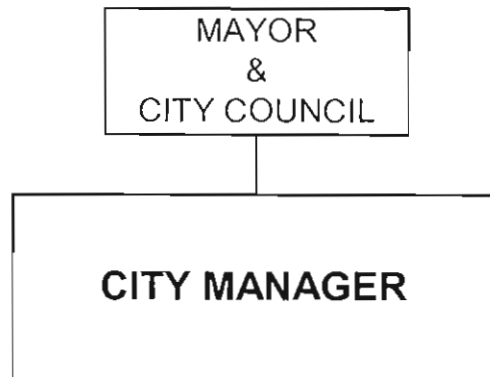


» Estimated FY 2001 and Adopted FY 2002 decreased over Actual FY 2000 results from additional staff being assigned to project.

» All minutes will be completed within 45 days in FY 2002.



CITY MANAGER'S OFFICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	15.00	\$1,802,218
Total Funding	15.00	\$1,802,218

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

PROGRAM CHANGES

- ◆ **REDIRECTION/REDUCTIONS** **\$10,000**

OPERATIONAL SAVINGS

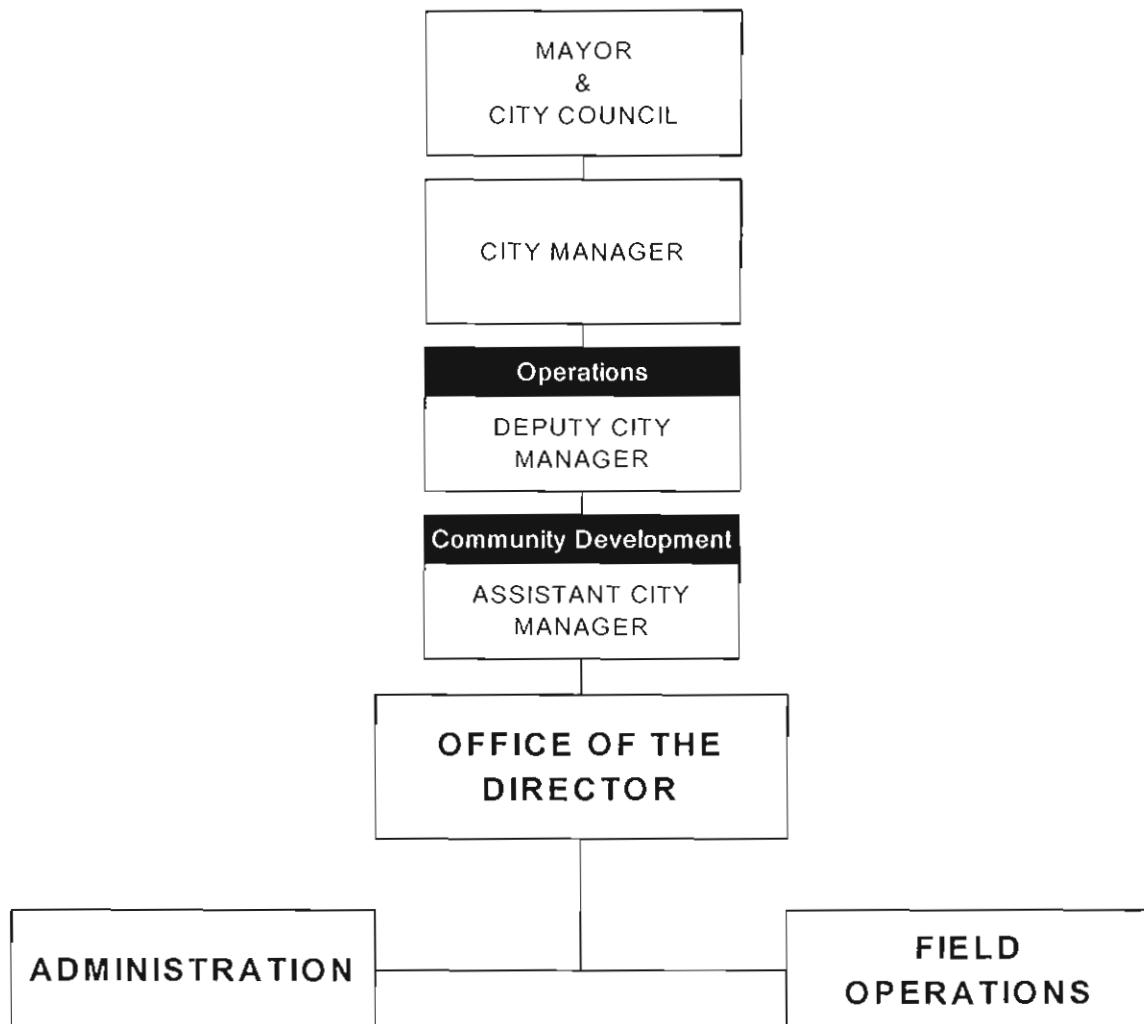
The City Manager's Office will generate savings in the amount of \$10,000 from the management of vacant positions.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,124,372	\$1,455,419	\$1,456,810	\$1,558,898
CONTRACTUAL SERVICES	130,445	223,338	212,092	225,382
COMMODITIES	5,970	6,380	9,320	6,380
OTHER EXPENDITURES	5,081	4,043	4,043	11,558
CAPITAL OUTLAY	1,663	0	1,890	0
TOTAL EXPENDITURES	\$1,267,531	\$1,689,180	\$1,684,155	\$1,802,218
AUTHORIZED POSITIONS	13	14	14	15
FULL-TIME EQUIVALENTS	13.00	14.00	14.00	15.00



CODE COMPLIANCE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	106.00	\$6,293,781
Community Development Block Grant	5.00	251,823
Total Funding	111.00	\$6,545,604

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

To provide resourceful and thorough code enforcement services that will facilitate the upkeep and improvement of neighborhoods; thereby generating a clean and safe environment. With 96% of the 1999 independent performance review recommendations implemented, the Department seeks to capitalize on the enhancements provided to excel in the areas of service delivery and customer satisfaction. The remaining 4% of recommendations not yet implemented are in regard to IT issues.

The objectives of the Department are:

- ♦ Strengthen the proactive, neighborhood-based code enforcement programs
 - Empowerment of neighborhood associations towards self-enforcement techniques by allowing them the ability to write up code violations
 - Shift emphasis to more proactive, priority-driven code enforcement programs
 - Continue to assess the target teams effectiveness in proactive inspections
- ♦ Increase collaborations with and empower neighborhood associations to ensure that the demands and needs for code enforcement are met on a community-by-community basis
 - Continue neighborhood association workshops on code enforcement
 - Provide continual information feedback mechanism to neighborhood associations and citizen groups through the work sector field operation office
 - Encourage neighborhood association ride-alongs
- ♦ Explore options for implementing an administrative adjudication hearing process in conjunction with Municipal Court
- ♦ Re-enforce customer service importance to all department employees by providing appropriate training and incentive programs
- ♦ Implement a Violation Management System that concentrates on intradepartmental efforts and shortens the timeline for violation resolution in accordance with the implementation of the Information Technology Plan
 - Reevaluate streamlined investigative workflow to determine that priority scheduling and weight scoring system is appropriate for meeting the community needs
- ♦ Continue to integrate new technology applications in the field in accordance with the Department's IT Plan
- ♦ Strengthen City codes to ensure maximum enforcement and penalty provisions are adopted by City Council as allowed by new State Laws

CODE COMPLIANCE

GOALS & OBJECTIVES CONTINUED

- ♦ The Department will continue to further the professional education, cross-training (SAFFE, SNAP, etc.), and training of staff to fulfill the need for inspector expertise in state of the art techniques and strategies
- ♦ Make use of university and college resources to assist in impact and needs assessment analyses within the community
 - Survey neighborhoods quarterly to ascertain code enforcement impact
 - Assess neighborhoods periodically to determine whether code enforcement service needs are being met
- ♦ Continue to provide support for the Unified Development Code, Community Revitalization Action Group, and Housing Master Plan

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Code Enforcement Officers	54	56	51	60
Dangerous Premises Officers	3	3	8	8
CDBG Funded Code Enforcement Officers	4	4	4	4
Total Enforcement Officers	61	63	63	72
Abatement Officers	6	5	5	9
TNRCC Funded Abatement Officer	1	0	0	0
Total Abatement Officers	7	5	5	9
Requests for Service (Mayor & City Council) ¹	8,141	8,200	7,250	7,500
Requests for Service (Non-City Council) ²	149,652	140,000	139,812	152,645
Total Requests for Service	157,793	148,200	142,681	160,145
Output:				
Field Operations Actions ³	455,923	400,000	466,732	483,840
Abatement Unit: Noise Abatement Actions ³	5,763	5,763	8,512	9,500
Abatement Unit: Litter Abatement Actions ³	7,944	7,944	11,088	13,305
Total Actions ³	469,630	413,707	486,332	506,645
% of 1st Inspections with Violations	59%	70%	70%	72%
Demolitions (City) ⁴	245	210	216	238
Demolitions (Owner)	214	175	179	190
Total Demolitions	459	385	395	428
Clean/Secured (City)	443	443	452	450
Clean/Secured (Owner)	2,302	2,772	2,780	3,049
Clean/Secured (Owner Repaired & Occupied)	264	228	230	250
Total Cleaned/Secured	3,009	3,443	3,462	3,749
Vacant Lots Cleaned (City)	3,425	2,470	3,493	3,686
Vacant Lots Cleaned (Owner)	7,450	7,264	5,600	7,038
Total Vacant Lots Cleaned	10,875	9,734	9,093	10,724

CODE COMPLIANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output continued:				
Cases/Citations Filed in Court				
(Field Operations)	5,406	4,923	5,107	5,195
Noise Citations Filed by Abatement Unit	154	123	95	150
Litter Citations Filed by Abatement Unit	751	451	300	420
Total Cases/Citations Filed	6,311	5,497	5,502	5,765
Total No. of Cases Closed	102,359	111,472	120,707	133,766
Code Compliance Neighborhood Projects ⁵	65	90	90	108
Proactive Code Enforcement Inspections	48,380	48,380	25,050	27,555
NAD Sweeps & Super Sweeps ⁵	24	25	24	26
Neigh./Comm./Task Force Meetings	173	173	175	226
No. of Meeting Attendees	10,879	10,879	10,960	11,096
Efficiency:				
Field Operations Actions per Field Officer per Week ⁶	156	132	154	140
Average Cost per Cleaned/Secured (City) ⁷	\$186	\$296	\$290	\$275
Average Cost per Cleaning Vacant Lots (City) ⁸	\$108	\$120	\$147	\$155
Effectiveness:				
% of Review Recommendations implemented	66%	90%	96%	96%
Voluntary Compliance	82%	83%	78%	82%
Percentage of Cases Closed ⁹	65%	75%	85%	86%
Average Response Time for First Inspections				
- 7 Days or Less	82%	88%	88%	90%
- Over 30 Days	12%	4%	4%	3%
Average Number of Days to Close a Case				
- Overgrown Weeds ¹⁰	N/A	45	51	48
- Junked Vehicles ¹⁰	N/A	50	60	55
- Dangerous Premises ¹⁰	N/A	56	66	60

EXPLANATORY INFORMATION

- ¹ Equals number of actual Council generated request for service. Includes requests received by Blue Blazer, Email, telephone, and direct Council staff entries. Does not include neighborhood project requests from City Council.
- ² Equals the number of request for service received directly by department personnel, 311, emails, letters, neighborhood associations, walk-ins, investigator initiated, and other department referrals.
- ³ The term "inspection" has been replaced with the term "action" to designate all activities involved in closing a complaint. The FY 2001 number has increased substantially due to expanding the type of investigator actions to better reflect case management actions.
- ⁴ DSDB (Dangerous Structure Determinations Board) orders are now delayed by legal processes (must wait 30 days after owner receipt of orders; 31st day go to Judge for signature; 2-3 weeks for utility shut off).
- ⁵ Code Compliance Neighborhood Projects refers to those projects specifically initiated by the Code Compliance; where the NAD Sweeps refer to neighborhood activities initiated by the Neighborhood Action Department.
- ⁶ Calculation is based on field operations actions divided by total number of enforcement officers divided by 48 weeks (due to annual leave, training, holidays, and sick leave).
- ⁷ Calculation is based on total cost of abatement divided by clean/secured (City); no overhead expenses are included; administrative fee applied separately as revenue.
- ⁸ Calculation is based on estimated total cost of vacant lots cleaned divided by estimated vacant lots cleaned (City).
- ⁹ Calculation is based on total number of actions divided by the total requests for service.
- ¹⁰ Based on the number of days violations are first identified to compliance of the violation.

PROGRAM CHANGES

◆	REDIRECTION/REDUCTION	\$18,300

OPERATIONAL SAVINGS

This **reduction** will result in \$8,300 in savings due to increased efficiencies in operations. This reduction is realized from a more efficient use of travel, professional contractors, ammunition and education services.

FIELD OPERATIONS SAVINGS

This **reduction** will result in \$10,000 in savings due to increased efficiencies in field operations. A more efficient use of tools and apparatus and photographic supplies results in the savings. As a result of prior equipment purchases and from replacing older photographic equipment with digital cameras, less funds are needed to equip field personnel to perform their duties.

CODE COMPLIANCE**PROGRAM CHANGES CONTINUED****♦ IMPROVEMENTS****\$773,987****HOUSING & NEIGHBORHOOD PLANNING – ADD FOUR ABATEMENT OFFICERS**

This improvement will add four Abatement Officer positions for six months. These positions will provide additional dedicated and directed enforcement of the City's regulations regarding illegal dumping and the improper placement of brush and bulky goods on curbs outside of normal refuse collection schedules. The Abatement Officers will augment the five existing Abatement Officer positions which already work in close coordination with the Environmental Services Department in enforcing the City's illegal dumping codes. The cost of the additional Abatement Officers (\$273,987) will be offset by additional revenue from fines resulting from the increased enforcement. The one-time cost will include vehicles, computer equipment, and digital cameras totaling \$164,012. The full-year cost for this improvement in FY 2003 will be \$172,419.

HOUSING & NEIGHBORHOOD PLANNING – ADD EIGHT CODE COMPLIANCE INVESTIGATORS

This improvement will add eight Code Enforcement Officers for six months. Specifically, the additional positions will support three Code Enforcement-related initiatives for FY 2002. These initiatives will enhance service delivery and interdepartmental coordination and include the following: Code Compliance/Police Cooperative, Abatement/Environmental Services, and an Interdepartmental Service Accountability Program. The cost for this improvement in FY 2002 totals \$500,000. The one-time cost will include vehicles, computer equipment and digital cameras totaling \$210,800. The full-year cost for this improvement will be \$360,327.

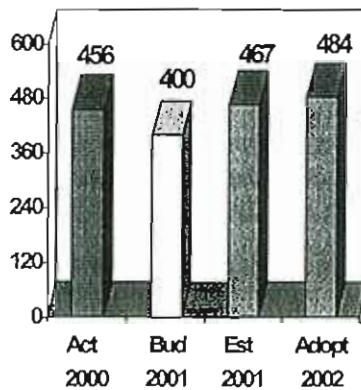
♦ MANDATES**\$42,704****UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE CODE COMPLIANCE INVESTIGATOR**

This *mandate* will add one Code Compliance Investigator position for three months to address the additional caseload anticipated from implementation of the revised Unified Development Code. This position will provide additional staff to enforce new regulations codified in the new Unified Development Code adopted in May 2001. The cost for this mandate in FY 2002 will be \$42,704. One-time costs totaling \$26,350 include costs for a vehicle and laptop computer. The full-year cost for this mandate in FY 2003 will be \$32,562.

GENERAL FUND EXPENDITURES BY CHARACTER

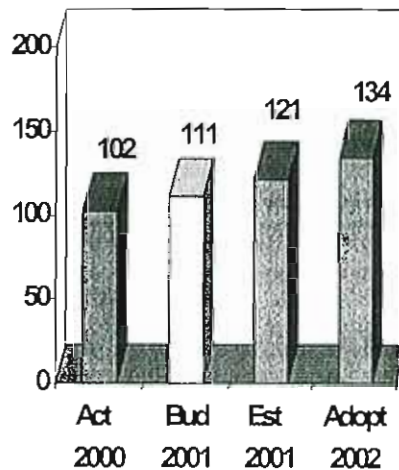
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$2,944,344	\$3,487,692	\$3,274,439	\$3,830,603
CONTRACTUAL SERVICES	1,002,306	1,427,148	1,345,488	1,684,852
COMMODITIES	180,163	209,713	187,861	293,152
OTHER EXPENDITURES	51,000	48,328	48,328	83,012
CAPITAL OUTLAY	249,232	67,046	60,909	402,162
TOTAL EXPENDITURES	\$4,427,045	\$5,239,927	\$4,917,025	\$6,293,781
 AUTHORIZED POSITIONS	 93	 93	 93	 106
FULL-TIME EQUIVALENTS	93.00	93.00	93.00	106.00

FIELD OPERATIONS ACTIONS (IN THOUSANDS)

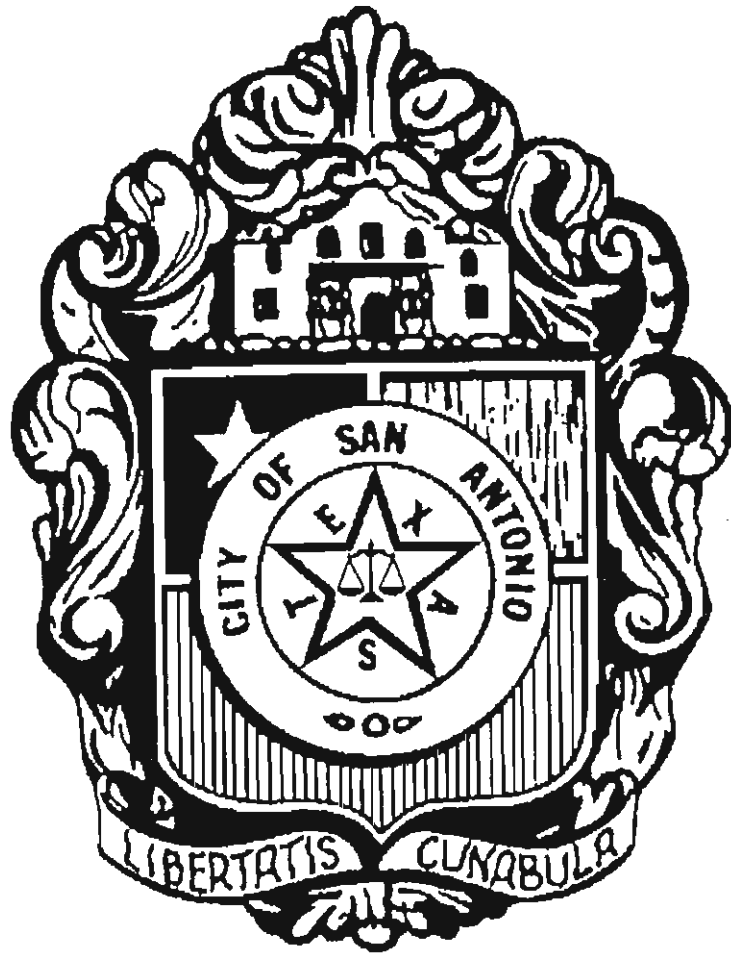


- » The projected 6% increase in field operations actions from FY 2000 to FY 2002 is due to an increase in field personnel.
- » Inspections conducted include: vacant lots, dangerous premises, minimum housing, and junked vehicles.

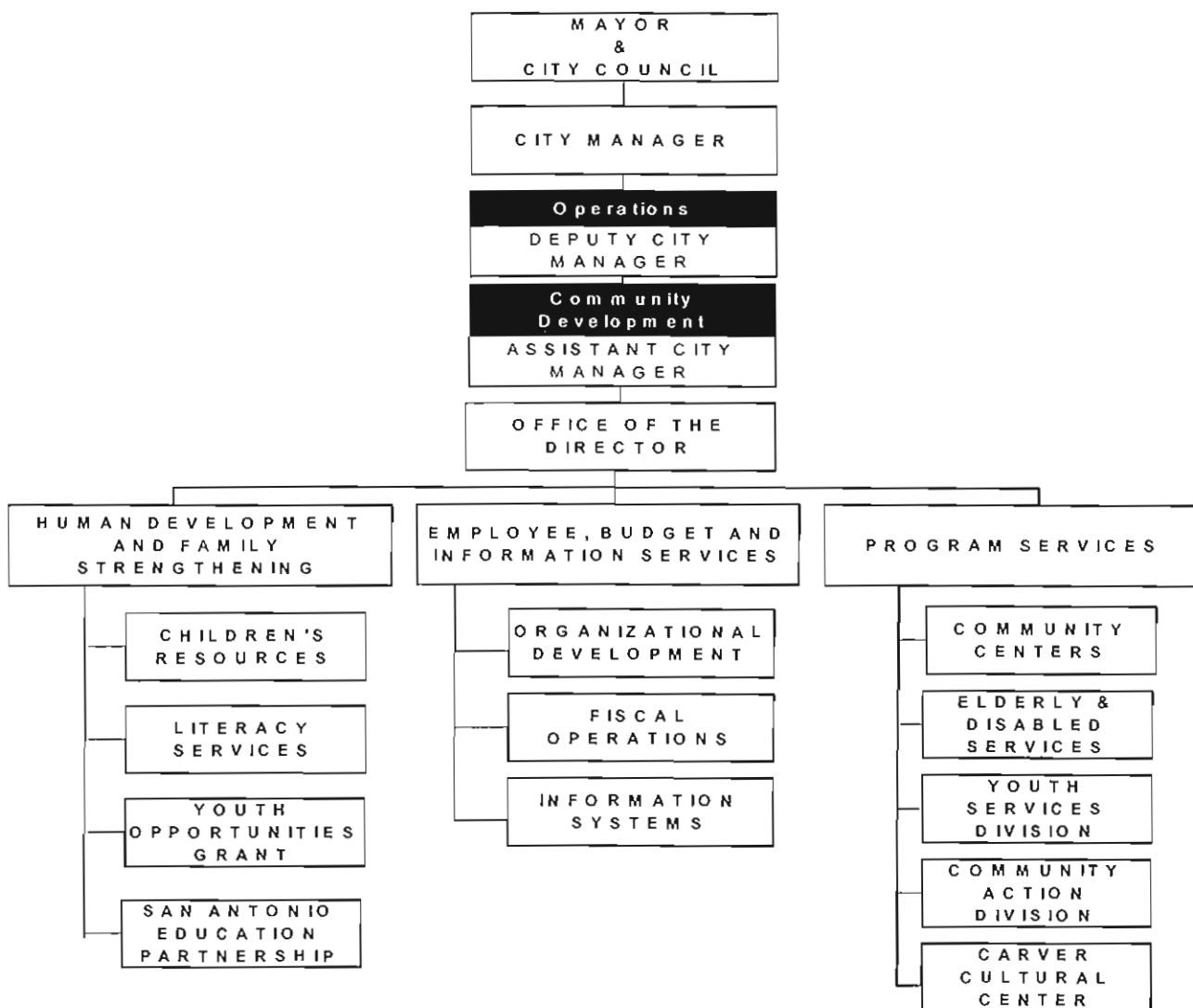
TOTAL NUMBER OF CASES CLOSED (IN THOUSANDS)



- » The projected 32% increase in cases closed from FY 2000 to FY 2002 is due to case management efficiencies (e.g. Neighborhood Housing Code).



COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	208.40	\$11,004,799
Categorical Grants	475.00	107,074,025
Community Development Block Grant	6.00	236,765
Capital Projects	0.00	3,567,000
Delegate Agencies	0.00	6,709,765
Total Funding	689.40	\$128,592,354

MISSION STATEMENT

Serve as a catalyst for coordinating resources and partnerships that strengthen families, promote, economic self-sufficiency and enhance the quality of life for children, families and seniors.

PROGRAM INFORMATION

The Department of Community Initiatives (DCI) coordinates and invests in comprehensive family strengthening and human development strategies. In this role, DCI serves as a funder, assurer, and provider of comprehensive and coordinated services. These efforts promote the health, safety and well being of all San Antonians. Additionally, DCI supports the long-term economic viability of the community through strategic partnerships. These partnerships allow for a high level of program accountability, resource leveraging, coordination and implementation of human capital ensures the community's capacity to build an educated and skilled workforce the prerequisite for sustainable regional economic development.

In addition, DCI coordinated initiatives afford adults and families comprehensive services that facilitate their transition to economic self-sufficiency and better jobs. These services include youth development, literacy, higher education scholarships, demand occupation job training and comprehensive supports including child care and intensive case management. DCI also provides safety net services including emergency and homeless assistance. DCI uses nutrition, personal attendant, and transportation services to senior and disabled residents as a primary strategy to promote their independence and engage them in reweaving the social fabric of their neighborhoods. DCI staffs the following Commissions and Boards: Community Action Advisory Board; Commission for Children and Families; and the Literacy Commission.

GOALS & OBJECTIVES

To partner with residents and community entities to promote strong families, economic self-sufficiency, healthy lifestyles and community revitalization by investing, coordinating, leveraging resources and monitoring outcomes.

- ♦ To coordinate and foster strategic partnerships with governmental and community-based agencies to leverage resources essential to strengthening families, developing human capital and sustaining a community safety net.
- ♦ To provide comprehensive family strengthening services which impact the well-being of the entire family.
- ♦ To ensure children and youth receive the requisite supports and opportunities during transition periods.
- ♦ To transition individuals and families to economic self-sufficiency by raising their education and skill level through literacy, job training, comprehensive case management and child care assistance.
- ♦ To ensure all children receive high quality early childhood education through parental involvement or quality early childhood centers.
- ♦ To promote youth development through early intervention, education, higher education scholarships and job training opportunities.
- ♦ To enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation and community engagement.
- ♦ To establish and monitor Family Strengthening, Better Jobs and Human Development benchmarks, performance standards and outcomes for the community and report on these indicators semi-annually.

COMMUNITY INITIATIVES

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
CHILDREN'S RESOURCES DIVISION				
Input:				
Children (0-5) in Poverty ¹	48,778	52,388	33,204	35,661
Output:				
Head Start Child Care Placement	6,403	7,243	7,877	7,943
CCDS Child Care Staff Transactions	18,474	9,758	15,942	13,782
CCDS Carryover Children in Care-start of Fiscal Year	12,474	9,000	7,469	11,127
Efficiency:				
Avg. Monthly Head Start Clients in Care	5,474	5,564	5,939	6,564
Avg. Monthly CCDS Clients in Care	10,256	8,791	9,719	8,258
Avg. Monthly CRD Clients in Care	302	420	420	420
Effectiveness:				
% OF CCDS Carryover Children in Care Start of FY to Avg. Monthly CCDS Clients in Care	N/A	N/A	77%	135%
% of Placements to Children in Poverty ²	26.6%	21.7%	39.6%	35.7%
SA EDUCATION PARTNERSHIP				
Input:				
SAEP Total Students Participating (9-12th) ³	13,905	15,600	15,802	20,624
SAEP Total Participating Seniors	2,873	4,476	4,608	4,677
Output:				
SAEP Graduated High School Students	2,821	4,341	4,447	4,355
SAEP Grads. Qualified for Scholarships	1,441	2,640	2,315	2,613
SAEP Prior Year Graduates Entering Any College	853	1,584	910	1,541
SAEP Prior Graduates Entering Local College	696	1,240	772	1,284
Efficiency:				
Avg. Cost per Participating Student ⁴	N/A	N/A	\$45.71	\$36.32
Effectiveness:				
% High School Seniors Served that Graduate	98%	97%	97%	97%
% Prior Year Graduates Qualified for SAEP Scholarship Entering College	59%	60%	63%	60%
% Prior Year First Generation Students in College	85%	83%	73%	80%

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
YOUTH SERVICES DIVISION				
Input:				
Youth Served thru Youth Services Div.	5,701	5,890	5,816	5,800
Youth Served thru Delegate Agencies	N/A	4,183	5,814	8,912
Output:				
Restitution Hours Completed by Youth	38,282	40,000	44,797	46,000
Value of Restitution Hours	\$197,152	\$206,000	\$230,704	\$236,900
Efficiency:				
Avg. Length of Stay per Youth ⁵	N/A	N/A	TBD	TBD
Avg. Monthly Cases/Youth Worker	51	55	50	50
Effectiveness:				
% Recidivism Rate for Youth Served	1.13%	2.00%	1.00%	1.50%
LITERACY DIVISION				
Input:				
Eligible Adult Illiterate Population	122,388	127,466	146,784	151,053
Eligible Functionally Illiterate Adult Pop.	218,840	227,920	262,462	270,096
# Adult Learners in Better Careers Program	N/A	N/A	160	200
Output:				
Adult Learners Served at Literacy Ctrs	11,250	14,906	10,525	10,600
Adults Enrolled in GED Classes	3,106	3,275	2,334	2,451
Total Instructional Hours Provided	359,804	354,914	313,502	314,065
Efficiency:				
Avg. GF Cost per Adult Learner	\$51.62	\$52.00	\$85.60	\$89.88
Avg. Program Value per Adult Learner	\$110.05	\$112.15	\$138.79	\$145.73
Avg. Daily Attendance/per LLDC	230	245	205	218
Effectiveness:				
% LLDC Students that Received their GED	7.5%	7.5%	14.0%	14.0%
% Graduates Reporting a Wage Increase ⁶	N/A	TBD	75.00%	75.00%
COMMUNITY ACTION DIVISION				
Input:				
Singles Served/Month at Dwyer ⁷	72	N/A	72	72
Family Members Served/Month at Dwyer ⁸	49	N/A	53	53
Output:				
Number of Bed Nights Provided to Dwyer Center Family Members (Trans. Housing)	15,864	16,308	17,192	16,177
Emergency Services Provided ⁹	20,689	19,300	30,060	30,250
Case Mgt. Support Services	14,735	16,200	16,498	16,500

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
COMM. ACTION DIVISION CONTINUED				
Efficiency:				
Avg. Cost per Single/Family Member/Month	\$252.00	N/A	\$252.00	\$252.00
Single Room Occupancy Rate/Month	79%	N/A	79%	80%
Family Room Occupancy Rate/Month	97%	N/A	79%	80%
Effectiveness:				
% Dwyer Center Families Who Leave Dwyer and Maintain Permanent Housing	86%	91%	89%	89%
ELDERLY & DISABLED SERVICES				
Input:				
Seniors & Disabled Served – Transp.Prgm.	2,066	2,100	2,221	2,272
Transportation Trips Requested	24,847	24,870	23,240	24,204
Elderly/Disabled on Attendant Wait List	548	504	266	207
Elderly Served through Nutrition Program ¹⁰	8,003	8,103	7,554	7,783
Output:				
One-way Transportation Trips for Disabled Seniors ¹¹	23,328	22,575	19,524	19,524
One-way medical related Trans. Trips	16,796	16,480	18,837	18,743
Elderly/Disabled Served thru Attend. Prog.	353	355	331	320
Attendant Care Service Hours	240,852	242,638	243,320	241,513
Meals Served to Seniors	1,065,876	1,091,226	973,993	975,096
Efficiency:				
Avg. Cost of One-Way Transportation Trip ¹²	\$17.27	\$18.57	\$27.24	\$28.06
Avg. Weekly Attendant Care Service hours Per Client	13.12	13.14	14.14	14.51
Avg. Program Cost/Senior Meal	\$3.64	\$3.61	\$4.40	\$4.62
Avg. Seniors Served Daily	4,084	4,181	3,746	3,736
Effectiveness:				
% Elderly Satisfied with DCI Elderly Programs	98%	98%	98%	98%
% of Home-Delivered Meals to Seniors	16%	16%	19%	16%
% of Trips Related to Medical Treatment	72%	73%	97%	96%
% of Transportation Requests Filled ¹³	N/A	91%	84%	81%
CARVER COMMUNITY CENTER				
Input:				
No. of Carver Season Events	12	6	6	7
No. of Carver Youth Matinee Series Events	7	8	8	10
Carver School of Visual & Performing Art Participants	204	210	285	300
Number of Community Events	177	0	0	0

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
CARVER COMMUNITY CENTER CONTINUED				
Output:				
Carver Season Event Attendance	6,235	8,162	7,893	8,901
Youth Matinee Series Attendance	2,795	3,704	4,093	7,400
Efficiency:				
Avg. Attendance per Carver Season Event				
Avg. Youth Matinee Series Attend/Event	399	463	512	740
Effectiveness:				
% of Carver Annual Attendance Achieved ¹⁴	91%	85%	82%	88%
% Youth Matinee Series Attendance Achieved ¹⁵	83%	85%	87%	88%
MISCELLANEOUS				
Outside Agency Contracts Managed	2,099	2,110	2,207	2,211
Grants Funds Received/City Match	\$11.66	\$11.78	\$12.16	\$11.70

EXPLANATORY INFORMATION

- ¹ New data for 0-5 population has been released based on Census 2000, with 109,948 children (ages 0-5) living in Bexar County. Re-Estimate and Adopted reflect use of the new data.
- ² This measure is based only on CCDS and Head Start programs serving approximately one in three children with limited funding. This measure exceeds the State of Texas (TWC) norm due to the City's leveraging capacity as the Head Start grantee and coordinator of the two programs.
- ³ Only seniors from the five new schools are included for FY 2001.
- ⁴ This is a new measure that reflects total General Fund and school district actual expenditures per participant. The amount of student financial aid leveraged via the Partnership program is estimated to be more than \$4 million for FY 2001. This cost will decline for FY 2002 due to increased utilization of existing staff.
- ⁵ Data currently being collected to allow use of FY 2001 data as a baseline for future projections.
- ⁶ This measure not only reflects individuals who received a wage increase but individuals who were unemployed when enrolled at an Learning Center and who subsequently became employed. The average starting wage for Better Career clients is \$7.82 per hour.
- ⁷ Performance figures are expected to be slightly below adopted because 19 single units were unavailable for three months due to renovation.
- ⁸ In addition to the Dwyer project, the Department supports the operation of other homeless facilities funded through HUD grants. The data for these services are not reflected in this measure. Typically, as many as 2,000-3,000 family members are served annually through federal subcontracts.
- ⁹ Project WARM comprises the vast majority of emergency services provided and this year more than 10,000 households will receive Project WARM services through the City and delegate agencies. In addition to emergency services, City staff provides in excess of 100,000 units of non-emergency assistance (e.g. financial counseling, information and referral, family and individual counseling, etc). The Department also funds other agencies to provide more than 100,000 additional service units through federal subcontracts.
- ¹⁰ This number is capped due to rising costs. New enrollees are allowed under emergency conditions
- ¹¹ Re-estimate reflects 19,524 trips, which is maximum trips possible to draw-down funds.

COMMUNITY INITIATIVES

EXPLANATORY INFORMATION CONTINUED

¹² Average one-way VIA Trans trip cost (curb-to-curb) is \$32.25 per VIA.

¹³ Method of measurement revised for FY 2002 to more accurately reflect total number of requests denied.

¹⁴ This measure reflects the percentage of total seating capacity of scheduled events. A similar, and highly acclaimed, organization (651 Arts in New York) considers a 65% rate to be successful.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$55,903

ELIMINATE ONE SECRETARY I POSITION

This **reduction** will eliminate one vacant Secretary I position in the Literacy Services Division made possible through increased efficiencies in operations. The duties will be redistributed to other positions within the division. This position's costs, currently funded for three months, will result in savings of \$5,303.

ELIMINATE ONE OFFICE ASSISTANT POSITION

This **reduction** will eliminate one vacant Office Assistant position in the Youth Services Division. The department will be able to effectively redirect the work assignments to other areas of the department. This reduction will result in savings of \$23,988.

ELIMINATE ONE CASE AIDE POSITION

This **reduction** will eliminate one vacant Case Aide position in the Community Action Division. The emergency service assistance and case management support services to clients provided by the Case Aide will now be provided by social work and counseling interns from Our Lady of the Lake University. This reduction will result in a savings of \$26,612.

♦ IMPROVEMENTS \$737,559

HUMAN DEVELOPMENT – KINDERGARTEN READINESS CURRICULUM DEVELOPMENT

This **one-time improvement** will support the recommendations of the Better Jobs Performance Review through funding of curricula development for the Kindergarten Readiness Project. Funds will be used to hire a consultant to develop the curricula. The cost of this improvement in FY 2002 will be \$60,000.

HUMAN DEVELOPMENT - ESTABLISH FT. SAM HOUSTON CONSOLIDATED KITCHEN

This **one-time improvement** will provide funds to consolidate the cooking operations of seven Comprehensive Nutrition Program kitchen into one Central Kitchen located at Ft. Sam Houston. Based upon an anticipated November 2001 completion date, projected savings of over \$28,364 is expected in the first year, which will be used to serve additional 6,179 meals to seniors. This one-time improvement will cost \$27,559 in FY 2002.

COMMUNITY INITIATIVES

PROGRAM CHANGES CONTINUED

HUMAN DEVELOPMENT – SAN ANTONIO EDUCATION PARTNERSHIP PERMANENT EXPANSION TO FIVE SCHOOLS

The Adopted Budget adds \$650,000 in scholarship expenditures. In FY 2001, \$650,000 was added as a one-time improvement for the San Antonio Education Partnership. This will be established as a recurring expenditure beginning in FY 2002. This *improvement* provides scholarship funds at five high schools.

♦ **MANDATES**

\$67,966

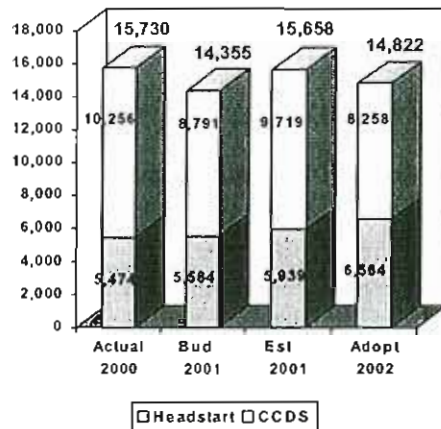
HUMAN DEVELOPMENT - ADD TWO POSITIONS FOR SOUTHSIDE MULTISERVICE CENTER

This *mandate* will add one Assistant Multiservice Center Supervisor and one Building Custodian position at seven months funding to operate the Southside Multiservice Center. The Assistant Multiservice Center Supervisor will administer a wide variety of recreational activities to include arts/crafts, dance, teen programs, nature activities, field trips, limited sports activities and other administrative functions. The Building Custodian will provide janitorial services for the Multiservice Center. The Southside Multiservice Center is scheduled to open to the public in July 2002. The cost of the mandate in FY 2002 will be \$67,966. The second year cost for FY 2003 will be \$ 91,810.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$6,650,071	\$7,598,218	\$7,499,002	\$7,406,205
CONTRACTUAL SERVICES	1,385,365	2,848,267	2,855,158	3,047,294
COMMODITIES	214,317	106,499	165,403	112,433
OTHER EXPENDITURES	377,853	372,294	372,294	409,724
CAPITAL OUTLAY	117,709	49,151	49,299	29,143
TOTAL EXPENDITURES	\$8,745,315	\$10,974,429	\$10,941,156	\$11,004,799
 AUTHORIZED POSITIONS	 211	 213	 213	 209
FULL-TIME EQUIVALENTS	209.00	211.65	211.65	208.40

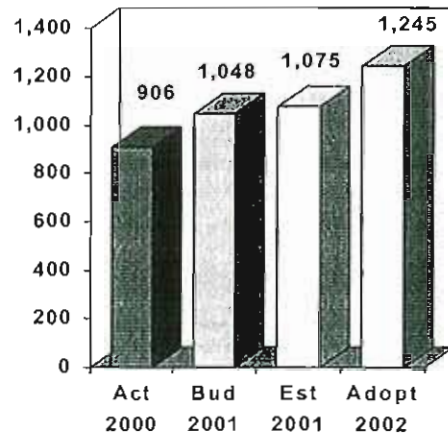
CHILDREN IN HEADSTART AND CCDS PROGRAMS MONTHLY AVERAGE (BEXAR COUNTY)



Program Benefits:

- » Children receive high quality child care
- » Children enjoy continuity of care
- » Allows parents to remain employed or in job training
- » Maximizes draw-down of federal funds
- » Builds capacity of child care providers

SAEP TOTAL NUMBER OF GRADUATES (1989 - 2001)



- » SAEP serves 15 high schools
- » 97% of participating seniors graduate
- » 60% of scholarship eligible graduates enroll in college

**DEPARTMENT OF COMMUNITY INITIATIVES
GRANT SUMMARY**

The Department of Community Initiatives coordinates and funds a continuum of strategies that assist children, individuals, families, and seniors to achieve economic and social self-sufficiency through the acquisition of education, job training, or life long learning opportunities. The overall objective of DCI in seeking and securing grants is to collaborate with agencies to leverage resources that allows the department to address community needs and issues in a coordinated and comprehensive manner.

Listed below is a comprehensive listing of all the grants the Department of Community Initiatives is estimating to receive in FY 2002. The grant marked with an asterisk is a one-time which the department has received. This grant does not have an individual grant page in the following section.

TITLE OF PROGRAM

	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Head Start Early Child Care	\$ 37,136,307	\$0	\$0	9,284,076	\$46,420,383
Child Care Delivery System	0	31,781,031	1,200,000	0	32,981,031
Youth Opportunity	8,908,875	0	0	0	8,908,875
Comprehensive Nutrition Program	0	1,553,211	2,643,008	177,396	4,373,615
Consumer Managed Personal Assistance Program	0	1,920,050	0	12,500	1,932,550
1999 Supportive Housing Program	1,889,741	0	0	0	1,889,741
Community Services Block Grant	0	1,843,950	0	0	1,843,950
ASCEND	1,784,407	0	0	0	1,784,407
Emergency Shelter Grant	710,000	0	0	710,000	1,420,000
Housing Opportunities for Person with Aids	908,000	0	0	0	908,000
2000 Supportive Housing Program	687,184	0	0	0	687,184
1998 Supportive Housing Program-CASAS	669,630	0	0	0	669,630
1997 Supportive Housing Program	654,272	0	0	0	654,272
Juvenile Accountability Incentive Block Grant	0	404,116	0	44,902	449,018
Supportive Services for the Elderly	308,681	0	140,987	5,000	454,668
Literacy Instructional Support Prgm	0	475,000	0	0	475,000
1998 Supportive Housing Program	294,714	0	0	0	294,714
Carver Cultural Art Center	0	0	0	276,916	276,916
Fair Housing Program	243,940	0	0	0	243,940
San Antonio Education Partnership	0	0	0	158,318	158,318
Emergency Food & Shelter Program	147,813	0	0	0	147,813
Housing Counseling	100,000	0	0	0	100,000
TOTAL	\$ 54,443,564	\$ 37,977,358	\$ 3,983,995	\$ 10,669,108	\$ 107,074,025

HEAD START EARLY CHILDHOOD DEVELOPMENT

COMMUNITY INITIATIVES

Activity Number:

38-02-02, 04

Division:

Children's Resources Division

Program Dates:

02-01-01 to 01-31-02

Funding Year:

1 of 1

Authorized Positions:

6

PROGRAM DESCRIPTION

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. Ten percent of the children served have some type of disability. The program provides comprehensive services to the families including: child care, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The Head Start funding cycle and fiscal year is February to January. The program is funded to provide services for 6,564 slots in the Head Start program year of February 2001 to January 2002.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Dept. of Health & Human Services	\$34,172,660	\$37,136,307	\$37,136,307
Other - In Kind (space and volunteer hours) ¹	8,543,165	9,284,076	9,284,076
Total	\$42,715,825	\$46,420,383	\$46,420,383

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$213,705	\$205,485	\$305,485
Contractual	16,129	18,575	18,575
Commodities	5,145	6,625	6,625
Capital Outlay	10,081	14,375	14,375
In-Kind	8,543,165	9,284,076	9,284,076
Subgranting (Contractual Services 38-02-04)	33,927,600	36,891,247	36,791,247
Total	\$42,715,825	\$46,420,383	\$46,420,383

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Children in Poverty ²	48,778	33,204	35,661
No. of Children with Special Needs	716	656	676

Output:

Head Start Child Care Placements	6,403	7,877	7,943
No. of Parent/Staff Training Sessions	11,959	13,383	14,117
No. of Health Services/Screenings	22,076	25,268	26,026
No. of 3rd Progress Reports/Transition (Public Schools)	2,107	2,513	2,588

Efficiency:

Avg. Monthly Head Start children in care ³	5,474	5,939	6,564
Avg. Daily Cost per Child ⁴	\$8.66	\$9.47	\$8.29
Avg. Annual Cost per Child ⁴	\$6,198	\$6,212	\$5,605
Avg. Daily Child Supervision per Classroom	17 to 2	17 to 2	17 to 2

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% of Child Children in Poverty in Care	11%	18%	18%
% of Customer Satisfaction Rating	98%	98%	98%

EXPLANATORY INFORMATION

¹ In-Kind value of space and volunteer hours used to meet Head Start 20% non-federal share commitment program terms and conditions.

² Approximately 150,390 children (ages 0-5) live in Bexar County and 30.2% are below poverty guidelines according to Texas Data Center, Texas A&M. New data for (age 0-5) population has been released on Census 2000 with 109,948 children (age 0-5) living in Bexar County. Estimated and Adopted performance measures reflect the use of this new data.

³ Average COSA FY 2001 Head Start children in care based on average of approved Head Start FY 2000 slots of 5,564 and phase in of Head Start FY 2001 slots of 6,564 due to COSA FY 2001 encompassing 6 months of each Head Start fiscal year.

⁴ Cost per child computations based on total subgranting budget divided by average children in care. In FY 2001 phases in an additional 1,000 new slots and corresponding one-time non-recurring cost not factored out of computation.

Activity Number:

38-15-14, 16, 17, 18, 19, 28

Division:

Children's Resources Division

Program Dates:

09/01/01 - 08/31/02

Authorized Positions:

97

PROGRAM DESCRIPTION

The City of San Antonio in partnership with the Alamo Area Development Corporation (AADC) and the Family Service Association (FSA) is contracted by Alamo Workforce Development, Inc. (AWD) to operate the Alamo CCDS (Child Care Delivery System) program. The CCDS program provides child care subsidies to qualified families residing in the Alamo Workforce Development Area which includes the City of San Antonio, Bexar County and the eleven rural surrounding counties. The City provides overall coordination, client services, fiscal management, vendor management, monitoring, payment and direct assistance to qualified child care providers. The program provides qualified clients with eligibility and certification services, counseling on the selection of quality child care, and referrals to all participating child care facilities from which parents can select their appropriate care needs. CCDS also provides child care providers and their staff with scholarships, materials and equipment to attain higher education and enhance the quality of care provided. Program services are targeted at an 80/20 split between urban and rural areas with the City responsible for all services in Bexar County.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Alamo Workforce Development, Inc. (AWD)	39,667,962	32,946,103	31,781,031
City	\$1,200,000	\$1,200,000	\$1,200,000
Total	\$40,867,962	\$34,146,103	\$32,981,031

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$3,242,633	\$2,775,234	\$2,796,649
Contractual	474,707	463,204	454,214
Commodities	33,700	71,230	57,250
Other Expenditures	93,289	93,289	93,289
Capital Outlay	8,006	99,500	0
Subgranting	36,717,054	30,338,086	29,253,876
Indirect Costs	298,573	305,560	325,753
Total	\$40,867,962	\$34,146,103	\$32,981,031

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Children in Poverty (0-5) ¹	48,778	33,204	35,661
No. of Children on Wait List	4,935	2,025	3,741
No. of Vendor Management Staff (FTE's)	17	13	13
Output:			
No. of CCDS Carryover Children in Care Start of Fiscal Year ²	12,474	7,469	11,127
No. of Child Care Vendors Recruited	77	58	66
No. of Child Care Vendors	377	371	395

CHILD CARE DELIVERY SYSTEM - CCDS CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output continued:			
No. of Designated Child Care Vendors (DV) ³	86	140	186
No. of Children in Designated Child Care Vendors	N/A	1,337	1,776
No. of Child Care Providers Trained	N/A	4,997	5,987
Efficiency:			
Avg. Monthly CCDS Clients in Care ⁴	10,256	9,719	8,258
Avg. Monthly CRD Clients in Care	302	420	420
Avg. Monthly CRD Teen Parent Clients in Care	44	34	34
Avg. Monthly CRD Workforce Development Clients in Care	258	386	386
Avg. No. of Vendor Recruitment per Staff	4.5	4.5	5.1
Effectiveness:			
% of Children in Poverty in Care ⁵	15.4%	21.7%	17.3%
% of Returned Surveys Indicating Vendor Satisfaction	91%	92%	94%
% of CCDS Carryover Children in Care at Start of FY 2001 to Average Monthly CCDS Clients in Care	N/A	77%	135%

EXPLANATORY INFORMATION

¹ Approximately 150,390 children (ages 0-5) live in Bexar County and 30.2% are below poverty guidelines according to Texas Data Center, Texas A&M. New data for (age 0-5) population has been released on Census 2000 with 109,948 children (age 0-5) living in Bexar County. Estimated and Adopted performance measures reflect the use of this new data.

² FY 2002 Adopted is based on estimated FY 2001 year end Bexar County total clients in care rolling over into FY 2002.

³ Voluntary CCDS vendor program of providers that exceed the minimum State licensing requirements and commit to providing a higher level of service by increasing quality (lower child to staff ration, enhanced curriculums, staff educational requirements). Name change to Texas Rising Star Provider.

⁴ Actual and Authorized adjusted to reflect only Bexar County (urban) levels. Reduction in performance levels attributable to reduced funding levels. Additional one-time funds awarded at end of FY 2000 and supplemental funds awarded in FY 2001. Adopted FY 2002 performance levels based on 80% of contract requirements and 80% of estimated funding levels. Historically urban service level has been approximately 90%.

⁵ FY 2001 Estimated and FY 2002 Adopted based on 71% of CCDS/CRD average children in care being 0 to 5 years old. Estimates FY 2001 equal CCDS/CRD of 7,198 divided by number of children in poverty. The Proposed FY 2002 is CCDS/CRD of 6,61 divided by number of children in poverty.

YOUTH OPPORTUNITY

COMMUNITY INITIATIVES

Activity Number:

38-17-01,02,03;36-01-24

Division:

Special Project

Program Dates:

7/01/01 - 6/30/02

Funding Year:

2 OF 3

Authorized Positions:

85

PROGRAM DESCRIPTION

This Youth Opportunity Project is designed to provide the youth of San Antonio between the ages of 14 to 21 living in the Enterprise Community (EC) with an intervention and prevention model that will increase their education and employability. Outreach workers identify dropouts and young people in the EC who are not connected to work, education or job training. Youth identified are provided essential services and supports to allow them to re-enroll in school, participate in literacy programs, and prepare for higher education opportunities and job readiness programs. The San Antonio collaborative is comprised of five partners - Alamo Workforce Development, Inc. (AWD), Alamo Community College District (ACCD), San Antonio Independent School District (SAISD), Edgewood Independent School District (EISD) and the City of San Antonio Department of Community Initiatives.

FUNDING SOURCES AND AMOUNTS

	Actual 1999 - 2000	Authorized 2000 - 2001	Adopted 2001-2002
Federal - Carryover Funds from Program Year 2000-2001	\$0	\$0	\$2,600,000
Federal - U.S. Department of Labor ¹	1,934,748	4,374,127	6,308,875
Total	\$1,934,748	\$4,374,127	\$8,908,875

FINANCIAL

	Actual 1999 - 2000	Authorized 2000 - 2001	Adopted 2001-2002
Personnel	\$918,157	\$936,941	\$3,934,994
Contractual	434,217	1,115,751	1,026,981
Commodities	151,917	501,664	158,000
Other Expenditures	116,493	1,059,505	2,250,000
Capital Outlay	313,964	760,266	138,900
Subgranting	0	0	1,400,000
Total	\$1,934,748	\$4,374,127	\$8,908,875

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000 - 2001	Adopted 2001 - 2002

Input:

Total Youth (14-21) Residing in the Enterprise Community ²	11,990	12,044	12,212

Output:

Total Youth Served-All partners ³	100	2,500	3,500
Out-of-School Youth Served - COSA ⁴	100	1,187	1,662
Youth Entered Employment	0	20	100
Youth Entered Education/Basic Skills ⁵	0	840	1,263
Youth Entered Occupational Training	0	525	790
Youth Placed in Post-Secondary Education	0	150	250
Youth Joined the Military	0	7	14
Youth Entered Apprenticeship Programs	0	2	15

YOUTH OPPORTUNITY CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000 - 2001	Adopted 2001 - 2002
Efficiency:			
Average Cost per Total Youth Served ⁶	N/A	\$1,749	\$3,143
Average Cost per Out-of-School Youth ⁶	N/A	\$3,685	\$5,360
Effectiveness:			
Youth Attained Work Readiness ⁷	0	648	1,105
Youth Attained HS Diploma or GED ⁸	0	146	221
% of Youth Surveyed Satisfied with YOP ⁶	N/A	85%	90%
% of Trained Participants in Demand Occupations	N/A	85%	90%
% of Participants Reporting Increased Wages	N/A	75%	80%
% of Participants Achieving Diploma/GED ⁹	N/A	30%	40%
% Maintaining Employment After Six Months	N/A	75%	80%

EXPLANATORY INFORMATION

¹ This program is funded from March 20, 2000 to June 30, 2001. Dollar amounts in actual and authorized columns indicate expenditures for this time period.

² This number is based on 1990 census data. Projected information is based on an increase as estimated by the Texas State Data Center.

³ The partners consist of Alamo Workforce Development, Alamo Community College District, City of San Antonio Department of Community Initiatives, San Antonio Independent School District and Edgewood Independent School District. The collaborative decided to increase the number of youth served by 1/3 for next fiscal year.

⁴ Out-of-school youth are between the ages of 14-21 living in the Enterprise Community who are not currently enrolled in school.

⁵ This number includes all youth who have participated in any youth development activity.

⁶ This data is measured on an annual basis.

⁷ This number includes all youth who have completed a minimum of one pre-placement activity.

⁸ This number reflects all members who have a GED or High School Diploma.

⁹ This is a percentage of those members who enter alternative schools, high school or GED.

COMPREHENSIVE NUTRITION PROGRAM

COMMUNITY INITIATIVES

Activity Number: 38-03-02, 26, 31, 32, 33, 50, 51, 52, 53
 Division: ELDERLY & DISABLED SERVICES
 Program Dates: 10/01 -09/02
 Funding Year: 1 of 1
 Authorized Positions: 32

PROGRAM DESCRIPTION

The Comprehensive Nutrition Project (CNP) provides elderly persons, sixty 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 49 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Dept. on Aging through AACOG	\$1,765,734	\$1,766,180	\$1,553,211
City - General Fund	1,694,743	1,887,945	2,643,008
Other - Program Income	285,236	205,000	177,396
Total	\$3,745,713	\$3,859,125	\$4,373,615

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$833,173	\$906,229	\$1,060,409
Contractual	1,413,645	1,407,143	1,488,367
Commodities	1,427,867	1,524,831	1,812,433
Other Expenditures	12,505	12,405	12,406
Capital Outlay	58,523	8,517	0
Total	\$3,745,713	\$3,859,125	\$4,373,615

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Volunteers	1,191	1,119	1,139
Elderly Served Through Nutrition Program	8,003	7,554	7,783
Output:			
Meals Home-Delivered to Seniors	173,773	185,147	156,015
No. of Volunteer Hours	246,045	229,516	234,634
Efficiency:			
Average Cost of Each Meal	\$3.64	\$4.40	\$4.62
Average Seniors Served Daily	4,084	3,746	3,736
Average Hours Worked per Volunteer	207	205	206
Effectiveness:			
% of Elderly Satisfied with Nutrition Program	91%	98%	98%

**CONSUMER MANAGED PERSONAL ASSISTANCE
SERVICES PROGRAM**

COMMUNITY INITIATIVES

Activity Number: 38-11-20, 38-11-21, 38-11-25, 38-11-26
 Division: ELDERLY & DISABLED SERVICES
 Program Dates: 03/00 - 8/01
 Funding Year: 1 of 1
 Authorized Positions: 9

PROGRAM DESCRIPTION

The Consumer Managed Personal Assistance Services Program (CMPAS) provides personal assistance care services to disabled persons ages 18 and over who reside in Bexar County and need assistance with at least one personal care task. The disabled individual needs to be capable of self-directing their care and can communicate their instructions directly through medical aids or a third party who can understand the client. Personal assistance care services include personal care, meal preparation, light housekeeping and companion services.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDHS Grant ¹	\$0	\$960,025	\$1,920,050
Other - Client Fees	0	5,000	12,500
Total	\$0	\$965,025	\$1,932,550

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$863,354	\$1,720,109
Contractual	0	83,691	174,682
Commodities	0	4,620	10,439
Other Expenditures	0	11,610	23,620
Capital Outlay	0	1,750	3,700
Total	\$0	\$965,025	\$1,932,550

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Attendants	N/A	134	134
No. on Wait List	N/A	220	172
Output:			
No. of Clients Served	N/A	165	156
No. of Personal Assistance Service Hours ²	N/A	193,812	192,005
Efficiency:			
Actual Cost per Service Hour ³	N/A	\$10.55	\$10.07

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Efficiency:			
Comparison Average Charge by Private Agencies ³	N/A	\$15.08	\$15.08
Avg. Weekly Personal Assistance Service Hours/Client	N/A	22.5	22.5
Effectiveness:			
% of Consumers Satisfied with CMPAS Services	N/A	98%	99%

EXPLANATORY INFORMATION

¹ Authorized FY 2001 TDHS grant award and performance data is for a six month period.

² Based on a higher unit rate of \$10.00, a rate negotiated with funding source.

³ Program Cost equates to the actual costs divided by Number of Service Hours.

⁴ Annual Telephone Survey conducted with major health care organizations: Girling (15.24), Educare (15.00) and Central Tex (15.00). Association. Hourly Charge by Private Agencies. Requires an average hourly minimum of 4 hours per day.

Activity Number:

Division:

Program Dates:

Funding Year:

Authorized Positions:

Community Action Division

10/01/99 to 10/01/02

3 of 3

3

PROGRAM DESCRIPTION

The U. S. Department of Housing and Urban Development awarded the 1999 Supportive Housing Program-Solutions Through Alternative Responses (STAR)-to the Department of Community Initiative's Community Action Division (CAD) to administer \$5,800,181 over a three year period. Fifteen programs, operated by thirteen local agencies, will be funded by the program and administered by the CAD. Two additional programs would also be funded through the Program. 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 include case management and transitional housing.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Dept. of Housing and Urban Development	\$136,569	\$1,517,117	\$1,889,741
Total	\$136,569	\$1,517,117	\$1,889,741

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$3,707	\$18,914	\$135,379
Contractual	199	1,017	7,282
Commodities	52	266	1,905
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Other Expenditures	132,611	1,496,920	1,745,175
Total	\$136,569	\$1,517,117	\$1,889,741

PERFORMANCE MEASURES ¹

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTES	14.5	61.8	49.3
Output:			
Unduplicated Clients	242	1,364	729
Service Units Provided	570	49,318	63,626
Shelter Nights	3,160	18,120	23,836
Efficiency			
Cost per Client	\$564	\$1,112	\$2,592
Cost per Service Unit	\$240	\$31	\$30
Cost per Shelter Night	\$43	\$84	\$79

PERFORMANCE MEASURES ¹

Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002

Effectiveness:

% of Clients Increasing Residential Stability	25%	69%	67%
% of Clients Increasing Skills or Training	87%	81%	65%
% of Clients Achieving Greater Self Determination	92%	79%	75%

EXPLANATORY INFORMATION

¹ Services will begin to be provided by some of the funded agencies in June, 2000. Agencies are funded for either one, two, or three years with a multitude of fiscal year start dates. All programs are expected to be operational by FY 2001. Performance Measures fluctuate greatly from year to year depending upon which programs/agencies are funded and operating in any given year.

COMMUNITY SERVICES BLOCK GRANT
COMMUNITY INITIATIVES

Activity Number: 38-12-01,10,20,21,44,51
Division: Community Action
Program Dates: 01/01/01 to 12/31/901
Funding Year: 1 of 1
Authorized Positions: 94

PROGRAM DESCRIPTION

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 funds five diverse delegate agencies that provide a host of social services in Bexar County.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Dept. of Housing and Community Affairs	\$1,634,616	\$1,843,950	\$1,843,950
Total	\$1,634,616	\$1,843,950	\$1,843,950

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$1,064,232	\$1,109,961	\$1,109,961
Contractual	112,240	159,712	159,712
Commodities	14,145	50,694	50,694
Other Expenditures	117,929	151,419	151,419
Capital Outlay	1,000	8,300	8,300
Subgranting	325,070	363,864	363,864
Total	\$1,634,616	\$1,843,950	\$1,843,950

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Contracts	5	5	6
No. of Caseworkers ¹	19	19	19
Bexar Co. Poverty Population ²	206,263	229,245	229,245
Target Population ³	24,751	27,509	29,801
Output:			
Emergency Service Units ⁴	2,000	2,040	2,080
Other Service Units ⁵	60,000	61,200	62,424
Case Management Service Units ⁶	10,384	9,960	16,200
Case Management Clients Served ⁶	297	300	300
Unduplicated Clients Served	30,000	27,600	30,000
Efficiency:			
Cost per Client	\$41.25	\$44.99	\$43.94
Cost per Service Unit	\$17.10	\$16.72	\$16.25
Clients per Caseworker	1,579	1,448	1,568

COMMUNITY SERVICES BLOCK GRANT CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% Clients Enrolled in Case Management	1%	1%	1%
% Clients Transitioning above Poverty Guidelines ⁷	1%	1%	2%
% of Target Population Impacted	121%	95%	100%

EXPLANATORY INFORMATION

¹ Caseworkers include Case Aides, Program Counselors, and Caseworkers I and II

² The estimated number of persons living in poverty in San Antonio and Bexar County. FY 2000 figures were based on projections by the City's Planning Department. FY2001 have been left unchanged pending updated estimates. All estimates were originally based on the 1990 census.

³ This is 13% of the estimated poverty population as determined by the funding source

⁴ Emergency Services included food, transportation, medical/prescription assistance, and related services

⁵ Other Services are non-emergency services including budget/financial counseling, income tax assistance, information and referral, family/individual counseling, outreach, presentations, and related services.

⁶ These are support services provided specifically to participants enrolled in long term case management and may include child care assistance, education and employment assistance, transportation and related services

⁷ This is a measure of the number of families whose income reaches and stays above the poverty guidelines for a period of three months. This measure is defined by the funding source, however, the program actually assists many enrollees with "smaller" measures of success such as completing a class, getting a job, keeping a job for a specified period, getting a promotion at work, and so forth.

Activity Number:

38-01-06

Division:

Special Project

Program Dates:

10/1/99 - 3/31/02

Funding Year:

2 of 2.5

Authorized Positions:

27

PROGRAM DESCRIPTION

ASCEND provides a comprehensive approach to assist low-income residents of the Edgewood neighborhood to transition from welfare to work and achieve a livable wage through working. Program services provided through ASCEND include: comprehensive case management, assessment, intake and referral, supportive services, training referrals, screening for learning disabilities, leveraging of training and support resources and community capacity building to enhance the quality of life for the Edgewood residents.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	\$1,187,166	\$2,022,715	\$1,784,407
Total	\$1,187,166	\$2,022,715	\$1,784,407

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$865,229	\$1,130,513	\$830,541
Contractual	181,899	666,040	767,161
Commodities	33,563	39,080	12,557
Other Expenditures	68,321	155,867	165,480
Capital Outlay	38,155	31,215	8,668
Total	\$1,187,166	\$2,022,715	\$1,784,407

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Eligible Population ¹	18,873	18,873	18,873
Output:			
IDA Participants	0	40	120
Individual Case Mgt. Hours	7,580	11,000	5,500
Number New Clients Enrolled (cumulative)	109	230	300
Number of Co-op Class Participants ²	58	50	50
No. Participants in Pre-Employment Skills Trg.	29	47	72
No. Participants in Post-Employment Skills Trg.	27	67	110
No. Participants Placed in Jobs ³	32	123	160
Efficiency:			
Avg. Cost/Client/Year	\$6,143	\$7,092	\$16,647
Avg. Client Asset Formation ⁴	N/A	\$372	\$320
% of Participants in Pre-employment ⁵	57%	40%	40%
% of Participants in Post-Employment	50%	50%	50%

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% Placed in Un-subsidized Employment	34%	67%	67%
Employment Retention After 6 Months ⁶	100%	80%	80%
% Employed in Demand Occupations ⁷	64%	75%	75%
% of IDA Part. Purchase Home, Estab. a Micro-Business or Entered Job Training	N/A	20%	12%
% of Participants Reporting a Wage Increase	6%	50%	56%

EXPLANATORY INFORMATION

¹ The estimated FY 2001 and Adopted FY 2002 is based on the total adult population in Edgewood under poverty using census tracts. Previous estimations used zip codes which encompass a much broader area than Edgewood.

² Cooperative classes ceased in FY 2000. Instead they were replaced with Cooperative Planning meetings.

³ This number reflects the DOL calculation which only counts those persons who while with ASCEND gained employment. It omits the persons who came to us employed, but who ASCEND helped place in better employment. In FY 2000, one person who came to ASCEND employed was placed in a better job, bringing our total number of placements to 33.

⁴ The calculation of FY 2001 was arrived at by using the amount saved in the first month of operation (3/01), \$62 and multiplying it by 6 months (the length of the program). The calculation of FY 2002 was reached by multiplying an average savings of \$40 a month by the duration of the program (8 months). This is the unmatched portion only.

⁵ This number was reduced. Under the Work-first strategy, training is not emphasized until after employment is secured. Only those clients who do not have even the basic skills/requirements to find employment are placed in training.

⁶ The number of persons who started employment 6 months before the end of the fiscal year (before May 2000) and retained employment through the end of the fiscal year (i.e., September 2000).

⁷ Demand Occupations as defined by the Alamo Workforce Development Board

EMERGENCY SHELTER GRANT**COMMUNITY INITIATIVES**

Activity Number:

38-12-31,40,42,43,45,46,47,48,90

Division:

Community Action Division

Program Dates:

10-01-00 to 09-30-01

Funding Year:

1 of 1

Authorized Positions:

6

PROGRAM DESCRIPTION

The Emergency Shelter Grant (ESG) is a one-year formula allocated grant funded through Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, meet the cost of operating a shelter, and provide supportive services including homeless prevention activities. The City of San Antonio has executed delegate agency contracts with five community based human service providers.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Emergency Shelter Grant / HUD	\$713,000	\$712,000	\$710,000
Other - City In-Kind Services	713,000	712,000	710,000
Total	\$1,426,000	\$1,424,000	\$1,420,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$188,654	\$176,743	\$175,563
Contractual	90,627	85,577	83,792
Commodities	11,269	9,269	7,980
Other Expenditures	117,450	128,738	127,682
Capital Outlay	5,000	3,000	3,990
Subgranting	300,000	308,673	310,993
In-Kind	713,000	712,000	710,000
Total	\$1,426,000	\$1,424,000	\$1,420,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Delegate Agencies	6	5	5
Served at SAMM Center	685	684	640
Output:			
Prevention Service Units	1,362	1,515	1,430
No. of Bed Nights ¹	149,233	146,981	150,279
Efficiency:			
Avg. Cost per Bed Night	\$4.78	\$4.84	\$4.72
Effectiveness:			
% of Families Remaining in Stable Situation ²	100%	100%	0%

EXPLANATORY INFORMATION

¹ Priority Guests were added to these figures beginning with FY 1999

² HOGAR after care program is not funded for FY 2002

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

COMMUNITY INITIATIVES

Activity Number:

36-01-20,38-12-39,92

Division:

Community Action Division

Program Dates:

10-01-00 to 09-30-01

Funding Year:

1 of 1

Authorized Positions:

4

PROGRAM DESCRIPTION

Housing Opportunities for Persons with AIDS (HOPWA) is an entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds provides housing and supportive services to persons with AIDS and persons who are HIV positive and their families. The Community Action Division works closely with five delegate agencies to enhance the continuum of care and service delivery system for this population and their families. The entitlement area, also known as the Eligible Metropolitan Service Area (EMSA), for this grant includes Bexar, Comal, Guadalupe and Wilson counties.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Dept. of Housing and Urban Development	\$805,000	\$823,000	\$908,000
Total	\$805,000	\$823,000	\$908,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$62,375	\$10,964	\$12,258
Contractual	8,175	12,395	13,620
Commodities	3,600	1,331	1,362
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Subgranting	730,850	798,310	880,760
Total	\$805,000	\$823,000	\$908,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. Delegate Agency Contracts ¹	7	6	5
No. of Bedrooms Maintained ²	1,730	218	97
Number of Reported AIDS Cases in the EMSA ³	3,812	3,850	4,235
Output:			
No. Family Members Receiving Housing Help	424	78	73
No. HIV/AIDS Clients Receiving Housing Help ⁴	406	216	239
No. HIV/AIDS Clients Receiving Supp Svcs ⁵	814	808	75
Efficiency:			
Avg. Length of Stay	12 mos	12 mos	12 mos
Avg. Cost per Unduplicated Client ⁶	\$445	\$724	\$2,276
Effectiveness:			
% Clients Served Who Received Housing Assist. to Prevent Homelessness	50%	27%	80%

EXPLANATORY INFORMATION

¹ We will be contracting with five delegate agencies in FY 2002.

² This measure includes facility based projects and scattered site units

³ This data is from the Texas Department of Health and includes Bexar, Comal, Guadalupe, and Wilson Counties. The data reflect the number of AIDS cases, not HIV positive patients. The numbers represent the total number of AIDS patients reported since the collection of these data was begun in 1981

⁴ Services include rent, rental assistance, mortgage assistance, utility assistance, and assistance with transitional housing.

⁵ Only one agency, AARC, provides transportation

⁶ The increase in cost per client is due to a shift in the 3rd program year from services toward asset acquisition (bricks and mortar) in order to better service clients.

2000 SUPPORTIVE HOUSING PROGRAM

COMMUNITY INITIATIVES

Activity Number:

Division:

Program Dates:

Funding Year:

Authorized Positions:

Community Action Division

06-01-01 to 05-31-04

1 of 3

47

PROGRAM DESCRIPTION

The U. S. Department of Housing and Urban Development awarded the 2000 Supportive Housing Program-Opportunities for People in Transition (OPT) to the Department of community Initiatives' Community Action Division in the amount of \$6,184,644 to fund 9 different projects. The program would provide a wide array of services to homeless individuals as part of the local Continuum of Care, a comprehensive coordinated approach to provided needed services to the local homeless population. Services are designed to assist homeless individuals to move toward independence and self support.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	N/A	N/A	\$687,184
Total	N/A	N/A	\$687,184

FINANCIAL

	Actual 2000-2001	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	N/A	\$13,417
Contractual	N/A	N/A	2,127
Commodities	N/A	N/A	327
Other Expenditures	N/A	N/A	0
Capital Outlay	N/A	N/A	491
Other Expenditures	N/A	N/A	670,822
Total	N/A	N/A	\$687,184

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTEs	N/A	N/A	46.80
Output:			
Unduplicated Clients	N/A	N/A	1,124
Service Units Provided	N/A	N/A	23,517
Shelter Nights	N/A	N/A	29,973
Efficiency:			
Cost per Client	N/A	N/A	\$611
Cost per Service Unit	N/A	N/A	\$29
Cost per Shelter Night	N/A	N/A	\$23
Effectiveness:			
% of Clients Increasing Residential Stability	N/A	N/A	42%
% of Clients Increasing Skills or Training	N/A	N/A	60%
% of Clients Achieving Greater Self Sufficiency	N/A	N/A	61%

1998 SUPPORTIVE HOUSING PROGRAM-CASAS

COMMUNITY INITIATIVES

Activity Number:

38-12-40,41,54,55

Division:

Community Action Division

Program Dates:

10-01-98 to 10-01-01

Funding Year:

3 of 3

Authorized Positions:

6

PROGRAM DESCRIPTION

The U.S. Department of Housing and Urban Development awarded the 1998 Supportive Housing Program for Community Alliances: Supportive Alternative Solutions to the Department of Community Initiative's Community Action Division to administer \$1,551,892 over a three year period to four delegate and one City homeless service project. 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. Services include case management, and transitional housing.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Dept. of Housing and Urban Development	\$429,757	\$430,936	\$669,630
Total	\$429,757	\$430,936	\$669,630

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$75,919	\$143,685	\$212,780
Contractual	32,102	60,756	89,973
Commodities	19,855	37,579	55,649
Other Expenditures	2,699	5,108	7,565
Capital Outlay	12,993	24,591	36,416
Delegate Agencies	286,189	159,217	267,248
Total	\$429,757	\$430,936	\$669,630

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTEs	6.7	2.7	3.0
Output:			
Unduplicated Clients	113	48	32
Service Units Provided	16,403	1,728	1,152
Shelter Nights	13,750	9,600	6,400
Efficiency:			
Cost per Client	\$3,803	\$8,978	\$20,925
Cost per Service Unit	\$26	\$249	\$581
Cost per Shelter Night	\$31	\$45	\$104
Effectiveness:			
% Clients Increasing Residential Stability	50%	65%	65%
% Clients Increasing Skills or Income	50%	75%	75%
% Clients Achieving Greater Self Determination	80%	70%	70%

1997 SUPPORTIVE HOUSING PROGRAM

COMMUNITY INITIATIVES

Activity Number:

38-12-49,51

Division:

Community Action Division

Program Dates:

10-01-98 to 10-01-01

Funding Year:

3 of 3

Authorized Positions:

4

PROGRAM DESCRIPTION

The U.S. Department of Housing and Urban Development awarded the 1997 Supportive Housing Program for Innovative Solutions to the Department of Community Initiative's Community Action Division to administer \$5,218,908 over a three year period to sixteen delegate homeless service projects. The Supportive Housing Program is designed to promote, as a 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. Services include mental health counseling, case management, legal services, a Safe Haven, and transitional housing.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Dept. of Housing and Urban Development	\$1,269,263	\$1,964,655	\$654,272
Total	\$1,269,263	\$1,964,655	\$654,272

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$48,731	\$153,793	\$30,398
Contractual	7,694	24,281	4,799
Commodities	1,571	4,958	980
Capital Outlay	1,738	5,486	1,084
Delegate Agencies	1,209,529	1,776,137	617,011
Total	\$1,269,263	\$1,964,655	\$654,272

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTEs	39	38	10
Output:			
Unduplicated Clients	2,509	1,947	10
Service Units Provided	55,392	38,519	4,183
Shelter Nights	22,904	29,049	1,855
Efficiency:			
Cost per Client	\$506	\$1,009	\$65,427
Cost per Service Unit	\$23	\$51	\$156
Cost per Shelter Night	\$55	\$68	\$352
Effectiveness:			
% Clients Increasing Residential Stability	90%	72%	25%
% Clients Increasing Skills or Income	87%	85%	20%
% Clients Achieving Greater Self Determination	97%	69%	25%

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% Clients Increasing Residential Stability	90%	72%	25%
% Clients Increasing Skills or Income	87%	85%	20%
% Clients Achieving Greater Self Determination	97%	69%	25%

EXPLANATORY INFORMATION

¹ Project grant terms vary from one-three years with a multitude of fiscal years. Performance Measures, in turn, vary greatly from year to year depending upon which programs are starting up or ending their program. Also, the FY 2001 expenditures are expected to be considerably higher than the previous years because one program, SAMM Launching Pad, expects that most of their activities will occur during that year.

² All Performance Measures are a summary of the services provided by the agencies funded through the 1997 SHP and include counseling sessions, attendant care provided, shelter nights provided, and direct services such as bus passes, etc.

³ All projects end in 2001

**JUVENILE ACCOUNTABILITY INCENTIVE
BLOCK GRANT - (START)**

COMMUNITY INITIATIVES

Activity Number: 38-07-23
Division: Youth Services
Program Dates: 8/1/01-7/31/02
Funding Year: 3 of 3
Authorized Positions: 12

PROGRAM DESCRIPTION

The Juvenile Accountability Incentive Block Grant, also known as the START Program, is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and two schools in the Edgewood Independent School District. The NCC Program is a modified community justice program that utilizes neighborhood volunteers to contract with juvenile offenders and their families for appropriate consequences. NCC will be modified from six to five Program Counselors.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Criminal justice Division	\$224,411	\$418,519	\$404,116
Other - City In-kind Match	14,244	46,502	44,902
Total	\$238,655	\$465,021	\$449,018

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$138,503	\$294,167	\$342,021
Contractual	85,148	86,453	52,847
Commodities	760	13,460	1,342
Other Expenditures	0	0	0
Capital Outlay	0	24,439	7,906
Other Expenditures	14,244	46,502	44,902
Total	\$238,655	\$465,021	\$449,018

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
NCC - No. of Program Counselors	4	6	5
NCC - No. of Clients Seen by Committee	120	180	150
NCC - No. of Volunteers Recruited & Trained	N/A	N/A	36
START - No. of Caseworkers	2	4	4
START - No. of Clients Enrolled	30	60	60
Output:			
NCC - No. of Family/Youth Contacts	N/A	N/A	1,800
START - No. of Home Contacts	420	720	720
START - No. of Activities ¹	N/A	24	48
Efficiency:			
NCC - Avg. No. of Conf. per Program Counselor	4	6	6
NCC - Avg. No. Contacts/Prog. Counselor/Month	N/A	N/A	30

**JUVENILE ACCOUNTABILITY INCENTIVE
BLOCK GRANT - (START) CONTINUED**

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

Efficiency continued:

START - Avg. No. of Home Contacts/Caseworker

Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002

17

15

15

Effectiveness:

NCC - % Successful Completions

90%

90%

85%

NCC - Parent/Volunteer Satisfaction

N/A

N/A

80%

START - % Who Improve Grade Point Average

N/A

N/A

50%

START - % Age with 0% Unexcused Absences

N/A

N/A

65%

EXPLANATORY INFORMATION

¹ National meetings with the staff from Columbia University have resulted in reevaluating the performance measures for the START program. Continued discussions with Columbia University personnel have resulted in new measures to better track the service elements of START.

SUPPORTIVE SERVICES FOR THE ELDERLY

COMMUNITY INITIATIVES

Activity Number:

38-03-25

Division:

ELDERLY & DISABLED SERVICES

Program Dates:

10/00 - 09/01

Funding Year:

1 of 1

Authorized Positions:

16

PROGRAM DESCRIPTION

The Supportive Services for the Elderly Project (SSEP) provides specialized 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Alamo Area Council of Governments (AACOG) Grant	\$294,579	\$310,918	\$308,681
City - General Fund	140,987	140,987	140,987
Other Inc., - Program Income ¹	28,658	5,000	5,000
Total	\$464,224	\$456,905	\$454,668

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$347,886	\$348,423	\$353,122
Contractual	74,396	70,655	87,308
Commodities	34,292	30,627	7,038
Other Expenditures	7,190	7,200	7,200
Capital Outlay	460	0	0
Total	\$464,224	\$456,905	\$454,668

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Vehicles ²	14	12	12
Individuals Served Through Trans. Prog. (unduplic.)	2,066	2,221	2,272
Output:			
One-way Transportation Trips ³	23,328	19,524	19,524
One-way Medical Transportation Trips ⁴	16,796	18,837	18,743
Efficiency:			
Average Cost of One-way Transportation Trips ⁵	\$17.27	\$27.24	\$28.06
Average One-way Fare of Private Companies ⁶	\$27.38	\$34.17	\$42.71

SUPPORTIVE SERVICES FOR THE ELDERLY CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% of Trips Related to Medical Treatment	N/A	96%	96%
% of Clients Satisfied with Transportation Prog.	96%	97%	98%

EXPLANATORY INFORMATION

¹ Income from participant donations, subject to fluctuation.

² The program has seven drivers. If all twelve vans are operational, then the remaining five vans are assigned for use by the Nutrition Centers.

³ The unit rate of \$15.81 per one-way trip.

⁴ Medical related trips include: Dialysis treatments, appointments for cancer radiation therapy, pre-operation doctor appointments, aquatic therapy, visits to the pharmacy for prescription medications, vision care appointments, dental appointments, and trips for special shoes as prescribed by a physician.

⁵ Operating Cost incurred by the City of San Antonio; Senior Citizens contribute through donations.

⁶ Average fare for One-way transportation trips. Survey of three private ambulance companies who provide non-emergency transportation for persons mobility impaired and three taxi companies: Metro Ambulance, Lifeline Ambulance, and Advance Ambulance. VIATrans provides transportation for persons who are mobility impaired. VIA's cost per trip of \$32.25 is a contracted rate.

LITERACY INSTRUCTIONAL SUPPORT PROGRAM

COMMUNITY INITIATIVES

Activity Number:
 Division:
 Program Dates:
 Funding Year:
 Authorized Positions:

38-16-01
 Literacy Services
 09-01-01 to 08-31-02
 1 of 1
 5

PROGRAM DESCRIPTION

This funding is provided through the San Antonio Independent School District to provide instructional staff and materials for instructional support of audit basic education and ESL programs at the literacy centers. Only five of the LLCD's benefits from these funds. They include St. Mary's, St. Phillip's, Billa, Willie Velasque, and Margarita Huantes.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - SAISD	\$453,000	\$427,585	\$475,000
Total	\$453,000	\$427,585	\$475,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$418,361	\$412,585	\$50,000
Contractual	833	0	392,460
Commodities	30,000	15,000	32,540
Other Expenditures	0	0	0
Capital Outlay	3,806	0	0
	0	0	0
Total	\$453,000	\$427,585	\$475,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of GED Students Enrolled	1,503	1,405	1,624
No. of ESL Students Enrolled	3,328	3,235	3,816
No. of ABE Students Enrolled	2,185	1,904	2,192
No. of Citizenship Students Enrolled	469	369	483
Output:			
Total No. of Instructional Hours	271,026	209,716	245,331
Efficiency:			
Avg. Daily Attendance	227	216	222
Effectiveness:			
No. of GED Completions	200	210	224
No. of Citizenship Acquired	141	98	105

1998 SUPPORTIVE HOUSING PROGRAM

COMMUNITY INITIATIVES

Activity Number:

38-12-40,41

Division:

Community Action Division

Program Dates:

06-01-99 to 05-31-02

Funding Year:

2 of 3

Authorized Positions:

5

PROGRAM DESCRIPTION

The U.S. Department of Housing and Urban Development awarded the 1998 Supportive Housing Program for Dwyer Ave. Center transitional housing program to the Department of Community Initiative's Community Action Division for \$728,161 over a three year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Grant provides funding for the operations of the family portion of the center and services to include case management, direct client assistance, and employment training.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	\$143,568	\$271,719	\$294,714
Total	\$143,568	\$271,719	\$294,714

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$75,919	\$143,685	\$155,845
Contractual	32,102	60,756	65,898
Commodities	19,855	37,579	40,759
Other Expenditures	2,699	5,108	5,541
Capital Outlay	12,993	24,591	26,672
Total	\$143,568	\$271,719	\$294,714

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Housing Units	16	16	16
Output:			
Unduplicated Clients	106	98	101
THP Bednights	15,864	16,308	16,177
Supportive Services Provided	2,995	3,000	3,000
Efficiency:			
Cost per Unduplicated Client	\$1,354	\$2,773	\$2,918
Cost per Bed Night	\$9	\$17	\$18
Cost per Supportive Service Unit	\$48	\$91	\$98
Average Length of Stay per Family Member	\$216	\$168	\$180
Effectiveness:			
% Dwyer Center Families Who Maintain Permanent Housing	86%	91%	89%

CARVER CULTURAL ARTS CENTER

COMMUNITY INITIATIVES

Activity Number:

38-13-09

Division:

Special Project

Program Dates:

10/01/01 to 09/30/02

Funding Year:

1 of 1

Authorized Positions:

5

PROGRAM DESCRIPTION

The Carver Center is an arts presenting organization which offers season productions and exhibits for cultural edification. An educational component provides opportunities for study and skill acquisition from master artisans. The organizational support grant provides general overall support of the Carver Center and its programs.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - Transfer from Hotel/Motel	\$154,250	\$154,250	\$154,250
Other - Transfer from 62-14007	20,000	20,000	37,709
Other - Transfer from 62-14012	15,000	15,000	20,000
Other - Carver Development Board	60,578	47,000	64,957
Total	\$249,828	\$236,250	\$276,916

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$189,028	\$209,610	\$217,916
Contractual	59,500	25,090	56,800
Commodities	1,300	1,550	2,200
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Other Expenditures	0	0	0
Total	\$249,828	\$236,250	\$276,916

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Carver Season Events	12	6	7
No. of Carver Youth Matinee Series Events	7	8	10
Exhibit Openings ¹	4	0	0
Community Bookings ²	127	0	0
Output:			
Carver Season Event Attendance	6,235	7,893	8,901
SBC Matinee Attendance	2,795	4,093	7,400
Exhibit Opening Attendance	505	0	0
Community Booking Attendance	16,472	0	0
Efficiency:			
Avg. Carver Season Attendance per Event	520	1,315	1,272
Avg. Exhibit Opening Attendance	126	0	0

CARVER CULTURAL ARTS CENTER CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Effectiveness:			
% of Carver Annual Attendance Achieved	91%	82%	88%
% of Exhibit Opening Attendance Achieved	84%	0%	0%

EXPLANATORY INFORMATION

¹The Carver Center renovation start date has been postponed until all construction funding has been identified. As a result of the facility being closed there are no plans to have any artistic exhibits held in the Carver gallery.

²There are no community events booked for the Carver Center for FY 2002 because the facility would remain closed. City staff is working with the Carver Development Board to assist in generating three million dollars toward the Carver Theatre Renovation Project.

FAIR HOUSING PROGRAM
COMMUNITY INITIATIVES
Activity Number:
38-12-30
Division:
Community Action Division
Program Dates:
10/01/00 to 09/31/01
Funding Year:
1 of 1
Authorized Positions:
6
PROGRAM DESCRIPTION

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 are also charged with implementing Fair Housing/tenant-landlord education and outreach activities. The Fair Housing Program has recently partnered with the City of San Antonio's Building Inspections 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Department of Housing and Community Development	\$229,173	\$229,173	\$243,640
Total	\$229,173	\$229,173	\$243,640

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$197,417	\$203,697	\$216,302
Contractual	31,756	24,476	25,588
Commodities	0	1,000	1,750
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Other Expenditures	0	0	0
Total	\$229,173	\$229,173	\$243,640

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. FTEs	6	6	6
No. of Citizen Participation ¹	N/A	4,950	5,262
No. of Compliance Requests ¹	N/A	700	744
No. of Tenant/Landlord Resolutions ¹	N/A	1,944	2,066
Output:			
No. of Cases Resolved	1,616	2,203	2,269
No. of Clients Served	4,121	4,950	5,262
No. of Current Year Citizen Participants	37,200	38,400	39,552
No. of Current year Discrimination Inquiries	9	36	48
No. of Service Units Completed	39,816	40,870	42,096
No. of Investigative and Monitoring Units ²	11,731	10,768	10,945
No. of Education & Outreach Units ³	28,085	30,102	31,151
No. of Fair Housing Responses ⁴	1,616	2,592	2,670
No. of Compliance Agreements ⁵	530	560	577

FAIR HOUSING PROGRAM CONTINUED

COMMUNITY INITIATIVES

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output continued:			
No. of Compliance Investigations ⁶	129	140	144
Efficiency:			
Cost per Client	\$56	\$46	\$46
Cost per Service Unit	\$5.61	\$5.61	\$5.79
No. Clients per Housing Counselor	1,377	1,237	1,316
Avg. Cost per Investigative and Monitoring Unit	\$1.48	\$1.46	\$1.51
Avg. Cost per Education and Outreach Unit	\$4.15	\$4.15	\$4.27
Avg. Case per Counselor	563	648	667
Avg. Investigation per Counselor	47	48	50
Effectiveness:			
% of Cases Resolved	100%	85%	80%
% of Apartments in Compliance ⁷	80%	80%	80%
% of Responses Resolved	75%	N/A	N/A

EXPLANATORY INFORMATION

¹ New measures

² These activities investigate and monitor compliance with city, state, and federal fair housing laws

³ These activities provide information to the community to prevent housing discrimination.

⁴ This is the number of client inquiries that require an intake and some action on the part of the counselor

⁵ These are signed agreements from apartment complexes to comply with fair housing laws

⁶ Entities not responding to the invitation to comply with fair housing laws are contacted and investigated

⁷ This is the number of agreements divided by the number of requests

Activity Number:

38-16-11

Division:

Special Projects

Program Dates:

10/1/2000 - 9/30/2001

Funding Year:

1 of 1

Authorized Positions:

4

PROGRAM DESCRIPTION

The San Antonio Education Partnership conducts a youth intervention college preparation program that involves partners from public schools and higher education, businesses, government, and community organizations who provide support to at-risk students to encourage academic excellence and increase high school graduation. Scholarship are awarded annually as incentives for enrollment in local colleges and universities to qualifying students who obtain at high school graduation a four-year 95% attendance and a grade averaged at 80% over three years.

Seven School Districts contribute to the efforts of the City of San Antonio by providing funds to support the program services operational costs associated with the staff and services for students in 15 participating schools.

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FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
COSA General Fund Contribution*	N/A	\$650,000	\$650,000
School Districts Grant Contribution			
Edgewood ISD	\$22,750	\$22,750	\$22,750
Harlandale	11,375	11,375	18,511
San Antonio ISD	43,000	43,000	73,248
South San Antonio ISD	11,375	11,375	11,375
Southside ISD	11,375	11,375	11,375
Southwest ISD	11,375	11,375	11,375
Northeast ISD	N/A	N/A	9,684
Subtotal for School Districts Grant Contribution	\$111,250	\$111,250	158,318
Total	\$111,250	\$111,250	\$808,318

FINANCIAL

	Actual 98-99	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$49,014	\$50,000	\$121,433
Contractual	47,940	28,500	663,035
Commodities	7,545	18,000	8,300
Capital Outlay	6,751	14,750	15,550
In-Kind	0	0	0
Total	\$111,250	\$111,250	\$808,318

PERFORMANCE MEASURES:

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
SAEP Total Students Participating in Grades 9 - 12 ¹	13,905	15,353	20,624
SAEP Participating Students in Grade 12 only ²	2,873	4,416	4,490
Stay-In-School Activities ³	49	60	65

SAN ANTONIO EDUCATION PARTNERSHIP CONTINUED

COMMUNITY INITIATIVE

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input continued:			
Pre-College Preparation ⁴	107	127	134
Stay In-School Attendance and Grade Advising ⁵	N/A	10,750	15,000
Participating High School Graduates	2,821	4,283	4,355
Graduates Qualified for SAEP Scholarships	1,441	2569	2,613
Graduates Enrolled In All College	853	987	1,541
Output:			
Graduates Enrolled In Local College	696	780	1,284
Efficiency:			
Avg. Grant Cost Per Participating High School Graduate	\$39.43	\$25.97	\$36.35
Avg. SAEP Scholarship Dollars Awarded For One Year	\$316.00	\$318.00	\$318.00
Avg. Cost Per Total Students Participating	N/A	N/A	\$29.18
Effectiveness:			
% Seniors Graduated	98%	97%	97%
% Graduates Qualifying for Scholarship	51%	60%	60%
% PY Graduates Qualified for Scholarship Entering Any College	59%	59%	60%
% Prior Year Graduates Entering Local College	45%	47%	50%
% Prior Year First Generation Students In College	85%	80%	80%
% Prior Year Recipient Completing One Year at Local College	76%	75%	76%
% Prior Year Completing One Year at Local College -Returned Second Year	62%	62%	72%

EXPLANATORY INFORMATION

* Funds budgeted in Community Initiatives Department budget.

¹ Total students participating in grades 9-12 are identified as those students in each school year in grades (9-12) who sign a Commitment to Academic Excellence.

² Participating students in grade 12 are the senior grade level students who sign a commitment to Academic Excellence to demonstrate their desire to obtain the eligibility criteria of 80% grade average and 95% attendance by end of school year graduation.

³ Stay-In-School Activities to encourage students to have regular attendance and earn 95% attendance rates include assemblies, special events, guest speakers, incentives, recognition programs.

⁴ Pre-college Preparation includes career information to all grades, prepare students to enroll in college through SAT and TASP Preparation, college tours, financial-aid and other scholarship search, on school campus college assessment, college course placement, and pre-registration.

⁵ Stay-In-School and Pre-college advising included individual sessions to encourage school retention among all grades, general pre-college advising especially for student in grade 12, and sessions specifically targeted to first generation students in 11th and 12th grade to encourage college attendance. To increase the number of earning the eligibility criteria will change measure for 2000-2001 to stay in school attendance and grade advising

EMERGENCY FOOD & SHELTER PROGRAM

COMMUNITY INITIATIVES

Activity Number:

38-12-01

Division:

Community Action Division

Program Dates:

10/01/00 to 09/30/01

Funding Year:

1 of 1

Authorized Positions:

0

PROGRAM DESCRIPTION

The Federal Emergency Management Assistance (FEMA) division provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) to United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works with seven local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal Emergency Management Assistance	\$80,000	\$147,813	\$147,813
Total	\$80,000	\$147,813	\$147,813

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$6,146	\$6,146
Other Expenditures	80,000	141,667	141,667
Total	\$80,000	\$147,813	\$147,813

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Access Sites (Community Action Offices)	10	10	10
Output:			
No. of Service Units ¹	157	266	269
No. of Unduplicated Clients	423	718	726
Efficiency:			
Cost per Service Unit	\$510	\$556	\$549
Avg. Cost per Client	\$189	\$206	\$204
Effectiveness:			
% of Evictions Prevented	100%	100%	100%

EXPLANATORY INFORMATION

¹ Service Unit is defined as either one month's rent or the first month's rent. Per FEMA regulations, there are no eligibility guidelines to receive assistance and recipients must demonstrate the ability to pay the following month's rent.

HOUSING COUNSELING**COMMUNITY INITIATIVES**

Activity Number:

38-12-33

Division:

Community Action Division

Program Dates:

10/01/00 to 09/31/01

Funding Year:

1 of 1

Authorized Positions:

2

PROGRAM DESCRIPTION

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, first-time homebuyer 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Dept. of Housing and Urban Development	\$30,946	\$26,363	\$100,000
Total	\$30,946	\$26,363	\$100,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$30,946	\$26,363	\$100,000
Contractual	0	0	0
Commodities	0	0	0
Other Expenditures	0	0	0
Capital Outlay	0	0	0
Other Expenditures	0	0	0
Total	\$30,946	\$26,363	\$100,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
FTEs	1	1	3
Households Served	1,560	1,824	5,076
Output:			
Mortgagors	320	356	1,000
Mortgagors Avoiding Foreclosure	188	200	1,000
Mortgage Assistance	58	60	180
Efficiency:			
Cost per Household	\$19.84	\$14.45	\$19.70
Households per Counselor	390	456	1,692
Effectiveness:			
% of Households Avoiding Foreclosure	100%	97%	97%

CONVENTION CENTER EXPANSION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Convention Center Expansion Project Fund	7.00	\$838,301
Debt Service Fund	0.00	10,323,280
Capital Projects	0.00	1,207,000
Total Funding	7.00	\$12,368,581

CONVENTION CENTER EXPANSION

CONVENTION CENTER EXPANSION FUND

MISSION STATEMENT

The Convention Center Expansion Office oversees construction activities related to the expansion and renovation of the Henry B. Gonzalez Convention Center and renovation of the Mexican Cultural Institute to ensure implementation with minimal disruption of business within the budget and on schedule.

PROGRAM INFORMATION

The Convention Center Expansion Office was created in 1995, to provide general direction on both the Convention Center Expansion Project (CCEP) and the International Center Project related to convention industries and coordination with downtown interests. Since that time the International Center Renovation project has been completed in September 1999 and the expanded and renovated Convention Center is open for business. Remaining construction includes renovation of the Mexican Cultural Institute. Pending issues include closeout of all remaining construction contracts, the exterior of the existing Convention Center, Marshalling Yard, and the renovation of the Administration area of the existing Convention Center.

GOALS & OBJECTIVES

- ◆ Provide for the successful completion of the overall Project within the allotted time frame and budget.
- ◆ Monitor project revenues and track the project budget to ensure that the financial objectives of the project are fulfilled.
- ◆ Coordinate the construction activity related to the new Convention Center Headquarters Hotel.
- ◆ Ensure effective operations of the current Convention Center during construction of future improvements.
- ◆ Complete renovation of Mexican Cultural Institute within the allotted time frame and budget.
- ◆ Resolve all disputes to avoid claims and/or litigation on the Project and provide for Project closeout.
- ◆ Complete Convention Center Façade Improvements, and Administration renovation within allotted timeframe and budget.
- ◆ Complete Lila Cockrell Theater technical assessment and make recommendations to the City Council for consideration.
- ◆ To provide project management services for other City Projects to be determined.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Overall Construction Dollars Available ¹	\$147,634,835	\$154,603,000	\$158,700,000	\$844,500
Overall Contingency Management Funds Available (CCEP) ²	\$14,763,484	\$17,000,000	\$21,424,500	\$349,500
Total Loss Fund Reserve (OCIP)	\$1,800,000	\$1,800,000	\$1,800,000	\$0
Total Number of CCEP Months	81	81	81	84
Output:				
Annual Construction Costs Paid ³	\$17,888,079	\$18,563,650	\$33,393,458	\$844,500
Cumulative Construction Costs Paid ⁴	\$121,454,357	\$146,939,000	\$148,858,610	\$149,703,110
Contingency Management Costs Paid ⁵	\$4,755,244	\$5,700,000	\$20,000,000	\$4,936,000

CONVENTION CENTER EXPANSION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted 2001-2002
Output Continued:				
Cumulative Contingency Costs Paid	\$9,490,411	\$14,200,000	\$20,915,713	\$21,265,213
Annual Insurance Claims Paid (OCIP) ⁶	\$39,272	\$250,000	\$1,641,386	\$0
Ad-Hoc, Sub-Committee Meetings, Community and Tenant Meetings	10	5	5	3
Average Annual No. of Construction Jobs ⁷				
Created by the Expansion Project	250	385	260	30
Total Number of CCEP Months Expended	69	81	81	84
Efficiency:				
% of Overall Construction Funds Spent (Cumulative)	82%	95%	92%	92%
% of Overall Construction Schedule Expended (Cumulative)	85%	95%	98%	100%
% of Overall Contingency Funds Spent (Cumulative) ⁸	64%	84%	93%	100%
Customer Willingness to Return Survey ⁹	88%	97%	95%	95%

EXPLANATORY INFORMATION

- ¹ The total construction dollars allocated for the Convention Center Expansion project remaining construction.
- ² The total Contingency Management dollars allocated for the Convention Center Expansion Project. FY 2000 based on 10% of overall construction dollars available; actual 6 months FY 2001 based on 11% of overall construction dollars available; Re-estimate FY 2001 based on 14 % of overall construction dollars available; Adopted FY 2002 based on 15% of overall construction dollars for MCI construction.
- ³ The anticipated construction cost during the fiscal year.
- ⁴ The construction cost spent on the Expansion Project since demolition and site preparation in 1995.
- ⁵ The dollar amount of estimated change orders during the fiscal year. FY 2000 includes monies for river completion, renovation and Mexican Cultural Institute.
- ⁶ The annual amount paid for worker's compensation claims. The FY 1999 includes a fatality.
- ⁷ Average annual number of construction jobs created based on man-hours.
- ⁸ FY 2001 estimate & FY 2002 based on new construction budget.
- ⁹ Survey used by the Convention Center to track customer satisfaction during the Expansion and Renovation.

CONVENTION CENTER EXPANSION

PROGRAM CHANGES

♦ IMPROVEMENTS \$15,682

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$13,388. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April 2002.

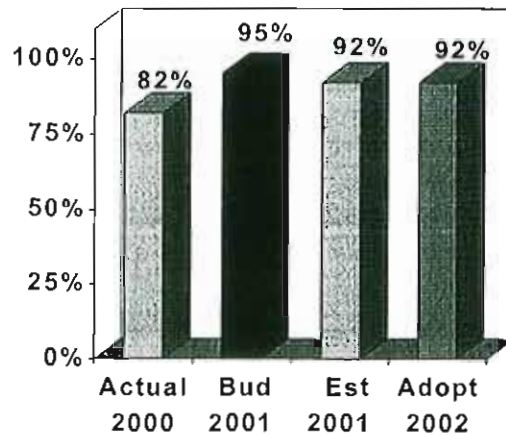
OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$2,294 in the FY 2002 budget.

CONVENTION CENTER EXPANSION PROJECT FUND

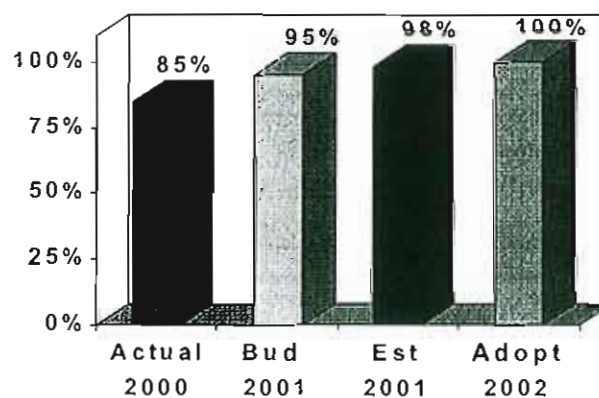
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$332,114	\$359,014	\$360,571	\$380,688
CONTRACTUAL SERVICES	104,825	121,360	122,315	118,813
COMMODITIES	10,221	20,604	21,240	20,604
OTHER EXPENDITURES	1,860	1,593	1,593	3,380
CAPITAL OUTLAY	850	5,780	2,540	7,617
TRANSFERS	248,421	347,768	347,861	307,199
TOTAL EXPENDITURES	\$698,291	\$856,119	\$856,120	\$838,301
 AUTHORIZED POSITIONS	 7	 7	 7	 7
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	7.00

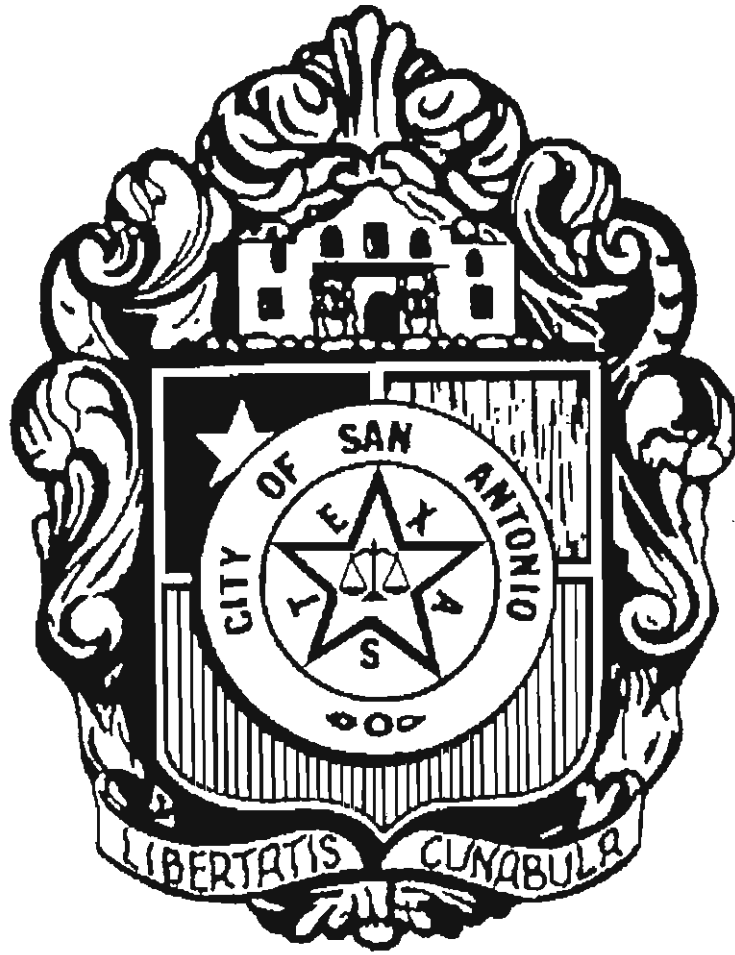
% OF OVERALL CONSTRUCTION FUNDS SPENT (Cumulative)



»The FY 2002 estimate of cumulative construction funds includes the retainage that is released upon final acceptance of all systems and contractual releases.

% OF OVERALL CONSTRUCTION SCHEDULE COMPLETED (Cumulative)





CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2001-2002
Hotel/Motel Tax Fund	487.90	\$19,658,365
Capital Projects	0.00	1,313,000
Total Funding	487.90	\$20,971,365

CONVENTION FACILITIES

HOTEL/MOTEL TAX FUND

MISSION STATEMENT

The mission of Convention Facilities is to provide our users customer focused services driven by quality and value, in well-maintained state-of-the-art venues, supported by an environment dedicated to the personal and professional growth of facility employees.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ♦ Expand comprehensive customer service strategies, training and system processes to make it easy, cost effective, and pleasant for customers to do business with the department.
- ♦ Heighten and improve the reputation and image of the department through accelerated public relations, promotional efforts and demonstrated service delivery.
- ♦ Staff and retain positions through defined training programs, enhanced employee recognition programs and development of internal organizational service strategies regarding "why" we deliver quality service.
- ♦ Define and continually up-date information technology for FY 2002 thrust of automated bookings, event set-ups, financial settlements, inventory and other related event processes.
- ♦ Continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue derived from business center, food court, and increased square footage rental rates.
- ♦ Work closely with the Convention and Visitors Bureau to maintain high visibility in the marketplace, continuously exploit niche markets, maintain high professional sales and service personnel, and focus on leveraging opportunities for maximum occupancy.
- ♦ Continue to ensure customers are not affected by additional modifications to the interior, grounds, or façade of the building.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Attendance- Convention Center	1,606,840	2,118,750	1,919,394	2,125,000
Attendance- Municipal Auditorium	204,957	195,000	214,337	197,000
Conventions/meetings (Int'l, Nat'l, State) - Convention Center	65	81	75	83
Conventions/meetings (Int'l, Nat'l, State) - Municipal Auditorium	14	23	17	9

CONVENTION FACILITIES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
Conventions/meetings (Local, Regional) - Convention Center	33	18	15	25
Conventions/meetings (Local, Regional) - Municipal Auditorium	15	15	10	8
Corporate meetings - Convention Center	20	17	10	25
Public Events - Convention Center	27	26	26	16
Public Events - Municipal Auditorium	13	11	16	19
Private Events - Convention Center	28	15	9	9
Private Events - Municipal Auditorium	30	20	22	17
City Events - Convention Center	41	25	35	25
City Events - Municipal Auditorium	22	12	20	10
Efficiency:				
Operating Cost per Attendee – Convention Center	\$5.91	\$7.23	\$7.05	\$8.60
Operating Cost per Attendee - Municipal Auditorium	\$4.48	\$4.86	\$4.22	\$5.11
Revenue per Square Foot - Convention Center ^{1, 2}	\$10.61	\$9.17	\$9.12	\$8.31
Revenue per Square Foot - Municipal Auditorium	\$3.09	\$3.34	\$3.27	\$3.43
Effectiveness:				
Customers' Willingness to Return	88%	97%	95%	95%
Occupancy Rate - Exhibit Halls ^{3, 4, 5}	70%	68%	70%	70%
Average Maintenance/Transition Rate – Exhibit Halls ⁶	23%	23%	23%	23%
Occupancy Rate – Municipal Auditorium ³	55%	55%	55%	55%
Average Maintenance/Transition Rate – Municipal Auditorium ⁶	23%	23%	23%	23%
% of review recommendations implemented at Convention Facilities	36%	70%	63%	98%

EXPLANATORY INFORMATION

¹ Re-Estimated FY 2001, Revenue per square foot calculation is weighted between net square footage. Before renovated space and after renovated space.

² Proposed FY 2001, Revenue per square foot is based on net square footage change from 431,232 to 765,692.

³ The occupancy rate calculation uses move-in, move-out and show days.

⁴ Re-estimated FY 2002 reflects the change in March 2001 from 2 Exhibit Halls to 4 Exhibit Halls.

CONVENTION FACILITIES

EXPLANATORY INFORMATION

⁵ According to the Price Waterhouse LLP 1998 Convention & Congress Center Annual Report, the average overall Exhibit Hall Occupancy for North American Gateway cities (metro area with > 20,000 hotel rooms) is 53.5%.

⁶ The average transition rate incorporates days/time used for pest control service, building maintenance, table and chair. Setup/breakdown and clean-up between customers.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$161,208**

REDUCE TRADES ASSISTANCE FOR SKILLED TRADES POSITIONS

This **reduction** will eliminate two vacant Building Maintenance Mechanic positions and one vacant Senior Building Maintenance Mechanic position. These positions are trades assistants to the plumbing, painting, and equipment repair functions. The functions of these positions will be redirected to other existing positions. This reduction will provide savings of \$78,228.

ELIMINATE ONE SPECIAL PROJECTS OFFICER POSITION

This **reduction** will eliminate one vacant Special Projects Officer position. This position was created to develop an external newsletter and heighten the image of Facilities through press releases and other interactive opportunities within the community and industry. The functions of this position will be redirected to other existing positions. This reduction will provide savings of \$42,738.

ELIMINATE ONE OFFICE ASSISTANT POSITION

This **reduction** will eliminate one vacant Office Assistant position. This position provides general clerical support for routine office tasks. The functions of this position will be redirected to other existing positions. This reduction will provide savings of \$24,358.

VACANCY SAVINGS - ELIMINATE TWO MAINTENANCE WORKER POSITIONS

This **reduction** will eliminate two vacant positions within the department. These Maintenance Worker positions have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. This reduction will provide savings of \$15,884. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas.

CONVENTION FACILITIES

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$1,076,455

CUSTOMER SERVICE - ADDITIONAL STAFF AND OUTFITTING

This *improvement* will provide for additional staff and outfitting for the Convention Facilities Department. A total of 90 positions will be added to the Department's personnel complement, increasing staff level to 506 positions. This improvement is associated with the operation of the expanded and renovated Convention Center, which opened in March 2001 and is consistent with the preliminary recommendations of an internal performance review on the Convention Facilities Department. This improvement is also designed to not only operate the expanded facility in the same manner as the old facility, but also to improve customer service delivery with added professional staff positions focusing on event coordination, quality assurance and increased management oversight. The FY 2002 staffing costs will total \$517,060. FY 2003 staffing costs will total \$2,455,524.

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$297,388. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - SECURITY PROGRAM

This *improvement* will replace the current security contract with an in-house, well-trained security/guest service staff. There will be 21 new positions that will cover five posts on a twenty-four hour seven day a week basis. The FY 2002 staffing costs will be an additional \$151,972 to the current funding for this program. FY 2002 costs will total \$238,999. The FY 2003 staffing costs will total \$518,312.

OTHER IMPROVEMENTS - MARKETING PACKAGE

This *one-time improvement* will provide funding to develop a marketing packet and an official logo that will be compatible within all Visitor Services Departments for the City of San Antonio. Total one-time funding costs for FY 2002 will be \$100,000.

CONVENTION FACILITIES

PROGRAM CHANGES CONTINUED

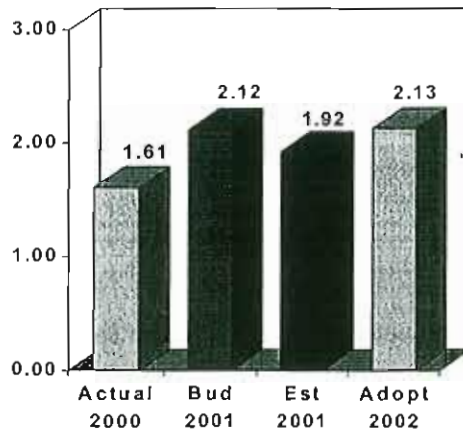
OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$10,035 in the FY 2002 budget.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

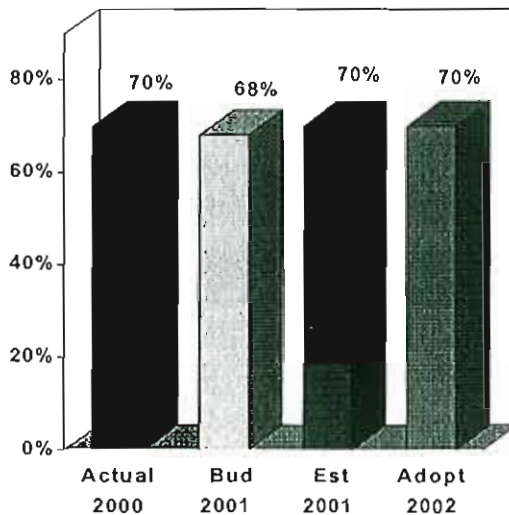
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$5,134,648	\$8,813,846	\$7,580,804	\$10,600,436
CONTRACTUAL SERVICES	4,192,948	6,126,648	5,841,476	7,089,230
COMMODITIES	572,816	791,252	771,455	853,635
OTHER EXPENDITURES	590,823	676,101	676,101	840,157
CAPITAL OUTLAY	181,035	518,768	522,444	274,907
TOTAL EXPENDITURES	\$10,672,270	\$16,926,615	\$15,392,280	\$19,658,365
 AUTHORIZED POSITIONS	 215	 402	 402	 506
FULL-TIME EQUIVALENTS	202.12	382.76	382.76	487.90

CONVENTION FACILITIES ATTENDANCE (IN MILLIONS)



»Events budgeted in FY 2002 reflect a 32% increase over actual events that occurred in FY 2000. This increase is the result of the entire facility opening in FY 2001.

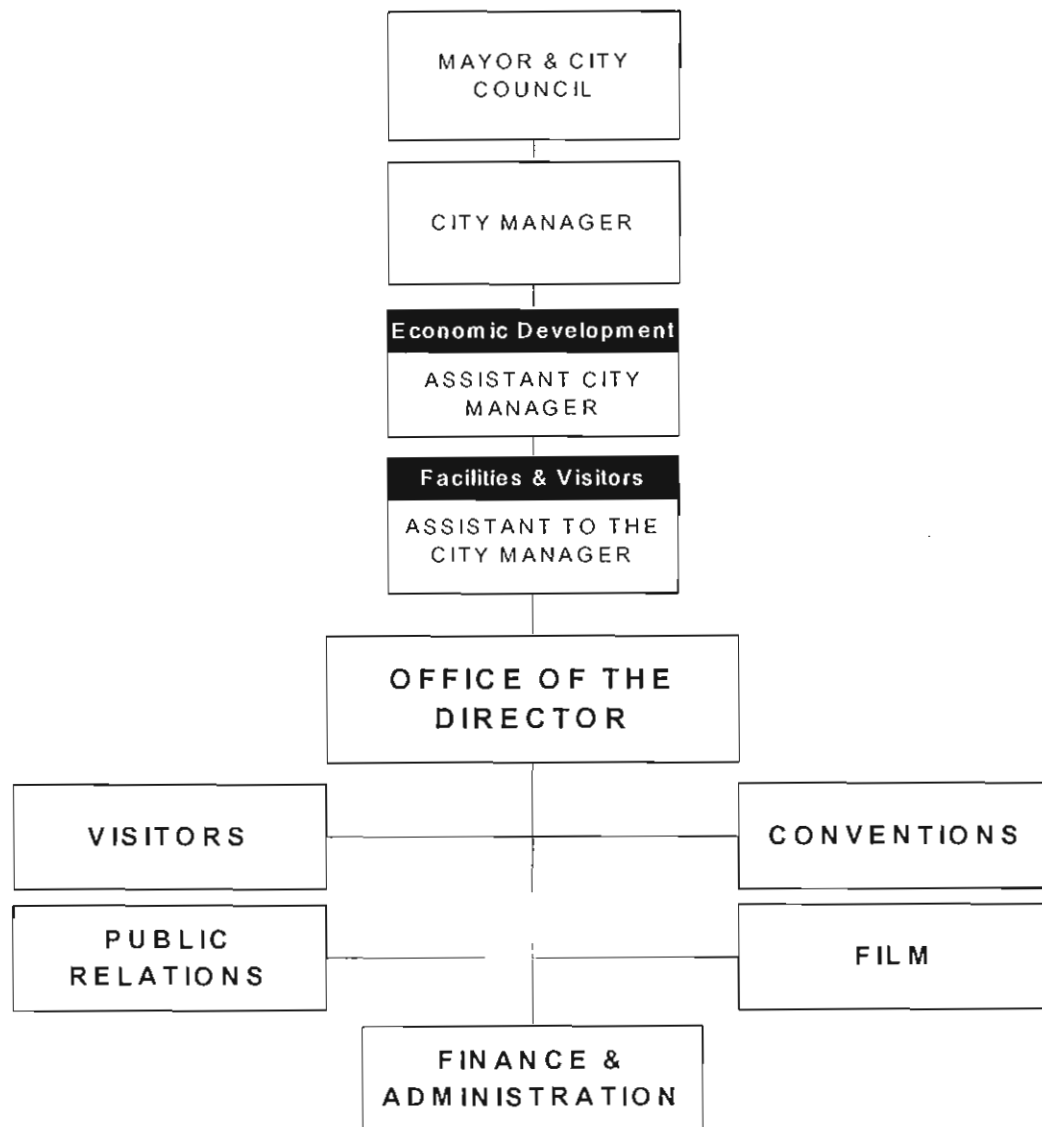
OCCUPANCY RATE - EXHIBIT HALLS



»FY 2002 occupancy rates are remaining constant with four halls available in FY 2002.



CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Hotel/Motel Tax Fund	107.31	\$14,763,419
Total Funding	107.31	\$14,763,419

CONVENTION AND VISITORS BUREAU

HOTEL/MOTEL TAX 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 convention, leisure visitor and film location destination. This is accomplished through meeting industry trade and leisure visitor advertising strategies, the direct solicitation of conventions and corporate meetings, group tour and travel operators and film clients, public relations strategies, client support and service programs, market research and other marketing efforts including internet. The five functions of the Bureau are: Visitor marketing sales and service, Convention marketing sales and service, Finance & Administration, Public Relations, and Film.

GOALS & OBJECTIVES

To promote and market San Antonio as a leisure visitor, convention, and film location destination.

- ♦ To generate continued growth in hotel room night consumption and sales tax receipts by attracting an expanding base of state, regional, national and international visitors to San Antonio.
- ♦ To maintain and strengthen the City's position as a premier convention/corporate meeting destination by maximizing utilization of hotel room nights via the successful booking of an expanding Convention Center as well as the Municipal Auditorium and Alamodome.
- ♦ To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through editorial placement of print and electronic media via promotions and public relations with all travel media.
- ♦ To continually develop and maximize internet marketing strategies and opportunities.
- ♦ To continue to enhance San Antonio's reputation as a premier location for the television and motion picture film industry.
- ♦ Promote awareness of the role of the Convention and Visitors Bureau and the value of the visitor industry to the community.
- ♦ Refine strategic plans targeting future industry trends through analysis of marketing results, efficiencies of programs, and research.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
# of Hotel Rooms (citywide) ¹	27,662	27,494	28,871	30,352
Convention Center Exhibit Space (GSF) ²	225,820	440,000	440,000	440,000
Municipal Auditorium Capacity	5,000	5,000	5,000	5,000
Alamodome (GSF)	160,000	160,000	160,000	160,000
CVB Advertising Budget (millions) ^{3,4}	\$5.6	\$5.1	\$5.1	\$5.6

CONVENTION AND VISITORS BUREAU

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
# of CVB Initiated Conv. Hotel Room Nights Booked ⁶	883,667	1,320,000	861,500	1,122,000
# of CVB Initiated Conv. Hotel Room Nights Booked Requiring Expanded Center (240K+ sq. ft.) ⁷	188,555	N/A	196,895	221,860
# of Reported Convention Room Nights Hosted	927,612	1,100,000	907,758	1,007,843
# of Convention Delegates Hosted	506,623	657,000	557,780	584,549
# of Reported Tour & Travel Room Nights (including incentive market) ⁸	422,997	424,250	380,991	424,250
# of Feature Film, TV, Commercial & Misc. Productions ⁹	148	150	109	150
# of Local Site Inspections	1,252	1,418	1,044	1,401
# of Visitor Inquiries ^{3, 10}	580,665	438,965	498,200	540,600
# of Visitor Advertising Responses ^{3, 10}	249,102	238,420	163,815	208,300
# of Website Visits ¹¹	351,286	N/A	476,092	561,000
# of Stories – PR Exposure	1,199	1,000	1,161	1,076
# of Stories – Local PR Exposure	182	N/A	148	195
Total of 7% Hotel Occupancy Tax Collections (Mil)	\$34.30	\$36.61	\$35.84	\$37.63
# of Room Nights Consumed (citywide) ¹	6,152,000	5,992,000	6,411,000	6,667,000
Efficiency:				
Average Daily Rates ¹	\$86.80	\$89.20	\$88.92	\$91.64
Average Occupancy Rates ¹	62.7%	61.2%	63.0%	62.2%
Effectiveness:				
Direct Tour & Travel Exp.-CVB Reported (Mil) ¹²	\$69.7	\$69.9	\$62.5	\$69.9
Direct Film Expenditures (Mil)	\$2.9	\$5.0	\$2.4	\$3.2
Monetary Value - PR Exposure (Mil)	\$7.4	\$7.5	\$7.6	\$7.0
Monetary Value - Local PR Exposure	\$261 K	NA	\$281 K	\$320 K
Direct Convention Delegate Exp. Hosted (Mil) ¹³	\$456.4	\$591.9	\$502.5	\$526.6

CONVENTION AND VISITORS BUREAU

EXPLANATORY INFORMATION

- ¹ Information provided by Source Strategies report dated 4/19/01.
- ² Actual FY 2000 reflected temporary reduction due to construction and FY 2001 reflects completed expansion in June 2001. Gross square foot (GSF)
- ³ FY 2000 figure impacted by one-time \$1 million appropriation due to RNC re-allocation.
- ⁴ CVB was awarded \$500,000 in FY 2001 as a program enhancement.
- ⁵ Represents incremental marketing dollars from a public-private co-op partnership called San Antonio Vacation Experience (S.A.V.E.)
- ⁶ Re-estimate for FY 2001 is impacted by loss of sales staff; FY 2001 Revised Budget represents 100% Room Nights Goal of all sales positions filled; FY 2002 Adopted represents amended Room Nights goals based on Benchmark year.
- ⁷ This measure demonstrates the added room nights booked due to the expanded Convention Center. These groups require a minimum of 240,000 square feet in exhibit space and can now be accommodated.
- ⁸ These figures are reported by hotel properties and travel agencies. FY 2001 Re-estimate impacted by some properties no longer participating in program during current year.
- ⁹ Current year re-estimate is driven by the threatened Writer's Guild strike and Screen Actor's Guild Strike.
- ¹⁰ FY 2001 Re-estimate impacted by current year investment of new advertising creative campaign costs in lieu of direct media placement. Additionally, increased internet usage has reduced visitor inquiries and Advertising Responses from forecasted levels.
- ¹¹ Website Visits in F Y 1999 were 231,464. FY 2000 actual represents a 52% increase over FY 1999. FY 2001 Re-estimate represents a 36% increase over FY 2000.
- ¹² Figures based on \$156.76 daily expenditure for Group room nights (1996 NTA Economic Impact Study) and \$186.31 daily expenditure for leisure travelers per 1997 MMDS applied to both SAVE & Incentive room Nights
- ¹³ Figures based on \$900.89 per delegate expenditure per Deloitte & Touche 1998 study for International Association of Convention and Visitors Bureaus (IACVB).

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$263,733

VISITOR INFORMATION CENTER STAFFING

This **reduction** will eliminate two vacant Visitor Service Representative positions assigned to the Visitor Information Center. An increase in internet usage and requests has led to a downturn in the number of walk-ins and corresponding information requests at the Visitor Information Center. This reduction of \$53,905 will be made possible by the department redirecting many of the phone call fulfillment requests from the Visitor Information Center to the telemarketing/fulfillment house utilized by the CVB advertising agency. This reduction will have no impact on service delivery.

PROGRAM CHANGES CONTINUED***ELIMINATE CHICAGO SALES OFFICE***

This **reduction** will eliminate one vacant Assistant Marketing Manager position and \$45,000 in funds for professional contractors services previously dedicated to the satellite office in Chicago, Illinois. This program was initiated to target conferences and other Chicago based associations to San Antonio. This reduction of \$97,642 will be made possible by the department increasing staff travel schedules to Chicago.

OPERATIONAL SAVINGS

This **reduction** will decrease various line items including those for freight and storage, rental of equipment, binding and printing, and travel related expenses. This reduction of \$112,186 will be possible by the department identifying operational efficiencies. This reduction will have no impact on service delivery.

♦ IMPROVEMENTS**\$1,195,728*****ECONOMIC DEVELOPMENT - BASELINE INCREASE TO VISITOR ADVERTISING***

This **improvement** will increase the Bureau's advertising base budget by \$500,000. Additional funding will enhance the Bureau's marketing efforts aimed at increasing the number of visitors to San Antonio and increasing marketing of the expanded Convention Center and Alamodome that will assist in maximum utilization of these facilities.

ECONOMIC DEVELOPMENT - DIGITAL MARKETING PROGRAM

This **improvement** will fund an additional Department System Specialist position for the Administration Division for nine months. This additional position will manage, update and enhance the interactive and marketing website for the department and coordinate with other departments on visitor services. This improvement will also fund digital marketing tools such as laptop presentations for one-on-one sales efforts and interactive virtual tours of available facilities. Funding for FY 2002 will be \$150,000. One time costs will be \$23,821. The second year funding for this improvement in FY 2003 will be \$136,690.

ECONOMIC DEVELOPMENT – DEVELOP A RESEARCH PLAN

This **improvement** will provide funding for the development of a Research Plan incorporating primary research projects such as a Visitor Intercept Study, Meeting Planner Study, and a Media Conversion Study to be performed on a rotating basis in order to stay abreast of industry trends, visitor spending, and visitor profiles. Funding for FY 2002 will be \$60,000.

ECONOMIC DEVELOPMENT - MEXICO SALES REPRESENTATION ENHANCEMENT

This **improvement** will provide funding to enhance the sales marketing program in Mexico. This improvement will work in conjunction with the International Affairs CASA Program to perform on site sales representation in Mexico soliciting Mexican and Latin American tour operators, wholesalers, travel trade, and public relations/media representation. Funding for FY 2002 will be \$40,000.

PROGRAM CHANGES CONTINUED
CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$176,505. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians would receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS -- CONTRIBUTION TO SPORTS FOUNDATION FOR PAN AM GAMES

This *one-time improvement* will provide a *one-time* contribution of \$250,000 to the Hotel Motel Fund's FY 2002 contribution to the Sports Foundation to assist the foundation in preparing the bid materials for the Pan Am Games.

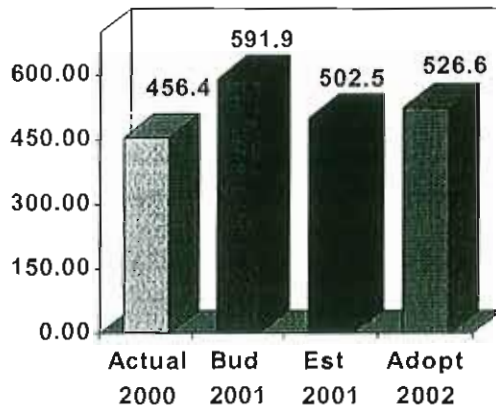
OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$19,223 in the FY 2002 budget.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

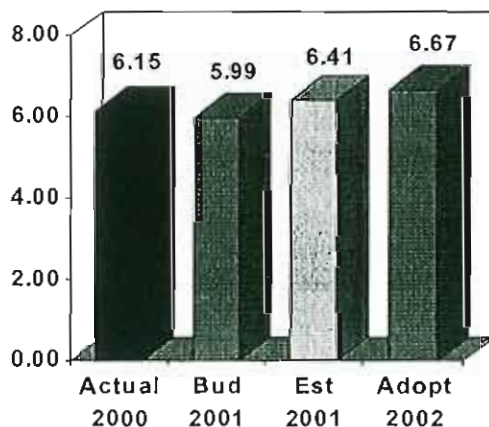
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$3,647,722	\$4,245,643	\$4,291,872	\$4,610,723
CONTRACTUAL SERVICES	10,220,640	9,340,908	9,225,820	9,875,717
COMMODITIES	277,380	162,910	191,648	154,769
OTHER EXPENDITURES	51,240	43,046	43,046	44,144
CAPITAL OUTLAY	81,742	98,300	83,960	78,066
TOTAL EXPENDITURES	\$14,278,724	\$13,890,807	\$13,836,346	\$14,763,419
 AUTHORIZED POSITIONS	 150	 148	 148	 146
FULL-TIME EQUIVALENTS	106.50	109.31	109.31	107.31

DIRECT CONVENTION DELEGATE EXPENDITURES HOSTED (IN MILLIONS)

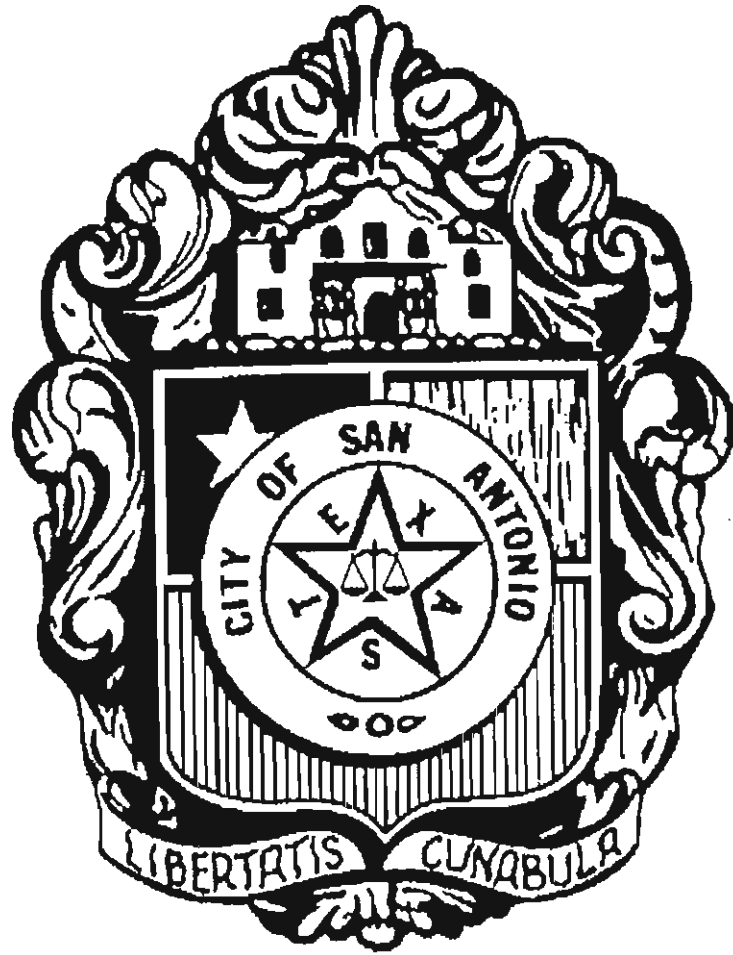


»Direct Delegate Expenditures are estimated to increase by over \$70 million in Adopted FY 2002 over Actual FY 2000.

OF ROOM NIGHTS CONSUMED (CITYWIDE) (IN MILLIONS)



»Adopted FY 2002 reflects an 8% projected increase over Actual FY 2000 in the number of tour & travel room nights purchased.



CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001- 2002
Hotel/Motel Tax Fund	8.00	\$760,698
Categorical Grants	1.00	342,230
Arts Agencies	0.00	2,401,193
Total Funding	9.00	\$3,504,121

MISSION STATEMENT

The mission of the Office of Cultural Affairs is to enhance the quality of life for San Antonio citizens and visitors by providing leadership, resources and support to arts and cultural organizations and individual artists.

PROGRAM INFORMATION

The Office of Cultural Affairs is responsible for managing and monitoring the funding program for local arts and cultural organizations, providing technical assistance to organizations and individual artists, implementing marketing and audience development strategies, promoting cultural tourism initiatives, collaborating with other city departments in a variety of arts-centered neighborhood revitalization, economic development and youth initiatives, and coordinating cultural exchanges with San Antonio's Sister Cities. The Office of Cultural Affairs receives annual operating support from the Texas Commission on the Arts, and applies for grants from the National Endowment for the Arts, foundations and corporate sources. With respect to grantmaking policies and processes, the Office is advised by the Cultural Arts Board, appointed by the Mayor and City Council.

GOALS & OBJECTIVES

To provide leadership and resources for comprehensive arts and cultural development, enhancing the quality of life through improving the quality of arts in San Antonio.

- ◆ To support programs that further artistic excellence, foster increased public participation, and address City Council priorities.
- ◆ To increase arts and cultural audiences by supporting marketing and audience development programs.
- ◆ To support cultural tourism initiatives as an economic development strategy.
- ◆ To foster intercommunication between the arts and the tourist/hospitality industry through local cultural tourism summits.
- ◆ To collaborate with other City departments in the development and implementation of neighborhood revitalization, economic development and youth initiatives where the arts, artists and cultural activities can play an integral role.
- ◆ To promote international cultural exchanges with our Sister Cities.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Art Agency events funded ¹	3,278	4,150	3,925	4,169
Amount of grants awarded ²	\$2,476,055	\$2,830,171	\$2,750,131	\$2,478,055
No. in-school presentations	3,387	4,050	3,830	4,125
No. Community based workshops	6,101	5,860	5,794	5,990
No. of Cultural tourism projects	6	7	5	7
Cultural Tourism Program Funds	\$88,000	\$112,000	\$81,161	\$102,600
CRAG Programs				
No. of Neighborhood Discovery Tours ³	N/A	5	6	5
No. of Neighborhood Revitalization Art Projects ⁴	N/A	4	6	4
No. of Arts in the Community Projects	N/A	10	22	20

CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
Number of audience members ¹	1,591,061	2,633,720	2,680,795	2,720,775
Amount of non-City dollars Leveraged for arts agencies ¹	\$19,442,157	\$20,818,800	\$19,855,599	\$20,187,182
No. of children benefiting (school related workshops)	150,450	176,620	145,966	229,914
No. of individuals benefiting (community workshops)	90,325	94,910	99,496	110,000
No. of cultural tourism participants	264,383	103,700	100,770	210,000
Amount of non-City dollars leveraged by cultural tourism	\$1,237,007	\$738,500	\$977,600	\$1,175,000
CRAG Programs				
Neighborhood Discovery Tour Partners	N/A	30	22	30
Neighborhood Revitalization Art Project Participants	N/A	15,000	15,000	15,000
Arts in the Community Project Participants	N/A	12,600	9,500	12,600
Efficiency:				
Avg. attendance at agency funded Events	485	635	683	653
Avg. No. of children benefiting (school related workshops)	44	44	38	56
Avg. No. of individuals benefiting (community workshops)	15	16	17	18
Avg. no. of participants per cultural Tourism project	44,064	14,814	20,154	30,000
CRAG Programs				
Avg. No. of Partners in Neighborhood Discovery Tours	N/A	6	6	6
Revitalization Art Projects	N/A	13.75	14	14
Avg. No. of Participants in Neigh. Revitalization Art Projects	N/A	1,260	432	630
Avg. No. of Participants in Arts In the Community Projects	N/A	1,260	432	630
Effectiveness:				
Ratio of City dollars to non-City dollars spent.	\$1:\$7.85	\$1:\$7.35	\$1:\$7.22	\$1:\$8.03
% Increase/decrease in school children benefiting	(0.11%)	(0.07%)	(0.60%)	0.04%
% Increase/ decrease in individuals benefiting (community workshops)	0.20%	0.01%	0.38%	0.11%
Ratio of City dollars to non-City cultural Tourism dollars	\$1:\$14.06	\$1:\$6.78	\$1:\$12.04	\$1:\$9.57
% Increase/decrease in audience members	0.14%	0.04%	0.71%	0.04%

CULTURAL AFFAIRS

PERFORMANCE MEASURES CONTINUED

Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002

Effectiveness Continued:

CRAG Programs

% Increase/decrease of partnerships in the Neighborhood Discovery Tours	N/A	0.27%	N/A	0.27%
% Increase/decrease of partnerships in the Neighborhood Revitalization Art Projects	N/A	0.21%	N/A	0.21%
% Increase/decrease of participants in the Arts in the Community Projects	N/A	0.25%	N/A	0.25%

EXPLANATORY INFORMATION

¹ The Proposed FY 2002 award level reflects the reduction of a one time \$300,000 allocation to the Symphony Society provided in FY 2001 and an increase of \$35,000 in State funding.

² The Revised Budget FY 2002 funding level included project carryover funds from the previous year. The Proposed FY 2002 amount reflects an increase to its funding because of the availability of additional State funds.

³ The Neighborhood Heritage Initiative was implemented this year with a goal of partnering arts and cultural organizations with Neighborhood Commercial Revitalization Project areas (seven have been designated by City Council) to support and facilitate the efforts of advancing neighborhood and commercial revitalization plans.

⁴ The Arts in the Community Program was implemented this year as a City wide program with a goal of improving the access by neighborhoods to art and cultural activities.

PROGRAM CHANGES

♦ IMPROVEMENTS

\$14,589

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$13,893. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

CULTURAL AFFAIRS

PROGRAM CHANGES

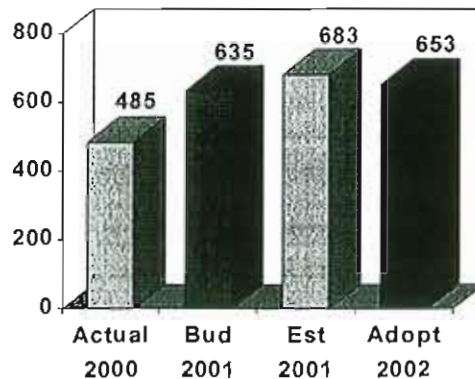
OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$696 in the FY 2002 budget.

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

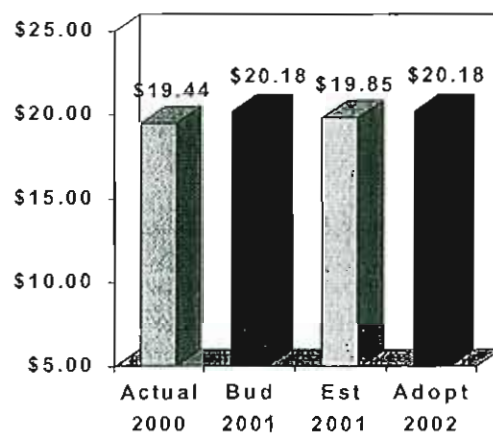
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$298,270	\$406,352	\$405,147	\$444,804
CONTRACTUAL SERVICES	90,556	271,568	253,464	217,454
COMMODITIES	10,781	125,651	127,756	95,651
OTHER	3,160	2,689	2,689	2,789
CAPITAL OUTLAY	7,129	6,238	9,442	0
TOTAL EXPENDITURES	\$409,896	\$812,498	\$798,498	\$760,698
 AUTHORIZED POSITIONS	 8	 8	 8	 8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

AVG. ATTENDANCE AT AGENCY FUNDED EVENTS



»The projected FY 2002 average attendance will increase by 35% over FY 2000.

AMOUNT OF NON-CITY DOLLAR LEVERAGED FOR ARTS AGENCIES (In Millions)



»The projected amount for FY 2002 of non-city dollars leveraged has increased by 15.28% over FY 1999.

**CULTURAL AFFAIRS
GRANT SUMMARY**

The Office of Cultural Affairs will receive grant funds totaling \$342,230 for FY 2002. The Texas Commission on the Arts continues to support local art organizations by providing funds for partial support to organizations recommended for funding by the Cultural Arts Board through the regular City funding process.

Listed below is a comprehensive listing of all the grants the department of Office of Cultural Affairs will receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Texas Commission on the Arts - Project Support	\$0	\$3,912	\$0	\$3,912	\$7,824
Decentralization - Texas Commission on the Arts	0	159,231	15,944	159,231	334,406
TOTAL	\$0	\$163,143	\$15,944	\$163,143	\$ 342,230

TEXAS COMMISSION ON THE ARTS
Project Support

CULTURAL AFFAIRS

Activity Number: 28-01-01
Division: Administration
Program Dates: 09-01-01 to 08-31-02
Funding Year: 2002
Authorized Positions: 0

PROGRAM DESCRIPTION

The grant will provide partial support to the Fourth Annual Cultural Tourism Alliance Conference to be held in San Antonio in November, 2001. This conference will bring together over 60 cultural tourism practitioners from the United States, Canada, and Mexico. Participants are Cultural Tourism Marketing Directors from Convention and Visitors Bureaus or their counterparts in Arts and Cultural Agencies. A tourism marketing component will be included specifically designed for local arts and cultural organizations.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Funding provided by the State (TCA)	N/A	N/A	\$3,912
City - Includes requirements of City In-kind	N/A	N/A	3,912
Total	N/A	N/A	\$7,824

FINANCIAL

	Actual 1998-1999	Authorized 1999-2000	Adopted 2000-2001
Personnel	N/A	N/A	\$0
Contractual	N/A	N/A	3,912
Commodities	N/A	N/A	0
Other Expenditures	N/A	N/A	3,912
Capital Outlay	N/A	N/A	0
Other Expenditures	N/A	N/A	0
Total	N/A	N/A	\$7,824

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Amount of Grant Dollars Expended on Conference	N/A	N/A	\$3,912
Output:			
Total Cost of Conference	N/A	N/A	\$36,800
Efficiency:			
Anticipated Attendance to Conference	N/A	N/A	400
Effectiveness:			
Ratio of Grant to Non-Grant Dollars Spent	N/A	N/A	\$1:\$9.41

DECENTRALIZATION-TEXAS
COMMISSION ON THE ARTS

CULTURAL AFFAIRS

Activity Number: 28-01-01
Division: Administration
Program Dates: 09-01-01 to 08-31-02
Funding Year: 2002
Authorized Positions: 1

PROGRAM DESCRIPTION

The Texas Commission on the Arts funds will be used for the purpose of sub-granting to agencies. The Texas Commission on the Arts established a "Decentralization Program" in six major Texas cities which 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 regular City funding process.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Funding provided by the State (TCA)	159,231	122,369	159,231
City - Transfers required as a cash match	\$16,275	\$15,185	\$15,944
Other - Includes requirements of City In-kind	159,231	122,369	159,231
Total	\$334,737	\$259,923	\$334,406

FINANCIAL

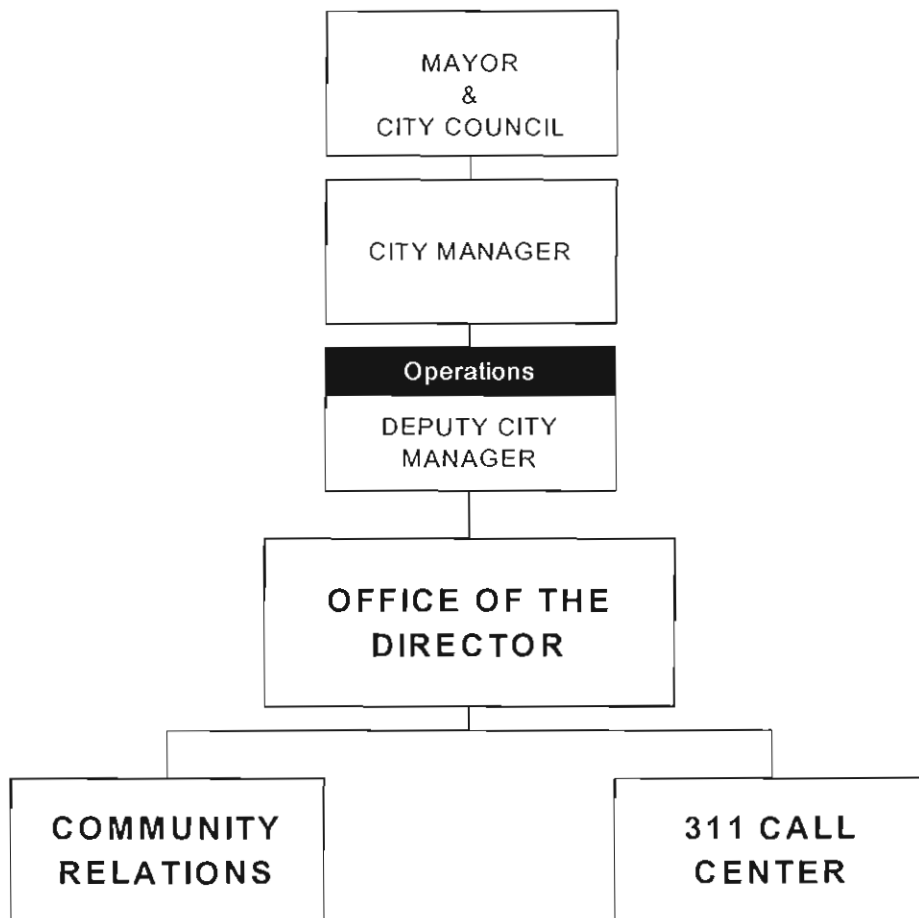
	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$41,736	\$33,540	\$35,731
Contractual	133,770	104,014	139,444
Commodities	0	0	0
Other Expenditures	159,231	122,369	159,231
Capital Outlay	0	0	0
Total	\$334,737	\$259,923	\$334,406

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Events Funded	3,278	3,925	4,169
Output:			
Numbers of Audience Members	1,591,061	2,680,795	2,720,775
Amount of Non-City Funds Leverage	\$19,442,157	\$19,855,600	\$20,187,182
Efficiency:			
Avg. Attendance at Events	485	683	653
Effectiveness:			
Ratio of City to Non-City Dollars Spent	\$1:\$7.85	\$1:\$7.22	\$1:\$7.95



CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	39.00	\$2,311,637
Total Funding	39.00	\$2,311,637

CUSTOMER SERVICE & 311 SYSTEM

GENERAL FUND

MISSION STATEMENT

The mission of the Office of Customer Service/311 System is to promote and deliver city-wide services and programs.

PROGRAM INFORMATION

The Office of Customer Service/311 System is responsible for promoting city-wide quality customer service through the use of kiosks and community link service centers, showcase of city services, and a 311 Customer Service Call Center which is in operation seven days a week, twenty-four hours a day. The Office of Customer Service/311 is comprised of three sections: Director's Office, Community Relations and the 311 system Customer Service Call Center.

GOALS & OBJECTIVES

To promote and deliver quality customer services and programs

- ♦ Deliver convenient and accessible customer services
- ♦ Provide access to City services and information through a 24-hour, seven-day a week 311 Customer Call Center
- ♦ Provide a 311 tracking system to report end-to-end service delivery
- ♦ Provide a volunteer cadre of City employees to provide services to the community
- ♦ Provide on-going employee customer service training programs that enhance delivery of City services

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Community Link Kiosks	8	8	7	8
No. of Community Link Service Centers	2	4	4	4
No. of Showcase Events ¹	7	7	5	7
No. of 311 Customer Service Representatives (311 Call Center)	N/A	15	15	15
No. of 311 Customer Service Representatives (Link Centers)	9	12	12	12
Output:				
No. of Municipal Leadership Institutes (MLI)	3	3	3	3
No. of Speakers Bureau Training Sessions	4	4	4	4
No. of Customers Reached in Showcase Events ¹	35,420	35,500	25,000	36,000
No. of Direct Services Provided in Showcases	12,140	12,250	7,196	12,300

CUSTOMER SERVICE & 311 SYSTEM

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output continued:				
No. of City Employee Volunteer Events				
Coordinated	16	18	18	18
No. of Calls Received by 311 Call Center (annual)	260,050	589,160	589,557	607,244
No. of Calls Answered by 311 Call Center (annual)	230,772	N/A	527,653	540,447
Efficiency:				
Avg. No. of Transactions per Kiosk per Month	1,005	1,015	1,085	1,200
Avg. No. of Customers Served per Comm. Link Service Centers per Month	1,475	1,925	2,000	2,100
Avg. Talk Time per 311 Representative (in minutes)	N/A	1:40	1:16	1:14
Avg. no. of 311 Calls per Representative (per hour)	N/A	12.0	14.5	15.0
Avg. no. of 311 Calls per Representative (per year)	N/A	23,566	35,176	36,030
Effectiveness:				
% of Municipal Leadership Institutes (MLI) Participants Satisfaction Level	92.0%	93.0%	94.0%	94.0%
% of Customers Satisfied with Kiosk Service	80.0%	82.0%	82.5%	83.0%
% of Customers Satisfied with Community Link Service Center	95.0%	95.0%	96.0%	96.0%
% of Customers Rating Showcase Excellent/Good	93.0%	93.0%	93.0%	93.5%
311 Average Service Level ²	77.5%	78.0%	79.5%	80.0%
311 Average Calls Abandoned ³	11.9%	11.5%	10.5%	11.0%
311 Customer Satisfaction	N/A	80.0%	92.0%	94.0%

EXPLANATORY INFORMATION

¹ In FY 2001, two showcases were cancelled (North Star Mall & Ingram Park Mall) impacting the number of customers reached and direct services provided.

² Percentage of calls answered within 20 seconds.

³ Calls terminated before a 311 Customer Service Representative answered the call.

CUSTOMER SERVICE & 311 SYSTEM

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS\$9,010

OPERATIONAL SAVINGS

This *reduction* will result in \$9,010 savings due to increased efficiencies in operations. These efficiencies result primarily from charges associated with the Kiosk Maintenance System due to modifications to the contract.

- ♦ IMPROVEMENTS\$12,961

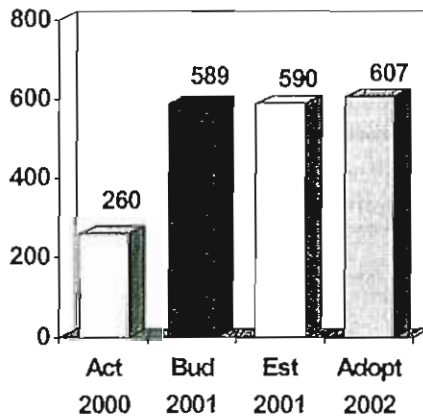
CUSTOMER SERVICE – INCREASE PRINTING LINE ITEM BUDGETS

This *improvement* will support the City-wide “Customer First” service plan. The plan requires an active, internal promotional campaign using promotional materials such as brochures, posters and fliers during employee and coordinator training. The cost for this improvement in FY 2002 totals \$12,961. The cost for this improvement in FY 2003 will be \$12,961.

GENERAL FUND EXPENDITURES BY CHARACTER

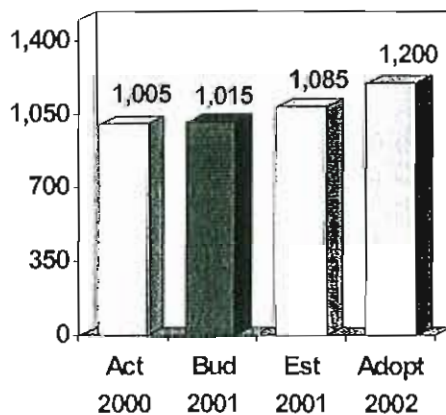
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$511,589	\$1,206,758	\$1,226,816	\$1,377,482
CONTRACTUAL SERVICES	410,382	756,625	707,210	903,545
COMMODITIES	10,286	23,556	30,167	24,106
OTHER EXPENDITURES	4,790	4,457	4,455	6,504
CAPITAL OUTLAY	43,201	1,449	8,820	0
TOTAL EXPENDITURES	\$980,248	\$1,992,845	\$1,977,468	\$2,311,637
 AUTHORIZED POSITIONS	 25	 36	 36	 39
FULL-TIME EQUIVALENTS	25.00	36.00	36.00	39.00

AVERAGE NUMBER OF CALLS RECEIVED ANNUALLY BY THE 311 CALL CENTER (IN THOUSANDS)



» The more than two-fold increase from FY 2000 to FY 2002 is due to the center being fully operational and greater citizen awareness of the 311 Call Center service.

AVERAGE NUMBER OF CUSTOMERS SERVED AT COMMUNITY LINK SERVICE CENTERS PER MONTH

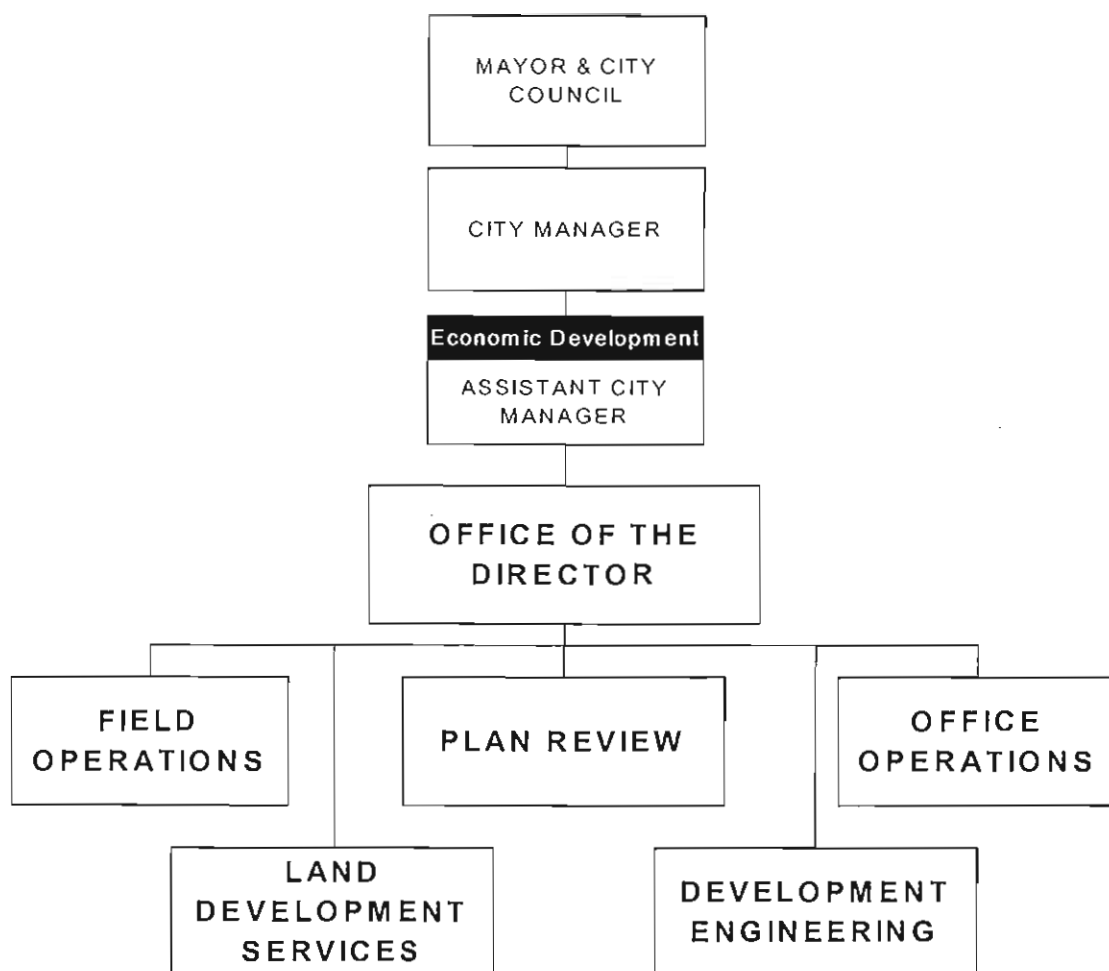


» The projected 19% increase in FY 2002 over FY 2000 is due to the full operation of two new Link Centers: South Park Mall and Valley View that opened in November and December 2000.

» There are a total of four Link Centers.



DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	180.00	\$9,663,221
Community Development Block Grant	2.00	156,231
Stormwater Fund	2.00	140,356
Total Funding	184.00	\$9,959,808

MISSION STATEMENT

The mission of the Development Services Department is to safeguard and protect the health, safety and public welfare in a customer service oriented manner through administration of land development and construction-related codes.

PROGRAM INFORMATION

The Development Services Department regulates land development and construction that occurs within the incorporated City limits and extraterritorial jurisdiction of the City of San Antonio. This review is based on locally approved and amended regulations, including the City's Master Plan and Unified Development Code (UDC). Provisions of the UDC include, but are not limited to, tree preservation and landscape, zoning, subdivision platting, floodplain and drainage, and traffic impact ordinances.

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 Zoning Board of Adjustment, Building and Fire Code Board of Appeals, Plumbing, Mechanical, Electrical, and Home Improvement Boards, and Zoning and Planning Commissions.

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

GOALS & OBJECTIVES

- ◆ Continue to protect the health, safety, and welfare of the citizens of San Antonio
 - Adopt the latest national construction codes
 - Continue to support other City development-related initiatives, including such as minimum housing standards, neighborhood sweeps, Affordable Parade of Homes, and the Dangerous Structures Determination Board
 - Provide a development process that will facilitate or assist landowners in complying with development regulations that enhance economic development
- ◆ Improve the delivery of customer service
 - Increase training and monitoring of customer service programs to ensure effectiveness and professionalism
 - Inform customers of the development review process through written materials, seminars, interactive web site, and other means of communication
 - Increase the number of construction plans reviewed at the One Stop Counter
 - Implement a single permit system for one & two family residential construction
- ◆ Continue implementation of recommendations of the Management Review of Development, Code Compliance and Business Assistance Services Final Report
 - Finish design and significantly complete construction of a One-Stop Development Services Center
- ◆ Continue the quality control program aimed at improving consistency in the application and interpretation of code requirements
 - Seek to further the professional education and development of department staff
 - Promote the certification and cross training of inspections, plan review and permitting personnel to increase staff knowledge of the entire development process

DEVELOPMENT SERVICES

GOALS & OBJECTIVES CONTINUED

- ♦ Fully implement the new Unified Development Code (UDC)
 - Establish procedures to meet required plan review standards
 - Provide technical assistance and guidance to oversight committee
 - Orient staff and the public on the changes and additions
 - Complete training and hiring of staff
 - Develop regular training process for Zoning and Planning Commissions and Board of Adjustment
- ♦ Improve the quality and efficiency of the development process
 - Continue to assist in the development of a City Geographic Information System (G.I.S.) that integrates land development data
 - Improve business processes through review and technology investment
 - Coordinate and work with other City departments and agencies to improve the quality and timeliness of the plan review process

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Personnel ¹	126	164	164	180
Total Operating Budget ²	\$7,159,173	\$8,919,136	\$8,972,093	\$9,537,117
Revenue	\$13,675,957	\$13,872,058	\$12,943,504	\$14,538,695
Permit ³	\$8,278,051	\$9,050,514	\$8,107,310	\$8,638,650
Non-Permit	\$3,582,621	\$3,395,677	\$3,393,598	\$4,039,642
Zoning & Platting	\$1,815,285	\$1,425,867	\$1,442,596	\$1,860,403
Inspections				
Trade Inspector I ⁴	42	43	43	43
Non-Trade Inspector I ⁴	6	6	6	8
Plan Review				
Building Code Plans Examiners	10	10	10	11
Bldg. Valuation on Projects				
Submitted (billions)	\$1.433	\$1.542	\$1.619	\$1.716
Land Development ⁵				
Zoning Customers	21,788	27,051	24,000	24,480
Zoning Planners ⁶	10	10	10	12
Subdivision Customers ⁷	12,982	12,200	13,830	14,100
Subdivision Planners ⁸	4	4	4	6
Development Engineering ⁵				
Traffic Impact Analysis (TIA) Engineering				
Staff	1	2	2	2
Plat Review Engineering Staff	4	4	4	6
Building Permit Review Engineering Staff	3	3	3	4

DEVELOPMENT SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
Total Permits	91,404	98,195	94,201	100,101
Inspections				
Trade Inspections ⁴	206,275	196,010	210,690	223,486
Non-Trade Inspections ⁴	12,844	11,770	13,062	15,047
Plan Review				
Residential Plans Reviewed	6,027	5,830	6,487	6,779
Commercial Plans Reviewed	2,468	3,020	2,395	2,398
Preliminary Plan Reviews per Week	4	12	8	8
Land Development ⁵				
Zoning Cases Prepared for City Council Action	240	325	250	259
Parcels Considered for Zoning Change by City Council	2,132	2,925	4,170	8,250
Acres of Property Platted	5,981	5,000	7,000	7,140
Non-Single Family Acres Platted	1,724	1,725	2,300	2,350
Development Engineering ⁵				
TIAs Completed	134	147	145	153
Plats Reviewed	519	560	565	625
Building Permits Reviewed (Engineering)	1,040	1,100	1,100	1,175
Efficiency:				
Inspections				
Trade Inspections per Inspector per Week ⁹	100.96	98.24	100.71	106.83
Non-Trade Inspections per Inspector per Week ⁹	44.03	40.42	44.78	38.69
Plan Review				
Plans per Plans Examiner per Week ⁹	17.47	18.70	18.27	17.15
Land Development ⁵				
Zoning Cases per Planner	24	33	25	24
Zoning Change Parcels per Planner	213	293	417	750
Platting Cases per Planner	130	140	141	104
Development Engineering ⁵				
TIAs Completed per Engineering Staff	134	74	73	77
Plats Reviewed per Engineering Staff	130	140	141	104
Building Permits Reviewed	347	367	367	294

DEVELOPMENT SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of Review Recommendations Implemented	24%	90%	57%	70%
% of Inspections Completed by the End of the Next Business Day	99%	99%	99%	99%
Avg. Days for Initial Plan Review ¹⁰				
Interior Finish Out (Commercial)	27	8	28	20
New Structures (Commercial)	45	30	44	34
Residential	10	5	9	10
% of New Commercial Plans Completing Initial Plan Review Process in 35 Days or Less (UDC Requirement)	N/A	N/A	N/A	60%

EXPLANATORY INFORMATION

¹ Reflects the addition of Zoning & Subdivision division from Planning Department and Development Engineering Section from Public Works to the Building Inspection Department stemming from the April 2001 reorganization. Personnel does not include two CDBG and two Stormwater-funded positions. Plumbing inspector and Engineer added in FY 2000-2001.

² Total operating budget does not include capital outlay.

³ Permit revenue includes building permits, re-inspection fees, electrical permits, HVAC permits, sidewalk permits, sign permits, gas permits, plumbing permits and sewer connections.

⁴ Trade inspectors and inspections include building, mechanical, electrical, and plumbing. Non-trade inspectors and inspections include sign, landscape and tree.

⁵ Represents the Zoning & Subdivision and Development Engineering functions which were transferred from the Planning and Public Works Departments respectively as part of the April 2001 reorganization.

⁶ Includes filled, CDBG-funded and General Fund positions reassigned to Zoning from Comprehensive Planning.

⁷ Includes telephone and walk-in customers.

⁸ Includes temporary assignments.

⁹ Utilizes effective number of personnel, which is reduced for weekends, leave, and holidays. Effective personnel are Trade Inspectors 39.29 for FY 1999-2000 and 40.23 for all other years, Non-Trade Inspectors 5.61 for all years except 7.48 for FY 2001-2002, and Plans Examiners 9.35 for all years except for FY 2001-2002.

¹⁰ Includes outside agencies as well as City departments.

DEVELOPMENT SERVICES

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$98,668

ELIMINATE BUDGET FOR POLAROID FILM

This **reduction** will result in \$2,261 in savings due to phasing out the use of Polaroid film. These efficiencies result primarily from the department's transition to digital cameras.

ELIMINATE BUDGET FOR RADIO COMMUNICATIONS

This **reduction** will result in \$9,471 in savings from the Department's radio communications budget. These efficiencies result primarily from the department's utilization of other communication devices, including e-mail, mobile phones and pagers.

ELIMINATE ONE ADMINISTRATIVE ASSISTANT II

This **reduction** will eliminate one vacant Administrative Assistant II position from Development Services' management and budget component. The position currently serves as the data liaison to the Information Technology Services Department, administers the Department's safety programs and Accident Review Board, provides customer service to plan intake customers, and maintains the Department's website. These duties will be re-assigned to other staff. The position was originally created to oversee the City's advertising bus bench contract administration. This reduction provides a saving of \$36,936.

ELIMINATE BUDGET FOR OUTSIDE PLAN REVIEW SERVICES

This **reduction** will eliminate the budget for outside plan review services with a savings of \$50,000. Currently, the department arranges plan review services with private firms should a customer wish to accelerate plan review by using a private firm. The department pays the private firm directly and obtains reimbursement from the customer. Under this reduction, customers wishing to use outside plan review services will pay the service provider directly.

♦ IMPROVEMENTS

\$49,406

CUSTOMER SERVICE - ADD ONE SPECIAL PROJECTS COORDINATOR

This **improvement** will provide one Special Projects Coordinator position for nine months. This position will be trained in the implementation and on-going administration for the Land Management Software that will run in conjunction with the Enterprise Resource Management Project (ERM). As part of the ERM Project, the cost of this improvement will be charged off to Certificates of Obligation. The cost for this improvement in FY 2002 will total \$43,266. The full-year cost for this improvement for FY 2003 will be \$52,139.

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Stormwater Fund budget. The combined cost will total \$6,140. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

PROGRAM CHANGES CONTINUED**♦ MANDATES****\$638,975*****EXISTING INFRASTRUCTURE – ADD TWO POSITIONS FOR BUILDING PERMIT REVIEW***

This *mandate* will add one Engineer for six months and one Engineering Technician for nine months to assist the Development Engineering Division in building permit plan review. The new Unified Development Code (UDC) requires additional review in the areas of substandard streets, minimum and maximum parking requirements, and storm water management. In addition, the new UDC requires improved plan review times. Additional staff is needed to meet the performance standards required for the technical review of traffic, sidewalks and drainage for commercial building permits. The cost for this mandate in FY 2002 will total \$70,270. The full-year cost for this mandate in FY 2003 will be \$99,693.

EXISTING INFRASTRUCTURE – ADD TWO POSITIONS FOR DEVELOPMENT DRAINAGE REVIEW

This *mandate* will add one Senior Engineering Technician and one Engineering Technician for nine months to aid the Development Engineering Division in ensuring that development projects comply with the Drainage and Flood Plain Ordinance. Changes in the new Unified Development Code require closer coordination and communication between development engineering staff and stormwater engineering staff to maintain an effective stormwater management program in each drainage watershed. The goal is to provide current development condition reports for each watershed. Additional staff will perform technical analysis of drainage studies submitted with subdivision plat or commercial development projects. The cost for this mandate in FY 2002 will total \$64,533. The full-year cost for this mandate in FY 2003 will be \$73,313.

EXISTING INFRASTRUCTURE – ADD TWO ENGINEERING TECHNICIANS FOR SUBDIVISION COORDINATION

This *mandate* will add two Engineering Technician positions for nine months to assist the current staff in coordinating the completeness review process and issuance of Letters of Certification when technical review by all divisions in the department has been completed. With the addition of staff, the Development Engineering Division will better achieve review time deadlines, meet performance standards and ensure quality control of reviews. The cost for this mandate in FY 2002 will total \$53,778. The full-year cost for this mandate in FY 2003 will be \$65,355.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD THREE POSITIONS FOR SUBDIVISION PLATTING

The posting of signs and sending of notices for all land to be platted is a new requirement in the UDC. The new UDC limits technical reviews to 10 days for minor plats and 50 days for major plats. This *mandate* will add two Planner II positions and one Office Assistant position for nine months each to the Subdivision section to administer these requirements. These positions will ensure that required review times are met while continuing to provide an effective level of customer service. The cost for this mandate in FY 2002 will total \$113,592. The full-year cost for this mandate in FY 2003 will be \$126,161.

PROGRAM CHANGES CONTINUED

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD THREE PLANNER II POSITIONS FOR MECHANICAL /ELECTRICAL/PLUMBING (MEP) REVIEW

With the addition of three Plans Examiner II positions for nine months, this **mandate** will reduce the initial review process for new structures by an average of 10 to 12 days in order to meet the new UDC requirement of 35 days for overall initial plan review. This staffing request will allow the assignment of a set of MEP reviewers to each plan review team, will provide backup review during extended absences by the other MEP reviewers, and will increase the capacity to review plans over-the-counter. The cost for this mandate in FY 2002 will total \$105,166. The full-year cost for this mandate in FY 2003 will be \$122,359.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE TREE PRESERVATION INSPECTOR AND ONE BUILDING INSPECTOR FOR FIELD OPERATIONS/ENVIRONMENTAL

This **mandate** will add one Tree Preservation Inspector for three months and one Building Inspector for nine months to conduct all inspections for commercial projects and street tree installations based on the new and more complex requirements mandated by the new UDC. The cost for this mandate in FY 2002 will total \$98,602. The full-year cost for this mandate in FY 2003 will be \$93,962.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD THREE POSITIONS FOR ZONING

This **mandate** will add one Senior Planner for nine months, one Planner II for three months and one Senior Administrative Assistant for three months to the Zoning section to administer the new UDC. These positions will be used to calculate and track density bonuses for affordable housing and open space, to coordinate the zoning sign requirement, to conduct completeness reviews on zoning applications within the required two days, to coordinate with the Planning Commission for zoning cases inconsistent with neighborhood plans, and to be proactive in rezoning properties that become non-conforming as a result of the conversion to the new UDC. The cost for this mandate in FY 2002 will total \$77,957. The full-year cost for this mandate in FY 2003 will be \$134,330.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PLANNER I FOR BOARD OF ADJUSTMENT

This **mandate** will add one Planner I position for Board of Adjustment support. This position will assist current staff in meeting the increased demand for Board of Adjustment actions anticipated from the revised Unified Development Code. The position is unfunded and will be filled if the demand for increased activity increases significantly. If the demand warrants, the resulting added revenue from increased application activity will offset the costs of the position.

PROGRAM CHANGES CONTINUED***UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PLANS EXAMINER II FOR BUILDING PLAN REVIEW***

This **mandate** will add one Plans Examiner II position for three months to handle increased review requirements stemming from the new UDC. There are now 13 potential discipline reviews required for new construction projects (i.e. building, fire, mechanical, electrical, plumbing, traffic, tree/landscape, drainage, aviation, health, S.A.W.S., disability, and historical). The cost for this mandate in FY 2002 will total \$16,146. The full-year cost for this mandate in FY 2003 will be \$40,786.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PLANS EXAMINER II FOR FIELD OPERATIONS/ ENVIRONMENTAL

This **mandate** will add one Landscape/Tree Plans Examiner II position for six months to assist in reviewing commercial plans and street design for street trees based on the new and more complex requirements mandated by the new UDC. Currently, each plan review team has reviewers assigned from each of the disciplines except for mechanical, electrical, plumbing and tree preservation/landscape. The cost for this mandate in FY 2002 will total \$25,767. The full-year cost for this mandate in FY 2003 will be \$40,786.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE ADMINISTRATIVE ASSISTANT I

Due to the increase in tasks resulting from the implementation of the new UDC, this **mandate** will add one Administrative Assistant I for three months to assist in meeting new performance standards. Additionally, reorganization of the department has reduced the administrative support for the Development Engineering Division, which without the position, will result in professional review staff performing administrative duties, thereby reducing staff review time and increasing overall plan review time. The cost for this mandate in FY 2002 will total \$13,164. The full-year cost for this mandate in FY 2003 will be \$32,808.

DEVELOPMENT SERVICES

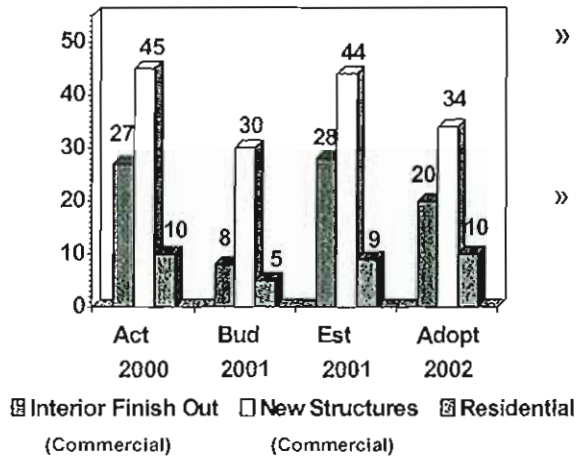
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$5,690,609	\$7,167,670	\$7,245,829	\$7,554,832
CONTRACTUAL SERVICES	1,222,015	1,572,679	1,506,832	1,695,248
COMMODITIES	193,368	139,231	179,876	199,437
OTHER EXPENDITURES	53,181	39,556	39,556	87,601
CAPITAL OUTLAY	101,191	52,340	46,270	126,103
TOTAL EXPENDITURES	\$7,260,364	\$8,971,476	\$9,018,363	\$9,663,221
 AUTHORIZED POSITIONS	 126	 164	 164	 180
FULL-TIME EQUIVALENTS	126.00	161.00	161.00	180.00

STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

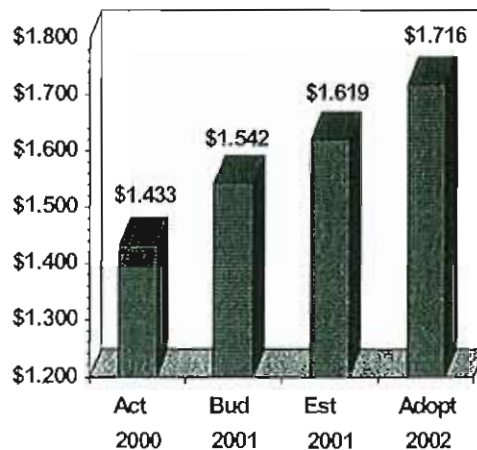
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$137,419	\$129,250	\$129,250	\$137,751
CONTRACTUAL SERVICES	66,466	2,605	2,605	2,605
COMMODITIES	24,989	0	0	0
OTHER EXPENDITURES	2,479	0	0	0
CAPITAL OUTLAY	21,801	0	0	0
TOTAL EXPENDITURES	\$253,154	\$131,855	\$131,855	\$140,356
 AUTHORIZED POSITIONS	 2	 2	 2	 2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

AVERAGE DAYS FOR INITIAL REVIEW



- » The average length of time it takes for a plan to be initially routed through the plan review process.
- » FY 2002 services standards conform to new Unified Development Code requirements.

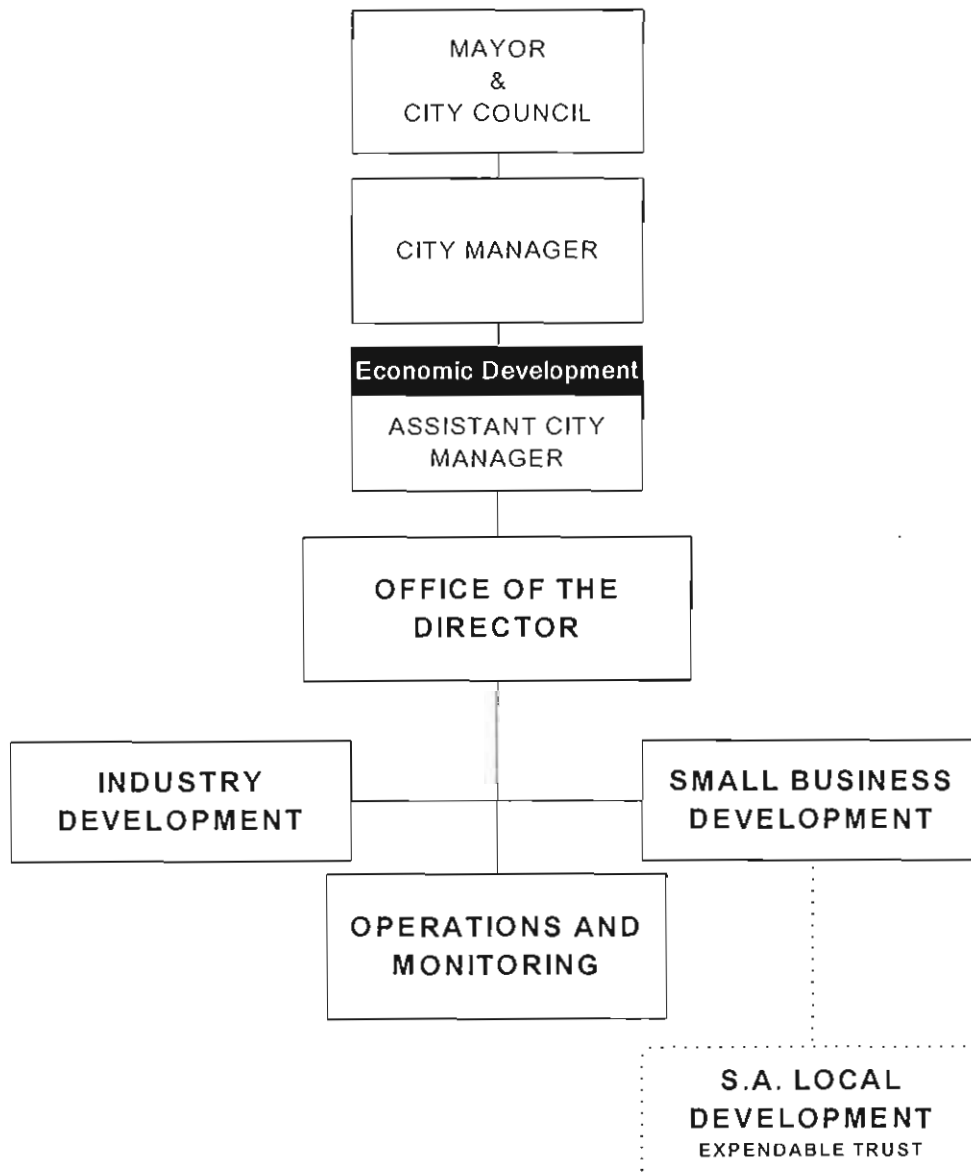
PLAN REVIEW- BUILDING VALUATION ON PROJECTS SUBMITTED (IN BILLIONS)



- » The projected 20% increase in building valuation on projects from FY 2000 to FY 2002 is attributed to lower interest rates and continued residential growth.
- » Building valuation is the appraised value of all projects submitted for plan review.



ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2001-2002
General Fund	27.00	\$1,950,787
Categorical Grants	3.00	306,605
SALDC Trust Fund	7.00	391,488
Capital Projects	0.00	2,069,000
Total Funding	37.00	\$4,717,880

ECONOMIC DEVELOPMENT

GENERAL FUND

MISSION STATEMENT

To lead economic development activities through policy implementation, strategic planning, and partnerships with key organizations.

PROGRAM INFORMATION

The Economic Development Department is divided into four major divisions. The Office of the Director provides administrative and programmatic oversight. The Industry Development division actively works to manifest local economic conditions which promote the retention and expansion of local businesses and the attraction of new businesses to San Antonio. The Small Business Development division, housed in the Business Assistance Focus Center, encompasses programs such as the Small Business Economic Development Advocacy program, which furnishes government contracting opportunities to historically underutilized business communities; the First Point Business Information Office, which supplies business start-up information and business technical assistance; and the San Antonio Local Development Company (SALDC) which grants small business loans to buttress the capital of new and expanding businesses. The Operations & Monitoring division provides support data analysis and monitoring of contracts to ensure due diligence and contract compliance.

GOALS & OBJECTIVES

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

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Positions ¹	36	39	37	37
General Fund Budget	\$1,885,154	\$2,005,421	\$2,004,617	\$1,950,787
Department Budget	\$2,292,707	\$2,484,981	\$2,502,568	\$2,589,890
Output:				
No. of Total Jobs Created/Retained Through EDD Programs	6,810	5,525	7,055	7,405
Total Contracting Dollars	\$194 Million	\$150 Million	\$150 Million	\$175 Million
Total Amount of SALDC Loans Approved	\$9.4 Million	\$11.5 Million	\$10.5 Million	\$11 Million
Median Hourly Wage of Jobs Created Through EDD Incentive Programs ²	\$13.43	N/A	\$15.24	\$12.63
Total Amount of Capital Investment Generated through EDD Incen. Programs ³	\$279 Million	\$125 Million	\$21 Million	\$84 Million
Total Business Assistance Focus Center Clients ⁴	1,516	2,134	1,425	1,691
No. of Partnerships Between EDD and Other Organizations ⁵	25	N/A	27	89

ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency:				
Dollar of Annual Capital Investment/ Dollar of Total Incentive Package Value ⁶	\$55	N/A	\$29	\$25
Estimated Number of Attendees per EDD Event	N/A	N/A	36	40
Cost per Job Created/Retained	\$337	\$450	\$355	\$350
% of MBE-WBE Contracting Dollars Benchmark ⁷	30.70%	N/A	31.00%	32.50%
Effectiveness:				
% Of Business Assistance Focus Center Clients Who Achieved Success ⁸	N/A	N/A	N/A	30.52%
% Inner City Loans Compared to Total SALDC Loans	31.11%	60.00%	31.89%	29.09%
% MBE-WBE Benchmark Reached	94.46%	NA	95.38%	100.00%

EXPLANATORY INFORMATION

¹ Includes all funds.

² Incentive Programs includes all City, State, and Federal Incentives structured to encourage Economic Development through a specific project.

³ Currently this measure includes phase-in projects only but will include all incentive programs in future.

⁴ Business Assistance Focus Center Clients include First Point, SBEDA, and SALDC.

⁵ Partnerships are described as mutually beneficial relationships based on trust and commitment that enhance the capabilities of both parties through written agreements.

⁶ Total Incentive Package Value is defined as those incentives that the City provides clients to encourage development such as abated taxes.

⁷ This measure represents a benchmark (32.5%) of MBE-WBE awards availability.

⁸ Currently this measure represents Procurement Technical Assistance Center Clients only, other clients will be Measured in the future. Success is defined as clients who started a new business, expanded operations, solved An operational problem, secured a contract, or improved regular business operations.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$141,113

VACANCY SAVINGS

This **reduction** will freeze one vacant position within the department. This position, a Grants Management Officer, has been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. This reduction will provide savings in FY 2002 of \$52,725. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas.

PROGRAM CHANGES CONTINUED

TRANSFER OF EXPENSES TO SALDC TRUST FUND

This transfer will redirect funding support for two positions from General Fund to San Antonio Local Development Corporation (SALDC) Fund and eliminate the General Fund transfer to the fund with a total savings to the General Fund of \$133,388. The two positions to be transferred will be a Fiscal Operations Manager and an Administrative Assistant I. Additionally, \$45,000 in a transfer from the General Fund will be eliminated in FY 2002. The availability to the SALDC of more loan payment revenues serves as an offset to these previous General Fund costs.

♦ IMPROVEMENTS

\$76,629

HUMAN DEVELOPMENT – ADD ONE POSITION FOR SAN ANTONIO INC.

This *improvement* will add one Economic Development Coordinator position for nine months to develop and oversee the department's workforce development program, coordinate on Better Jobs Initiative issues and serve as the coordinating focal point for the San Antonio, Inc. As recommended in the Strategic Plan for Enhanced Economic Development, presented to council in May 2001, San Antonio, Inc. will be a new public/private partnership designed to bring together the City's 38 separate economic development organizations under one coordinating umbrella group. The total cost for adding this position in FY 2002 will be \$54,054. The full year funding for FY 2003 will be \$59,481.

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the San Antonio Local Development Corporation Fund. The combined cost will total \$8,705. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

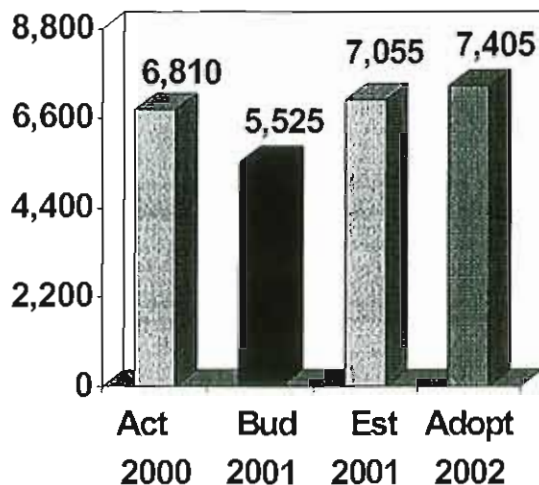
This improvement will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this *improvement* will set aside \$13,870 in the FY 2002 budget for the San Antonio Local Development Corporation.

ECONOMIC DEVELOPMENT

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,117,791	\$1,483,594	\$1,394,664	\$1,431,368
CONTRACTUAL SERVICES	708,615	490,330	562,363	483,187
COMMODITIES	35,578	22,139	37,433	23,552
OTHER	8,770	8,100	8,100	5,510
CAPITAL OUTLAY	14,694	1,258	2,057	7,170
TOTAL EXPENDITURES	\$1,885,448	\$2,005,421	\$2,004,617	\$1,950,787
 AUTHORIZED POSITIONS	 30	 30	 28	 27
FULL-TIME EQUIVALENTS	30.00	30.00	28.00	27.00

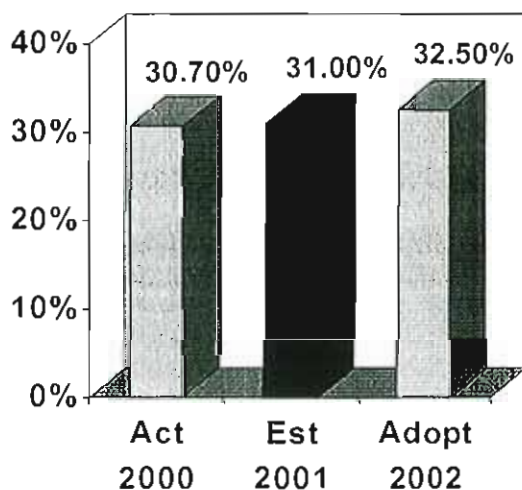
NUMBER OF JOBS CREATED/RETAINED



»Number of jobs created/retained from economic incentive programs

»The 9% increase in Adopted FY 2002 over Actual FY 2000 anticipated from additional tax phase in projects.

% OF MBE-WBE CONTRACTING DOLLARS BENCHMARK



»This measure represents the percent of all the contracting awards that are made to MBE/WBE companies. The Cities benchmark is 32.5%.

ECONOMIC DEVELOPMENT GRANT SUMMARY

The Procurement Technical Assistance grant is subject to renewal every two years. This department has received this grant for the last ten years. Both the Economic Defense Conversion Program and the Defense Economic Adjustment Program grants are one-time grants. Future funding is dependent on Federal and State legislative allocations.

Listed below is a comprehensive listing of all the grants the department of Economic Development is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Procurement Technical Assistance	\$149,950	\$0	\$156,655	\$0	\$306,605
Totals	\$149,950	\$0	\$156,655	\$0	\$306,605

PROCUREMENT TECHNICAL ASSISTANCE

ECONOMIC DEVELOPMENT

Activity Number:

16-02-03

Division:

Small Business Outreach

Program Dates:

01-01-01 to 12-31-02

Funding Year:

1

Authorized Positions:

3

PROGRAM DESCRIPTION

The Procurement Technical Assistance (PTA) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTA administers the City's Cooperative Agreement with the U. S. Department of Defense (DOD) to provide services in the San Antonio area and twelve surrounding counties. The program assist businesses to develop the knowledge, processes and systems to effectively interface, diversify markets and competitively obtain contracts with all federal, state and local governments agencies. This activity helps to stimulate job creation, increase in tax base and also supports the City's Small, Minority & Women-owned procurement goals.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Department of Defense	\$149,950	\$149,950	\$149,950
City In-Kind Match	159,486	156,655	156,655
City Cash Carryover	15,724	0	0
Total	\$325,160	\$306,605	\$306,605

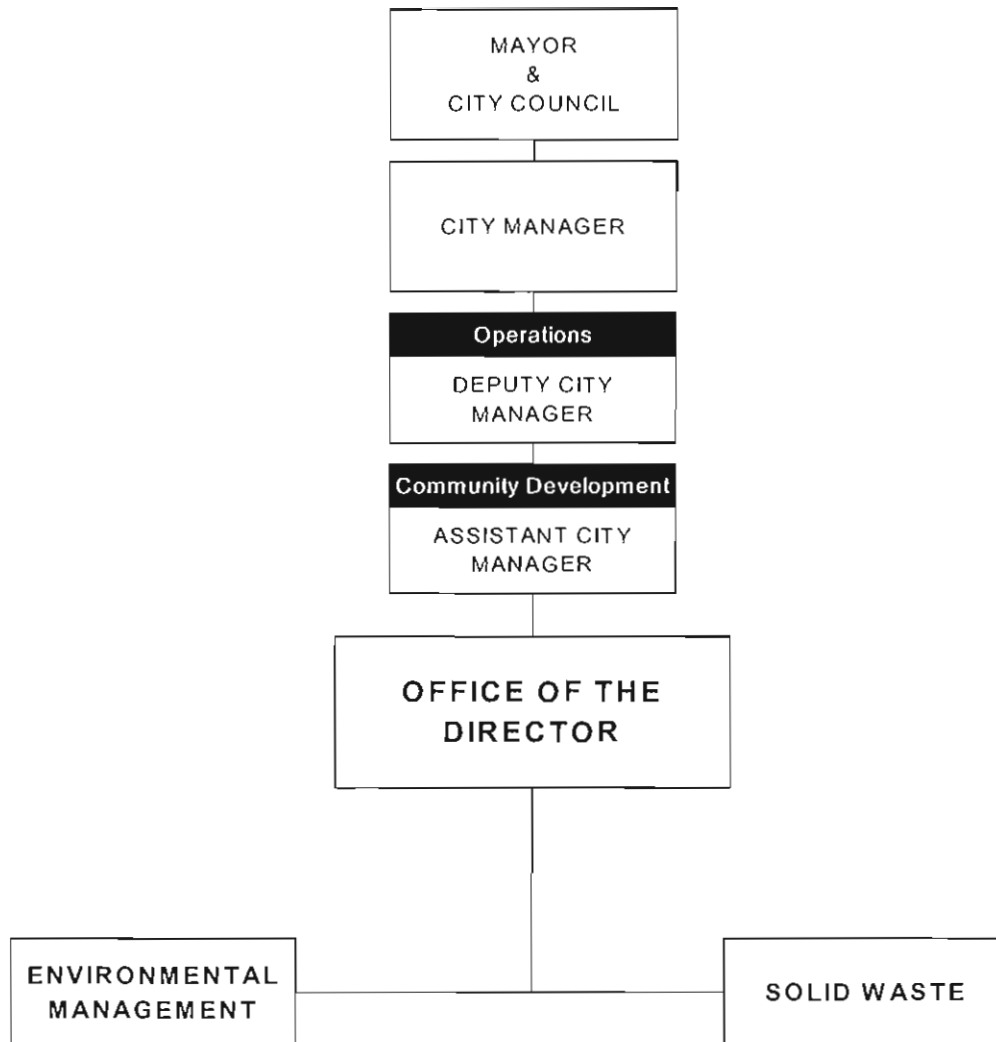
FINANCIAL

	Actual 1998-1999	Authorized 1999-2000	Adopted 2000-2001
Personnel	\$269,108	\$268,200	\$285,965
Contractual	40,503	29,998	13,933
Commodities	643	1,700	0
Other Expenditures	6,700	6,707	6,707
Capital Outlay	8,206	0	0
Total	\$325,160	\$306,605	\$306,605

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
No. of Business/Clients Served	1,159	904	1,032
No. of Business Inquiries	6,734	5,010	5,872
No. of Contracts Awarded	441	190	315
PTA Clients Contracting Dollars	\$40,343,390	\$40,928,781	\$40,636,585
Efficiency:			
Cost per Contract Awarded	\$710	\$1,613	\$973
Cost per Business/Clients Served	\$270	\$339	\$297
Effectiveness:			
Average Contract Dollars per Contracts Awarded	\$91,481	\$215,419	\$129,005

ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Environmental Services Revenue Fund	570.28	\$47,121,552
Total Funding	570.28	\$47,121,552

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 revenues from the Solid Waste Fee, the Brush Collection Fee, and the Environmental Fee as collected by City Public Service. The fund supports both the Environmental Management and the Solid Waste Divisions of the Environmental Services Department.

- ♦ The Solid Waste Division is responsible for the collection of refuse generated by over 299,682 homes and businesses within the City of San Antonio. The primary services provided by this Division include: bi-weekly collection of residential garbage, weekly curbside collection of residential recyclables, dead animal collection, downtown night garbage collection, and the tri-annual collection of residential brush and bulky items. Other services include: Out-Of-Cycle collection requests for brush and bulky items, supporting neighborhood associations and civic groups through the weekend Dial-A-Trailer program, and sponsorship of Keep San Antonio Beautiful. The Solid Waste Division also provides cleanups for special events, weather-related emergencies and high priority needs of other City departments.
- ♦ The Environmental Management Division is responsible for ensuring City property and construction projects are in compliance with all federal and state environmental rules and regulations. This Division performs analysis of environmental conditions of land, air and ground water in the City. Another major responsibility is the monitoring and maintenance of closed landfills. Other duties include: Household Hazardous Waste Collection Program, asbestos assessment and environmental remediation.

GOALS & OBJECTIVES

To provide the citizens of San Antonio with the highest quality of environmental services in a cost effective manner through the planning, development, implementation and coordination of the environmental aspects of all programs associated with the City.

Solid Waste Division

- ♦ To study the feasibility and cost benefits derived from automated residential garbage collection.
- ♦ To study and evaluate opportunities for siting and developing Type IV landfills to be used by City Departments for the disposal of brush, soil, and construction/demolition material.
- ♦ To study various private recycling programs and coordinate their activities with those of the City to increase the overall awareness and participation.
- ♦ To increase the number of outreach recycling programs and develop new markets to accept the City's recyclable products.

Environmental Management Division

- ♦ To maintain environmental compliance for all City facilities, construction projects, and closed landfills.
- ♦ Work toward maintaining the City's "attainment" status related to ozone standards by continuing to provide public education and proactive programs that aim to reduce ozone forming emissions.
- ♦ To coordinate the enhancement of the Household Hazardous Waste Program (HHW) with Public Works to meet the increasing demand for HHW disposal service by continuing to provide adequate, safe, and efficient opportunities for HHW disposal.

ENVIRONMENTAL SERVICES

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimate FY 2000-2001	Adopted FY 2001-2002
Input:				
Solid Waste				
Total Customers Avg Paying per Quarter ¹	291,515	298,889	296,715	299,682
Customers – City Crews	267,046	273,924	271,492	274,207
Customers - Contractors	24,469	24,965	25,223	25,475
Total Waste Generated - Tons ²	480,361	493,806	485,165	490,017
Total Service Opportunities ³	46,642,400	47,822,269	47,474,400	47,949,144
Waste Collection Crews (routes)	102	105	104	104
Recycling Collection Crews (routes)	28	28	28	28
Brush Collection Crews (routes)	18	18	18	18
Number of Authorized Positions	589	598	598	598
Environmental Management				
Env Mgmt. Project Coordinators – FTE's	7	7	7	7
Number of HHW Collection Participants	5,258	N/A	5,731	6,000
Number of One-Day HHW Collection Events	4	N/A	4	4
Number of Closed Landfills Compl. FTE's	16	N/A	16	16
Output:				
Solid Waste				
Total Waste Landfilled - Tons ⁴	435,671	443,150	448,197	452,679
Waste Collection Curbside - City Crews	329,083	340,559	334,744	338,091
Waste Collection Curbside - Contractors	28,865	24,422	26,853	27,122
Mixed Brush/Trash Collection Curbside - City Crews	77,645	78,102	86,600	87,466
Total Waste Recycled - Tons ⁵	44,691	50,655	46,054	46,527
Recycling Collection Curbside - City Crews ⁶	24,094	24,454	23,815	24,053
Recycling Collection Curbside - Contractors ⁷	2,077	1,973	2,056	2,077
City Offices Paper Collections	125	130	112	126
Brush Curbside Collections (Bitters)	9,263	13,906	13,622	13,758
Tires Curbside Collections	925	976	944	953
Metals Curbside Collections	245	178	165	167
Bitters Brush Site - Residential disposal-Recycled-Tons	7,615	8,752	5,340	5,393
Amount paid to Contractors for Collection ⁸	\$2,290,327	\$2,351,351	\$2,419,857	\$2,444,055
Amount paid to Private Landfills for Disposal - City Wide	\$6,708,663	\$6,971,474	\$7,192,105	\$7,348,893
Number of Missed Service Calls	15,716	16,069	23,972	24,212

ENVIRONMENTAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimate FY 2000-2001	Adopted FY 2001-2002
Output Continued:				
Environmental Management				
Environmental Investigations & Corrective Actions ⁹	642	590	610	602
ESA's & Remediations	339	N/A	348	343
Asbestos Surveys	279	N/A	206	201
Air Quality Events	15	N/A	56	58
Household Hazardous Waste Collected – Tons	425	349	386	435
Total Cost of HHW Processing & Disposal	\$447,757	N/A	\$537,350	\$564,218
Total Acres of Closed Landfills Maintained	761	N/A	761	761
Household Hazard. Waste Recycl. - Tons	347	287	303	330
Efficiency:				
Solid Waste				
Waste collected per Crew per Week - Tons	62.04	62.37	61.90	62.52
Recycling Collected per Crew per Week-Tons	16.55	16.80	16.36	16.52
Brush Collected per Crew per Week-Tons	94.10	96.52	108.26	109.34
Waste Collected per Household per Year-Tons	1.49	1.48	1.48	1.48
Waste Recycled per Household per Year-Tons	0.15	0.17	0.16	0.16
Total cost per ton for Disposal (Waste & Brush)	\$16.49	\$16.76	\$17.07	\$17.27
Environmental Management				
Environmental Investigations & Actions – Per Project Coordinator	92	84	87	86
Avg. Cost of for Processing/Disposal Per HHW Event	\$111,939	N/A	\$134,338	\$141,055
Avg. HHW Processing/Disposal Cost – Per Ton	\$1,053	N/A	\$1,392	\$1,297
Acres of Closed Landfill Maintained by Each FTE	48	N/A	48	48
Effectiveness:				
Solid Waste				
% of Households Participating in recycling per Week	25.40%	27.10%	25.88%	26.14%
Missed Service Calls per 10,000 Opportunities ¹⁰	3.37	3.36	5.05	5.05

ENVIRONMENTAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimate FY 2000-2001	Adopted FY 2001-2002
Effectiveness Continued:				
Missed Calls as % of Total Service Opportunities	0.0337%	0.0336%	0.0505%	0.0505%
% of Waste Diverted from Landfills	10.26%	11.43%	10.49%	10.49%
% of Households Contracted for Collection	8.39%	8.35%	8.50%	8.50%
% of Households Contracted for Disposal	100%	100%	100%	100%
Environmental Management				
Number of Environmental Projects Completed ¹¹	633	565	599	602
HHW Collected per Participant – Pounds	162	N/A	135	145
Avg. HHW Disposal Cost per Participant	\$85.16	N/A	\$93.76	\$94.04
Percentage of HHW Recycled ¹²	82%	N/A	78%	76%
Number of Environmental Rule Violations Received	0	N/A	0	0

EXPLANATORY INFORMATION

- ¹ Customers are those serviced by City Crews.
- ² Includes: Residential Garbage (City & Contracted), Recycling (City & Contracted), Brush (City & Contracted), Office Paper (City & Contracted).
- ³ Service Opportunities = Garbage (Customers * 52 weeks * 2 per wk) + Recycling (Customers * 52 wks) + Brush (Customers * 3) + Christmas Trees (Customers * 1).
- ⁴ Consists of – Residential Garbage 82%, Residential Brush 18%
- ⁵ Consists of – Curbside Recycling 52%, Brush Collection 45%, Tires, Metals, Office Papers 3%.
- ⁶ Reformatting of San Antonio Express News resulted in a 7% decrease in paper size.
- ⁷ Revised budget 2001 based on a 2.40% CPI Increase; actual CPI increase was 3.15%.
- ⁸ Customers are taking advantage of Curbside Collection Program rather than disposing at Brush Site.
- ⁹ Includes Phase I – III of ESA's, NEPA Projects, Air Quality Pub. Ed., and Asbestos Surveys for Code Compliance, and Requests and Flood Plain Acquisitions (FEMA).
- ¹⁰ Customers are taking advantage of Curbside Collection Program rather than disposing at Brush Site.
- ¹¹ All projects are completed approximately two weeks after initiation except Phase III and NEPA, which may take several months.
- ¹² Dependent on waste stream and availability of processing personnel.

Glossary

HHW = Household Hazardous Waste

ESA = Environmental Site Assessment

NEPA = National Environmental Policy Act (Requires an environmental document for federally funded projects.

Waste Collection Route = Each crew works 4 days per week collecting 2 areas per week.

Recycling Route = Each crew works 4 days per week collecting 4 areas per week.

Brush Crew = Crews work 4 – 10 Hour days 6 days per week.

Missed Service Calls = Missed collection of solid waste services for waste collection (Twice per Week),

Recycling (Once per Week), Brush Collection (Three Times per Year).

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS****\$130,211****VACANCY SAVINGS – ELIMINATE FOUR POSITIONS**

This *reduction* will eliminate four vacant positions within the Environmental Services Department. These positions (one Maintenance Worker, one Solid Waste Recycling Coordinator, two Senior Equipment Operators) have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. The total savings in FY 2002 will be \$130,211.

♦ IMPROVEMENTS**\$891,957****ENVIRONMENT – NEIGHBORHOOD OUTREACH**

This *improvement* will implement an enhanced Public Outreach Program for the Environmental Services Department's Brush collection services. The program will include improved notification of brush collection schedules; proactive outreach to neighborhood associations to solicit their assistance in notifying residents about upcoming cycles; and a campaign to better use television, radio, and newspapers as a means of notification. The total cost of this improvement in FY 2002 will be \$75,000.

ENVIRONMENT – BRUSH COLLECTION EQUIPMENT ENHANCEMENT

This *improvement* will provide an enhanced level of brush collection equipment allowing for greater efficiency in brush collection operations. The improvement includes modifying the scheduled replacement of brush trucks within the City's replacement program and lease-purchasing additional equipment to provide a total of 20 additional brush collection trucks to the fleet. Specifically, replacement funds scheduled to replace 15 brush trucks in FY 2002 will be used to acquire 17 semi-tractors. Through a lease-purchase agreement, three additional semi-tractors and 20 high capacity trailers will be acquired. First year costs for this improvement will total \$93,792 and will be used for the first year lease payment.

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$715,723. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team Members will receive a two percent salary increase. The one-time performance pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENT – WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$7,442 in the FY 2002 budget.

ENVIRONMENTAL SERVICES

PROGRAM CHANGES CONTINUED

♦ **MANDATES** **\$280,743**

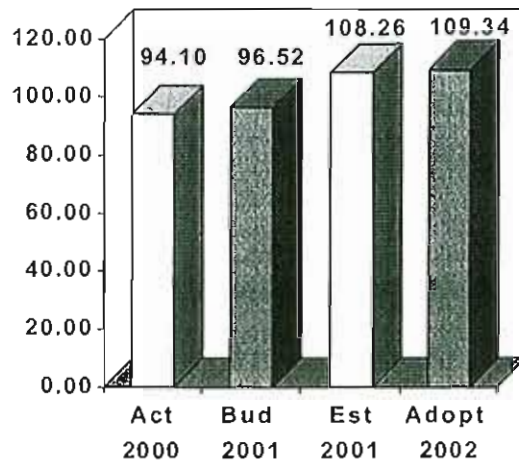
OTHER MANDATES – DISPOSAL CONTRACT INCREASE

Collection and disposal contracts are scheduled for a mandated price increase based on contract requirements. All seven collection and three disposal contracts will increase based on the Consumer Price Index. The collection and disposal contracts are estimated to increase \$77,833 and \$202,860 respectively. The total cost of this *mandate* will be \$280,743 in FY 2002.

ENVIRONMENTAL SERVICES REVENUE FUND EXPENDITURES BY CHARACTER

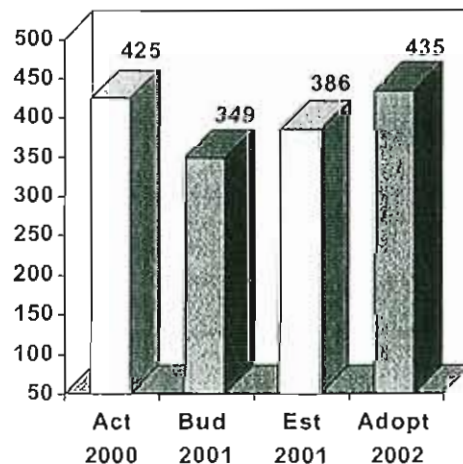
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$19,699,111	\$20,508,870	\$20,717,587	\$20,978,876
CONTRACTUAL SERVICES	18,160,888	18,161,247	19,518,919	19,951,095
COMMODITIES	2,860,063	2,609,099	3,177,530	2,991,003
OTHER EXPENDITURES	448,843	318,440	318,440	441,170
CAPITAL OUTLAY	829,847	1,254,394	363,912	350,000
TRANSFERS	2,532,309	4,465,210	2,786,985	2,409,408
TOTAL EXPENDITURES	\$44,531,061	\$47,317,260	\$46,883,373	\$47,121,552
 AUTHORIZED POSITIONS	 598	 609	 609	 605
FULL-TIME EQUIVALENTS	562.70	573.70	573.70	570.28

BRUSH COLLECTED PER CREW PER WEEK IN TONS



» The 16% projected increase in Brush Collected per Crew in FY 2002 over FY 2001 is expected from increased participation in the Brush Collection Program which occurs three times per year.

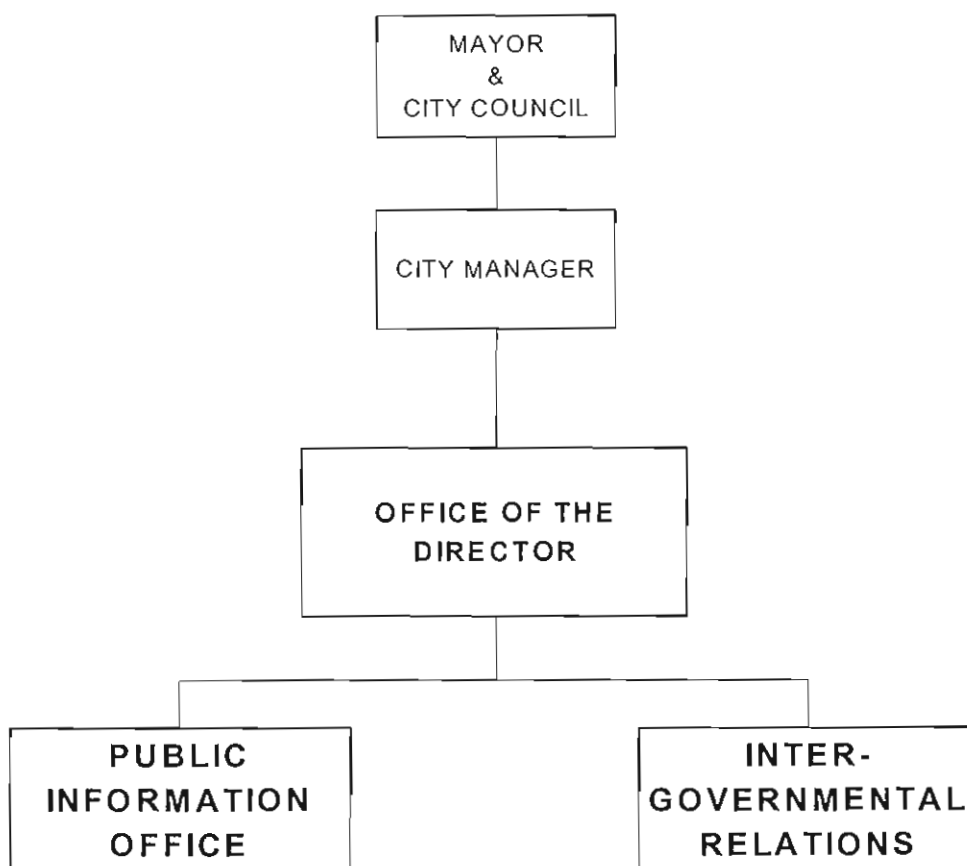
HOUSEHOLD HAZARDOUS WASTE TONNAGE COLLECTED



» Prior to FY 2002, the City collected Household Hazardous Waste at 4 temporary collection facilities .

» In FY 2002 one permanent collection facility will be opened year round.

EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	12.00	\$1,186,520
Hotel/Motel Tax Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	14.00	\$1,186,520

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

MISSION STATEMENT

The mission of the External Relations Department is to facilitate outreach to community, corporate and governmental entities through the management of the City's state and federal legislative and regulatory activities, the identification, evaluation, and administration of cooperative agreements and communication to the public of City programs and services.

PROGRAM INFORMATION

The Intergovernmental Relations Division 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 Division also manages interlocal contracts and agreements and performs other special projects related to intergovernmental cooperation.

The Public Information Office is responsible for developing publicity campaigns and disseminating information to the general public through the news media on City governmental services and events to assist citizens in using and understanding City services.

GOALS & OBJECTIVES

- ◆ To manage, at the state and federal level, the processes of legislative and regulatory government to the benefit of the City through coordination with City departments.
 - To review federal and state legislation and determine the impact to the City.
 - To enact legislative and regulatory initiatives which will benefit the City.
 - To identify and defeat legislation which will negatively impact the City.
 - To involve San Antonio legislative and congressional delegations in issues impacting the City.
- ◆ To identify and implement agreements with other political subdivisions which provide increased efficiency and service to the citizens of San Antonio.
 - To analyze all current interlocal agreements in an effort to determine their fiscal impact.
 - To assess potential interlocal agreements with other government entities.
 - To negotiate fair and equitable agreements in a professional and timely manner.
 - To strengthen communications and working relationships with area political and corporate entities.
- ◆ To support and encourage communications that inform and educate the community about City programs and services.
 - To initiate and support City departments with communication plans and services.
 - To create internal communication vehicles to inform, educate and support City employees.
 - To plan and direct the development and communication of information designed to keep the public informed of the City's programs and accomplishments
 - To coordinate media relations efforts for the City of San Antonio.

EXTERNAL RELATIONS

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Public Information Officers (PIO)	3	3	3	3
No. of Production Technicians	3	3	3	3
Total No. of Media Inquiries/Contacts	1,265	1,320	1,345	1,452
State Legislation Filed	N/A	6,262	5,712	N/A
Detrimental State Legislation Filed ¹	N/A	418	320	N/A
Active State Program Initiatives				
Adopted by Council	N/A	20	24	N/A
Active Federal Initiatives				
Adopted by Council	11	10	10	10
Interlocal Agreements -				
Administered / Managed	31	37	29	32
Output:				
No. of News Releases	430	437	320	481
No. of Media Events Coordinated	152	156	85	172
No. of City Beat Newsletters	10	12	9	12
No. of 21-CHIC Programs	282	285	280	314
No. of Video Productions	239	241	246	265
No. of Information Campaigns				
for Departments	8	8	8	10
Municipally Related State				
Legislation Monitored ¹	N/A	1,790	1,710	N/A
Detrimental State Legislation Defeated ¹	N/A	376	315	N/A
State Program Initiatives Enacted	N/A	13	19	N/A
Federal Initiatives Monitored	24	20	20	20
Interim Legislative Studies/				
Regulatory Issues Monitored	30	8	6	25
Testimonies Provided ²	16	30	34	18
Interlocal Agreements Being				
Evaluated	15	10	9	12
New Interlocal Agreements Approved	3	4	3	7
Interlocal Agreements Renewed	2	3	3	4
Efficiency:				
Avg. No. of Articles per PIO ³	147	185	110	164
Avg. No. of Video Productions per Month	20	20	21	22
Avg. No. of Media Inquiries/Contacts				
per Month	105	110	112	121
Avg. Monthly Revenue Received				
from Interlocal Agreements	\$255,945	\$263,677	\$266,961	\$278,065
Avg. Monthly Cost per Municipally				
Related Legislation Monitored ⁴	N/A	\$8.10	\$8.48	N/A

EXTERNAL RELATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of Media Attending City News Conferences	89%	90%	86%	90%
% of State Legislative Program Initiatives Enacted	N/A	65%	79%	N/A
% of Detrimental State Legislation Defeated	N/A	90%	98%	N/A
% of Increase/Decrease in Interlocal Administered/Managed	(3%)	8%	(7%)	9%

EXPLANATORY INFORMATION

Many of the measures are not applicable since the State Legislature is in session only in odd-numbered years.

¹ Municipally-related and Detrimental State Legislation is determined through internal departmental assessments in conjunction with the Texas Municipal League and the City Attorney's Office.

² "Testimonies Provided" is determined by the number of occasions the Mayor, City Council members and/or City Staff testified before various legislative committees in support of the City's priorities.

³ Examples include news releases and articles for *City Beat*.

⁴ This measure is calculated by dividing the state lobbyist monthly contract amount (\$14,500) by Municipally related legislation monitored.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$3,000**

OPERATIONAL SAVINGS

This **reduction** will result in savings in car allowance expenses. This reduction will provide a total savings of \$3,000 in FY 2002.

♦ **IMPROVEMENTS** **\$35,382**

OTHER IMPROVEMENTS – ADD ONE INTERGOVERNMENTAL RELATIONS MANAGER

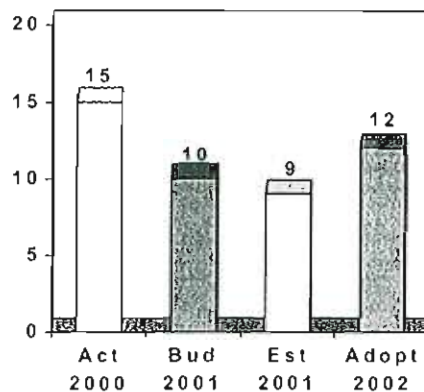
This **improvement** is a result of the City's reorganization of the Office of Intergovernmental Relations and the Public Information Division of the Community Relations Department. With the newly reorganized External Relations Department there is an increased need for direction and support to enhance partnerships with private, public and community entities as well as oversight of the Public Information Office. This improvement will add the position of Intergovernmental Relations Manager for six months. This position will be responsible for the daily operations of monitoring interlocal contracts as well as state and federal initiatives. The cost for this improvement in FY 2002 will total \$35,382. The full-year cost for this improvement in FY 2003 will be \$60,304.

EXTERNAL RELATIONS

GENERAL FUND EXPENDITURES BY CHARACTER

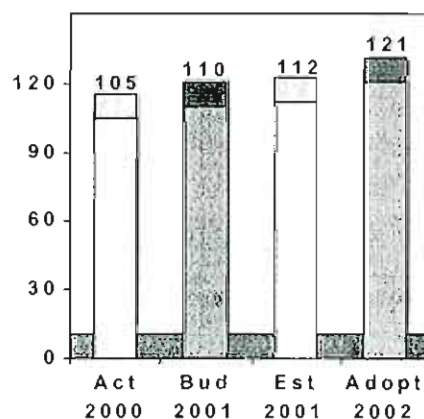
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$516,454	\$571,817	\$571,815	\$609,759
CONTRACTUAL SERVICES	441,269	556,949	522,844	531,965
COMMODITIES	19,961	20,019	19,005	20,519
OTHER EXPENDITURES	4,210	3,136	3,136	3,637
CAPITAL OUTLAY	20,224	16,335	16,335	20,640
TOTAL EXPENDITURES	\$1,002,118	\$1,168,256	\$1,133,135	\$1,186,520
AUTHORIZED POSITIONS	4	11	11	12
FULL-TIME EQUIVALENTS	4.00	11.00	11.00	12.00

INTERLOCAL AGREEMENTS BEING EVALUATED

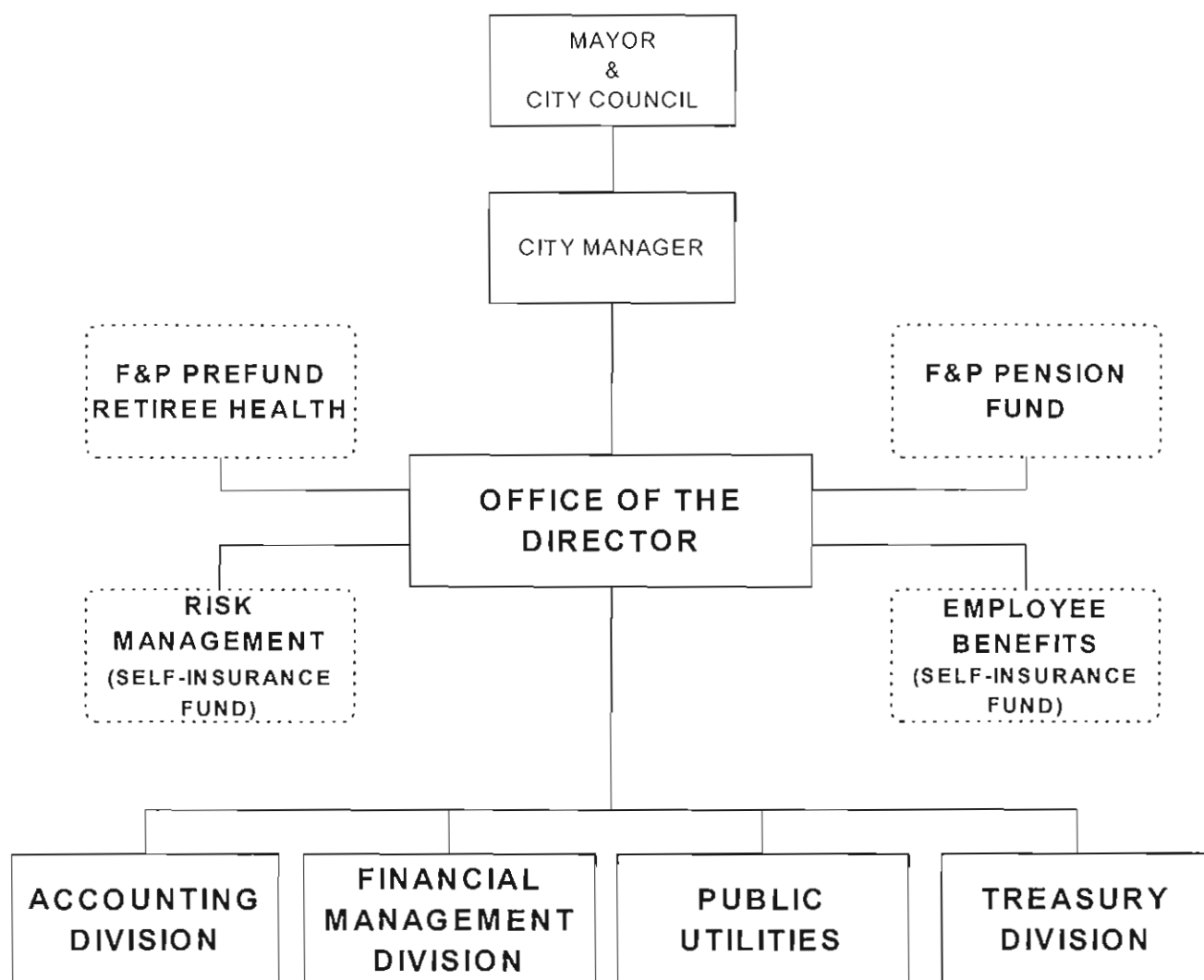


» Projected increase from FY 2001 to FY 2002 in interlocal agreements is due to efforts to consolidate services and increase efficiency.

AVERAGE NUMBER OF MEDIA INQUIRIES/CONTACTS PER MONTH



» The average number of monthly media inquiries/contacts is projected to increase in FY 2002 by 15% over FY 2000.



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	95.00	\$7,821,379
Self-Insurance Employee Benefits Fund	2.00	*
Self-Insurance Workers' Compensation	4.00	*
Community Development Block Grant	1.00	83,532
Capital Projects	0.00	32,000,000
Total Funding	102.00	\$39,904,911

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

MISSION STATEMENT

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

PROGRAM INFORMATION

The Department of Finance is responsible for accounting and management of the City's financial assets and resources and financial oversight of public utilities, in accordance with the goals established by the City Council, City Manager and in compliance with applicable laws, principles, rules and regulations promulgated by regulatory agencies of the municipal finance and public utility industries. The Department supports all City departments and agencies by providing comprehensive financial services, including accounting, treasury management, banking, debt administration, property tax administration, and investment portfolio management, along with the coordination and implementation of related internal controls. Responsibilities also include regulatory and financial oversight of all public utilities in San Antonio. The Department also provides financial oversight of the City's Liability Program, Workers' Compensation Program, Employee Benefits Programs, Fire and Police Pension Fund, and Fire and Police Retiree Health Care Fund. The Department is organized into five divisions: Financial Management, Public Utilities, Accounting, Treasury and Administrative.

GOALS & OBJECTIVES

- ◆ Continue the process to replace selected Financial and Management Systems with the latest technology using an Enterprise Resource Management Application, which will improve the quality, efficiency and effectiveness of services provided through continued enhancement of systems, policies, procedures and processes, and the timely reporting of mandated and decision making reporting.
- ◆ Continue implementation of the requirements of the Governmental Accounting Standards Board Statement Number 34, "Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments."
- ◆ Provide timely and user friendly reports (CAFR, CAFR Summary, Single Audit, Quarterly Reports, 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 upgrading the City's credit/debit card and check authorization, processing and settlement function in order to provide the customers of the City an expanded choice of payment options, achieve operational efficiencies through the application of new technologies and expedite availability and access to funds in order to efficiently manage the day-to-day cash operations of the City.
- ◆ Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services.
- ◆ Continue coordination with departments, and implement changes and modifications to the payment and procurement process.
- ◆ Continue implementation of an accounts receivable section and centralized billing process. This action will assist the Finance Department in preserving and proactively managing issues affecting the City's revenue sources.
- ◆ Continue to exercise regulatory/financial oversight over utilities, including the administration of utility contracts.
- ◆ Ensure compliance with alcoholic beverage and coin-operated amusement machine license and permit requirements through on-site inspections and internal audits of all applicable businesses.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Accounts Payable Vendors Served	11,667	16,800	12,500	13,400
No. of Component Units Reported on Investment Portfolio Value-at-Cost (millions)	11	11	11	12
Principal Amt. of General Bonded Indebtedness (millions) ¹	\$512.6	\$540.0	\$561.3	\$571.7
Principal Amt. of Revenue Indebtedness (millions) ²	\$678.6	\$774.6	\$657.9	\$678.6
Amt. of Certificates of Obligation (millions)	\$316.7	\$311.1	\$358.2	\$439.3
% of Certificate of Obligations	\$101.8	\$111.3	\$110.8	\$177.1
No. of Public Utility Complaints Received	13.05%	14.37%	14.42%	20.69%
No. of Revenue Contracts Administered	312	460	520	780
No. of Coin-Operated Amusement Machines Subject to Permitting	851	930	890	900
Cost of Collecting Accounts Receivable	11,100	11,400	11,500	11,800
	N/A	N/A	\$73,285	\$182,539
Output:				
No. of Regulatory Filings	62	62	60	56
No. of Checks Issued (excluding payroll)	61,344	58,350	64,000	62,000
No. of Accounting Staff Hours Devoted to Annual Audit	10,557	9,000	11,944	11,165
No. of Public Utility Contracts Negotiated/ Under Negotiation	7	3	3	5
Hrs. Devoted to Public Utility Contract Negotiation	2,264	980	2,240	3,040
No. of Public Utility Contracts Monitored	8	30	9	14
No. of Public Utility Rate Packages Reviewed	5	5	5	8
No. of Public Utility Complaints Resolved	299	442	504	757
Hrs. Devoted to Public Utility Complaints	234	345	390	515
Amt. of Non-Property Tax Revenue Deposits (millions) ³	\$92.7	\$105.0	\$101.8	\$103.8
No. of On-Site License Inspections	2,926	4,000	3,800	4,000
No. of Alcoholic Beverage Warning Violations Issued	382	N/A	425	450
No. of Coin-Operated Amusement Machines Sealed	549	600	400	425
Amt. of Accounts Receivable Collected (millions)	N/A	N/A	\$0.586	\$1.000
Hrs. Devoted to GASB 34 Implementation	486	N/A	3,790	10,636
Efficiency:				
Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	1,267	1,535	1,400	1,550
Avg. No. of Transactions per Accountant per Month	1,816	1,850	1,875	1,890

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency continued:				
Value of Investment Trade-Cost Basis (billions)	\$1.97	\$1.50	\$2.18	\$2.00
Avg. No. of Hours per Public Utility Contract Negotiation	323	327	747	608
Avg. No. of Hours per Public Utility Customer Complaint	0.75	0.75	0.75	0.66
Avg. No. of Customers Served per Treasury Cashier per Month	2,226	2,350	2,300	2,350
Effectiveness:				
Turnaround Time on Month-End Closing (working days)	10	10	11	10
Turnaround Time on Comprehensive Annual Financial Report (CAFR) Completion (days)	118	123	146	118
Avg. Life of General Bonded Indebtedness at FYE (years)	8.01	7.44	7.65	7.78
Avg. Cost of Financing General Obligation Debt at FYE ⁴	5.46%	5.49%	5.47%	5.48%
Tax Exempt Debt ⁵	5.41%	5.42%	5.43%	5.44%
Taxable Debt ⁶	7.29%	7.27%	7.28%	7.30%
% of Public Utility Complaints Resolved	95.83%	96.00%	96.92%	97.05%
% of Cost to Collect Accounts Receivable to Amount Collected	N/A	N/A	12.52%	18.25%

Bexar County Property Tax Collection Performance Measures ⁷

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Tax Accounts Collected by Contract	381,356	385,880	386,059	395,000
Output:				
Amt. Of Current Property Tax Revenue Deposits (millions)	\$189.6	\$201.3	\$204.4	\$209.7
Effectiveness:				
Current Property Tax Collection Rate	98.14%	97.50%	97.50%	97.50%

EXPLANATORY INFORMATION

¹ Principal amount of outstanding General Obligation Bonds and Certificates of Obligation secured by ad valorem taxes, as of fiscal year end, including Parking, Golf Courses, and Self Supporting Funds (does not include \$14.475 million in lease revenue bonds for the One Stop Development Service Center).

EXPLANATORY INFORMATION CONTINUED

- ² This amount includes \$14.475 million in lease revenue bonds for the One Stop Development Service Center.
- ³ Consolidated revenue collection point for billing and payment of rents, leases, intergovernmental contracts, hotel/motel occupancy taxes (City & County), code compliance fees, alcoholic beverage licenses, coin-operated amusement machine permits, occupational licenses, building permits and returned check fees.
- ⁴ The average rate of interest on all outstanding General Obligation Bonds and Certificates of Obligation secured by ad valorem taxes, as of fiscal year end, combining both tax-exempt and taxable indebtedness.
- ⁵ The average rate of interest on the tax-exempt portion of City indebtedness secured by ad valorem taxes, as of fiscal year end.
- ⁶ The average rate of interest on the taxable portion of City indebtedness secured by ad valorem taxes, as of fiscal year end.
- ⁷ The Revised FY 2001 figures are based on staff estimates. The Bexar County Tax Assessor-Collector's Office is currently responsible for billing and collection of City property taxes.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$265,133

ENTERPRISE RESOURCE MANAGEMENT (ERM) SYSTEM – REDIRECTION OF FUNDS

This **reduction** will redirect a portion of the funding for five positions located in the Finance Department associated with development of the Enterprise Resource Management System. This reduction will redirect funding from the General Fund to Certificates of Obligation for 100 percent of one Deputy Controller and two Special Projects Coordinator salaries, 75 percent of one Special Projects Coordinator salary, and 50 percent of one Special Projects Coordinator salary. This redirection of funds will result in savings in salaries and fringe benefits of \$265,133.

♦ MANDATE \$150,000

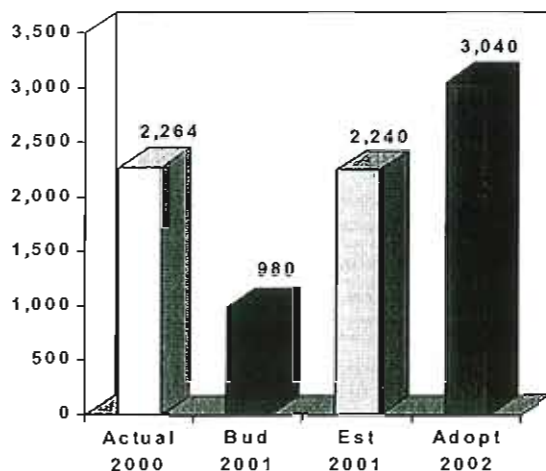
OTHER MANDATES – GASB 34 AUDIT ASSISTANCE SERVICES

This **mandate** will provide \$150,000 in FY 2002 for required implementation services from the City's external auditors regarding the GASB 34 financial reporting changes and for GASB 34-related infrastructure requirements.

GENERAL FUND EXPENDITURES BY CHARACTER

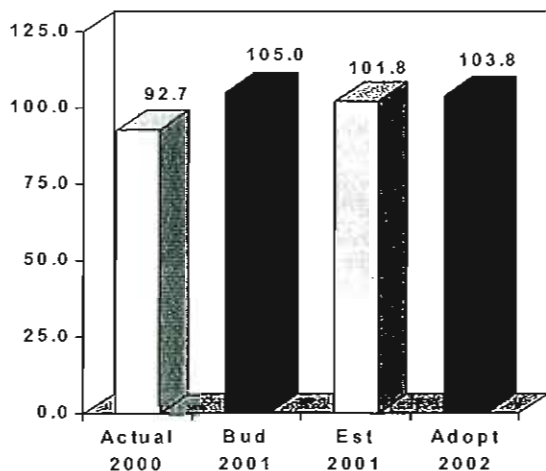
	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	3,493,556	\$4,264,005	\$3,962,219	\$4,441,100
CONTRACTUAL SERVICES	2,653,509	2,805,128	2,937,165	3,270,840
COMMODITIES	47,951	76,549	89,046	77,319
OTHER EXPENDITURES	28,550	22,075	22,075	23,653
CAPITAL OUTLAY	18,076	52,227	38,729	8,467
TOTAL EXPENDITURES	\$6,241,642	\$7,219,984	\$7,049,234	\$7,821,379
 AUTHORIZED POSITIONS	 86	 95	 95	 95
FULL-TIME EQUIVALENTS	86.00	95.00	95.00	95.00

HOURS DEVOTED TO PUBLIC UTILITY CONTRACT NEGOTIATION

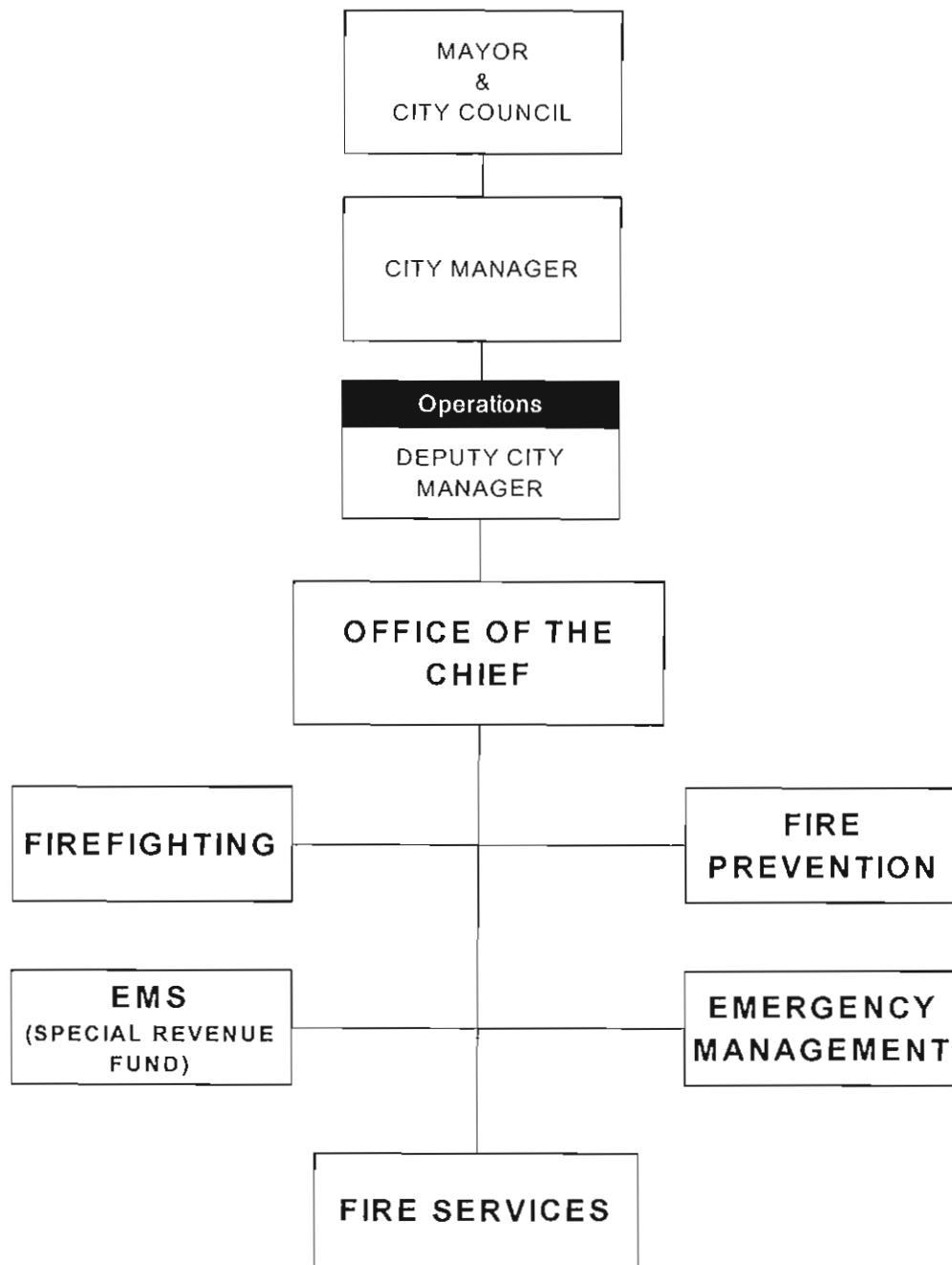


» Adopted FY 2002 Budget includes contract negotiations with cable, broadband and telecommunications companies.

AMOUNT OF NON-PROPERTY TAX REVENUE DEPOSITS (IN MILLIONS)



» Examples of Non-Property Tax Revenue Deposits include Hotel Occupancy Taxes, Code Compliance Charges, Revenue and Intergovernmental Contracts, etc.



FIRE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	1,203.00	\$100,242,050
EMS-Special Revenue Fund	353.00	36,606,605
Categorical Grants	0.00	444,802
Capital Projects	0.00	17,775,000
Total Funding	1,556.00	\$155,068,457

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, suppression, first responder, 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 alarms, trains departmental personnel, conducts community education, and coordinates the emergency preparedness effort of the City.

GOALS & OBJECTIVES

- ◆ To focus on long range planning in order to ensure that the highest possible level of Fire and EMS services are provided to the citizens of our community
 - By submittal of a five year Rolling Master Plan on an annual basis
- ◆ To ensure appropriate levels of staffing in order to provide for the safety of the community
 - By providing four person staffing in FY 2002 on 40 of the City's 48 pumper companies
 - By improving applicant processing in order to fill vacant positions quickly, while maintaining the Department's high standards of selecting applicants during the hiring process
- ◆ To enhance the Department's facilities and equipment in order to reduce injuries and maintenance costs
 - By continuing a facilities maintenance plan to replace and renovate fire stations
 - By replacing and maintaining support vehicles and supplies through the implementation of the information management system
- ◆ To optimize area coverage and provide better fire services
 - By adding and strategically locating fire fighting companies
 - By working closely with all City departments in new and expanding areas
- ◆ To enhance department operations
 - By utilizing civilian support staff to optimize productivity of uniformed staff
 - With the use of new technology
- ◆ To provide for the safety and welfare of the community
 - By inspecting buildings to detect and eliminate fire and safety hazards
 - By educating the public on fire safety
 - By intervening in the fire-setting behavior of children
 - By actively participating in community service programs
- ◆ To provide for the safety and welfare of uniformed firefighter personnel
 - By providing each firefighter personal protective ensemble
 - By implementing safety and wellness programs

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of fire fighting authorized positions	1,055	1,085	1,085	1,085
No. of fire fighting authorized apparatus	103	106	106	107
No. of vehicles maintained by fire services shops ¹	210	218	218	221
No of incoming calls to dispatch center ²	365,860	373,751	370,479	375,400
No. of pumper companies with minimum four person Staffing	38/45	40/48	40/48	40/48
Output:				
No. of total incidents	62,509	72,638	65,279	68,189
No. of structure fires	1,280	1,248	1,217	1,158
No. of other fire responses	5,593	6,494	5,645	5,672
No. of assist EMS responses	32,829	41,744	34,606	36,478
No. of other incidents	15,657	15,439	16,669	17,747
No. of false alarms	7,150	7,713	7,142	7,134
No. of emergency activations per year	1	N/A	5	3
No. of Emergency Management preparedness exercises per year	5	N/A	7	7
No. of persons receiving fire safety education	138,251	141,031	135,500	137,105
No. of children contacted by Juvenile Fire Program	22,567	20,006	27,875	29,510
No. of incidents of juvenile fire setters	304	220	205	201
No. of juvenile fire setters referral/counseled	81/72	176/151	145/100	149/110
No. of firefighter/fire cadet training hours	248,734	280,984	284,744	294,034
No. of inspections conducted	13,359	12,241	13,678	14,215
Efficiency:				
Operating expenditures per capita ³	\$78.64	\$80.20	\$79.91	\$81.75
Avg. no. of preventative maintenance/in-house repair orders per mechanic per month	22.0	N/A	19.0	22.0
Avg. no. of investigations conducted per arson investigator ⁴	98	100	84	90
Avg. no. of hrs. of in-service training per Firefighter	197	206	205	204
Effectiveness:				
Average response times (minutes) ⁵	6.09	5.69	6.11	6.16
Reported to Dispatch	1.28	1.28	1.29	1.29
Dispatch to Response	1.08	1.00	1.12	1.12
Response to Arrival (travel time)	3.73	3.41	3.70	3.75

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness Continued:				
% Of Calls < 4 minutes travel time	62.2%	75.9%	62.5%	60.8%
% Of Calls < 5 minutes travel time	79.7%	91.7%	80.0%	78.8%
% Of Calls < 6 minutes travel time	90.7%	98.6%	91.0%	90.0%
Assist EMS Response Time	6.30	N/A	6.34	6.35
Reported to Dispatch	0.65	N/A	0.65	0.65
Dispatch to Response	1.25	N/A	1.22	1.21
Response to Arrival (travel time)	4.40	N/A	4.47	4.49
Structure fires per 1,000 occupancies – residential single family ⁶	4.27	4.44	4.33	4.12

EXPLANATORY INFORMATION

¹ The data reflects a transition of old vehicles that are being replaced by new units.

² All Fire and EMS calls are included in the "number of calls to dispatch center". In addition, all duplicate calls as well as some non-emergency calls such as calls from the media are also included in this measure.

³ The operating expenditure per capita measure is based on the department's operating expenditures divided by the City's population. Population estimates are as of January 1st of each fiscal year and are provided by the Planning Department.

⁴ This data does not include active or inactive investigations that investigators carry in their total caseload from previous years. It includes averages of new investigations conducted by investigators for the dates indicated. The types of investigations include: arson fires, attempted arson, accidental fires, fires of undetermined origin, prohibited weapons, explosions, bomb threats, hoax bombs, components of explosives, false alarms, criminal mischief, and city ordinance violations.

⁵ The "Average response times" in minutes has increased due to the addition of a new component in FY 2001 (Reported to Dispatch) that measures the time in which a call is received until when the unit is dispatched.

⁶ The department is using the definition of single family residential data (including duplexes) that is provided by the Planning Department to calculate this measure.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **\$163,023**

APPLICANT PROCESSING IMPROVEMENT SAVINGS

This **reduction** will reduce overtime in the Fire Suppression Division. This reduction is enabled by a corresponding Fire Master Plan improvement that adds two civilian personnel investigator positions for Applicant Processing. As a result, two uniformed personnel currently assigned to Applicant Processing will be reassigned to the Fire Suppression Division. The FY 2002 savings will total \$88,568.

INVENTORY SAVINGS

This **reduction** will provide savings through a reduction in inventory in the Fire Department Services section. With the implementation of the Fleet Management System, better inventory management will negate the necessity for surplus inventory. This reduction will result in total savings of \$10,000 for FY 2002.

PROGRAM CHANGES CONTINUED

ELIMINATE ONE MECHANIC II POSITION

This *reduction* will eliminate one vacant Mechanic II position currently assigned to the Services section of the Fire Department. The division will be able to absorb the workload currently assigned to this position. No decrease in the level of service is expected from this reduction. This reduction will provide a savings of \$34,455 for FY 2002.

RECRUITING IMPROVEMENT SAVINGS

This *reduction* will reduce the Fire Department's overtime budget by \$30,000 to reflect savings to be generated through increased coordination with the Police Department in personnel recruiting efforts.

♦ IMPROVEMENTS

\$697,710***EXISTING INFRASTRUCTURE - PROVIDE FIRE SERVICES TO BROOKS CITY-BASE***

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This *improvement* includes \$14,316 in added expenditures to provide Fire services to Brooks City-Base beginning in October, 2001.

PUBLIC SAFETY - CONTINUE APPARATUS REPLACEMENT PROGRAM

This *Fire Master Plan improvement* will add \$284,742 for the first year of a three-year lease/purchase arrangement for the replacement of four pumpers and one HAZMAT unit and \$82,239 for the first year of a five-year lease/purchase arrangement for the replacement of one aerial platform truck. This improvement will also place all of these vehicles in the City's vehicle replacement program. This improvement continues the Fire Department's strategy, initiated in FY 1997, of reducing the age of existing firefighting apparatus. The FY 2003 cost for this improvement will total \$694,509.

PUBLIC SAFETY - REPLACE MOBILE DATA TERMINALS WITH CDPD LAPTOPS

This *Fire Master Plan improvement* will provide \$92,102 for the first year of a three-year lease/purchase arrangement for the replacement of 40 Mobile Data Terminals (MDT's) with portable and rugged Cellular Digital Packet Data (CDPD) laptop computers. The FY 2002 replacement of 40 MDT units will be the final year of a three-year program to replace a total of 120 MDT's. The CDPD units will provide firefighters in the field with enhanced technological capabilities such as access to expanded incident data, a direct link to the Computer-Aided Dispatch System, and the capability for in-vehicle mapping. The FY 2003 cost will total \$175,368.

PROGRAM CHANGES CONTINUED***PUBLIC SAFETY - ADD TWO FIRST RESPONDER VANS***

This *Fire Master Plan improvement* will add two first responder vans to the Fire Department's current fleet of 16 first responder vans. First responder vans are used to provide emergency medical assistance for patient basic life support. These vans are sent instead of sending a pumper. This deployment strategy reduces maintenance costs and allows the pumper to remain at the fire station available to respond to other calls. This improvement is part of the program designed to expand the Fire Department's fleet of first responder vans to a total of 18. The FY 2002 improvement total is \$59,018 and includes the one-time cost of \$36,000 for two vans and \$10,768 for associated operating costs. The full year cost for FY 2003 will be \$17,514.

PUBLIC SAFETY - ADD ONE SAFETY OFFICER POSITION

This *Fire Master Plan improvement* will add a Special Projects Coordinator position to expand the Fire Department's Safety Program. This additional position will produce safety reviews, investigate accidents and injuries, and develop new programs based on analysis of recurring injury trends. The FY 2002 cost of this position with three months funding will be \$44,787. In FY 2003, the full-year cost will be \$57,460.

PUBLIC SAFETY - ADD TWO CIVILIAN PERSONNEL INVESTIGATORS

This *Fire Master Plan improvement* will add two civilian Personnel Investigator positions to the Applicant Processing Section. As a result, two uniformed personnel currently assigned to Applicant Processing will return to their regular assignments in the Firefighting Division. The FY 2002 cost of funding this improvement at three months is \$50,019. Included in the FY 2002 cost is the one-time cost of \$28,990 for two vehicles for the unit. Full year funding of this improvement in FY 2003 will total \$67,766.

PUBLIC SAFETY - ADD ONE SENIOR GIS ANALYST POSITION

This *Fire Master Plan improvement* will add one Senior GIS Analyst to the Fire Department's Management Information Services section. The GIS Analyst will provide wall and book maps, maps for master plans, annexations, and other such applications. With the funding of this improvement, mapping and computer functions normally performed by uniformed personnel on an overtime basis will be centralized with the MIS section resulting in a \$10,000 reduction in overtime. The FY 2002 cost of funding this position for six months will be \$39,277. In FY 2003, the full-year funding cost will total \$56,577.

PUBLIC SAFETY - ADD ONE BUILDING MAINTENANCE OFFICER POSITION

This *Fire Master Plan improvement* will add one Building Maintenance Officer to the Fire Department's Services section. The Building Maintenance Officer will assist with work requests, perform site visits to fire stations to inspect for maintenance problems, and will coordinate with Public Works on fire station projects. The FY 2002 cost of funding this improvement for three months will be \$31,210 and includes \$14,864 for a one-time vehicle purchase. In FY 2003, the full-year funding cost will be \$37,180.

PROGRAM CHANGES CONTINUED

♦ MANDATES

\$366,600

OTHER MANDATES - EDUCATION PAY

This *mandate* reflects the additional funding necessary to fund the increased cost of paying firefighters who earn a college degree. According to the terms of the 1999 collective bargaining agreement, firefighters with a Bachelor's degree receive \$3,000 per year and firefighters with an Associate's degree receive \$1,800 per year. During FY 2002, the Fire Department will require an additional \$101,600 to meet the expense of paying firefighters with newly acquired degrees.

OTHER MANDATES - EMERGENCY MEDICAL TECHNICIAN (EMT) CERTIFICATION PAY

This *mandate* reflects the additional funding needed in FY 2002 to pay for the increased cost anticipated for newly certified Emergency Medical Technicians (EMTs). The 1999 Fire Department collective bargaining agreement establishes that all EMT certified employees receive this pay. The pay is tiered upon the years of certification as follows: firefighters having up to four years will receive \$50 per month; firefighters having up to eight years will receive \$100 per month; firefighters having nine years and over will receive \$150 per month. The EMT certification increase varies from year to year because it is based on the number of new cadets, the number of retirees and certification dates. The additional funding required by the department during FY 2002 to pay for EMT Certification Pay increases will be \$18,000.

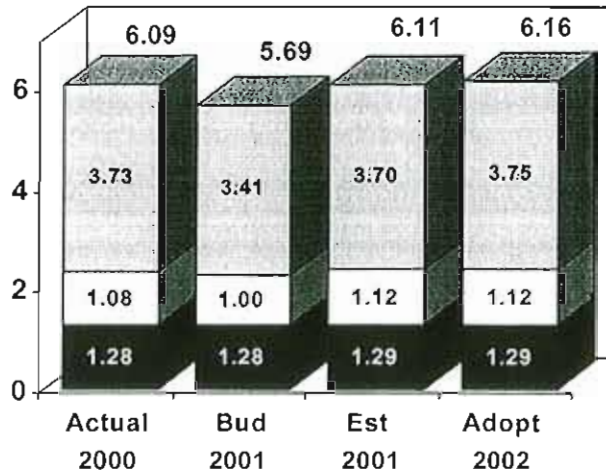
OTHER MANDATES - LONGEVITY PAY

The 1999 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This mandate will increase base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. This cost represents the incremental increase for all uniformed employees in the Fire Department General Fund. The cost for this *mandate* in FY 2002 will be \$247,000.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$83,971,820	\$87,045,344	\$87,324,812	\$89,933,588
CONTRACTUAL SERVICES	4,511,799	5,548,032	5,548,762	5,392,759
COMMODITIES	1,834,174	1,769,227	1,708,343	1,853,060
OTHER EXPENDITURES	762,880	1,460,677	1,460,677	2,580,784
CAPITAL OUTLAY	1,069,256	1,234,426	1,190,928	481,859
TOTAL EXPENDITURES	\$92,149,929	\$97,057,706	\$97,233,522	\$100,242,050
 AUTHORIZED POSITIONS	 1,144	 1,177	 1,177	 1,203
FULL-TIME EQUIVALENTS	1,144.00	1,177.00	1,177.00	1,203.00

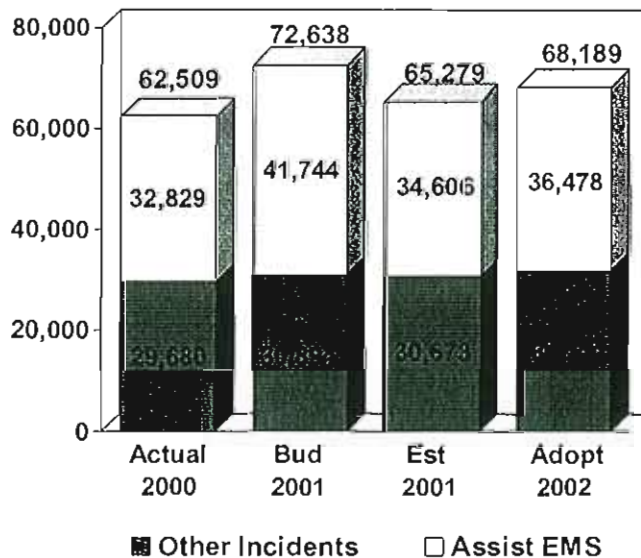
AVERAGE RESPONSE TIMES (IN MINUTES)



» Represents the time that elapses from when a call is received at dispatch until a Fire unit arrives at the scene.

■ Reported to Dispatch □ Dispatch to Response □ Response to Arrival

NO. OF TOTAL INCIDENTS



» Represents the total number of Assist EMS and all other incidents responded to by the Fire Department.

» Other Incidents include: Structure Fires, Other Fire Responses and False Alarms.

■ Other Incidents □ Assist EMS

MISSION STATEMENT

To minimize the loss of life or serious injury by providing immediate and reliable response to medical emergencies and to assess, treat, stabilize, and transport patients until definitive medical care is available and initiated at an appropriate medical facility.

PROGRAM INFORMATION

Emergency Medical Services provides advanced life support at the site of a medical emergency and transports patients to appropriate medical facilities. Medical control is provided by physicians via voice communication on a 24-hour basis. Continuing education is administered by registered nurses. All EMS units are equipped with mobile computers, which allow voiceless communication. Paramedics utilize bicycles and a specialized golf cart to serve citizens attending major functions and events within the City of San Antonio. The EMS Division is proactively involved in injury prevention and health awareness programs targeted toward the community at large.

GOALS & OBJECTIVES

- ◆ To optimize area coverage
 - By strategically placing peak period units in specific, targeted areas of the City during periods of high demand
- ◆ To maintain the average response time goal within the Emergency Medical Service response areas
 - By maintaining a Call Reported to Dispatch time of 1.00 minutes
 - By maintaining a Dispatch to Response time of 1.25 minutes
 - By maintaining an average travel time within the City to 6.0 minutes
 - By maintaining an average travel time within the suburbs to 7.0 minutes
- ◆ To maximize net revenue from ambulance services
 - By implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes
- ◆ To provide adequate replacement and maintenance of support vehicles, equipment and supplies to effectively and efficiently maintain department operations
 - By the implementation of the fleet management system
- ◆ To optimize operational efficiency and improve customer service
 - By updating administrative and operational policies regularly for validity and effectiveness
 - By implementing a quality assurance program that investigates citizen-based concerns specific to individual paramedics and provides education and/or training to paramedics as necessary
 - By emphasizing customer service to field officers and paramedics during continuing education in order to improve the communication and informational processes between the patients and paramedics
- ◆ To enhance departmental efficiency
 - By utilizing civilian support staff to optimize productivity of uniformed staff
- ◆ To enhance employee performance
 - By implementing safety and wellness programs

EMERGENCY MEDICAL SERVICES

GOALS & OBJECTIVES CONTINUED

- ♦ To decrease the occurrence and impact of injuries and illnesses to citizens
 - By promoting and participating in preventive and health-based community outreach programs, which include, but are not limited to bicycle helmet use and safety, drowning prevention, stroke awareness, and CPR class sessions for adults and elementary-aged students

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of incidents	94,911	97,412	98,707	102,656
No. of patient records maintained	104,017	108,128	108,178	112,505
No. of full-time ambulances	23.50	25.00	24.25	26.00
Avg. no. of 8 hour PPS units per day	6.20	5.95	6.65	6.65
Output:				
Units dispatched	103,255	106,030	107,385	111,681
No. of full-time units dispatched	93,909	95,642	97,665	101,572
No. of PPS units dispatched	9,346	10,388	9,720	10,109
No. of transports	45,376	46,191	47,191	49,079
No. of patients transported	46,138	48,389	47,984	49,903
Efficiency:				
Full-time unit responses per hour	0.456	0.449	0.460	0.464
PPS unit responses per hour	0.516	0.664	0.498	0.497
Transport Rate	48.00%	47.40%	47.80%	47.80%
Effectiveness:				
Avg. response time in minutes ¹				
City average response time	8.34	8.54	8.49	8.76
Call Reported to Dispatch	1.03	1.25	0.99	0.98
Dispatch to Response	1.23	1.26	1.26	1.27
Response to Arrival (travel time)	6.08	6.03	6.24	6.51
Suburbs average response time	9.19	9.07	9.83	10.40
Call Reported to Dispatch	0.49	1.25	0.75	0.75
Dispatch to Response	1.23	1.25	1.26	1.28
Response to Arrival (travel time)	7.47	6.57	7.82	8.37
Avg. time from receipt of request to hospital arrival				
Code II (medical need to be transported)	40.82	42.83	43.95	44.48
Code III (life-threatening)	37.25	38.85	39.46	40.15

EXPLANATORY INFORMATION

¹ Response times have been calculated by combining times for call reported to dispatch, dispatch to response, and response to arrival. These times represent the total time elapsed from when a call is received at Fire Dispatch to when an ambulance arrives at the scene. In the past, the average response time was defined as the elapsed time between when a call was dispatched and the time the unit arrived at the scene.

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$60,000**

OPERATIONAL SAVINGS

This **reduction** will provide savings through a reduction in inventory in the EMS Division Services section. With the implementation of the Fleet Management System, better inventory management will negate the necessity for surplus inventory. This reduction will result in total savings of \$60,000.

- ♦ **IMPROVEMENTS** **\$756,495**

EXISTING INFRASTRUCTURE - PROVIDE EMS SERVICES TO BROOKS CITY- BASE

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This **improvement** includes \$27,341 in added expenditures to provide EMS services to Brooks City-Base for eight months. The full year cost in FY 2003 will be \$41,011.

PUBLIC SAFETY - ADD ONE EMS UNIT

This **Fire Master Plan improvement** will add one full-time Emergency Medical Services unit of 12 Fire Apparatus Operator positions at a total FY 2002 cost of \$499,248. This improvement will increase the number of City-wide full-time EMS units from 25 to 26. In addition, this improvement will allow for reallocation of peak period staffing from an area which will be served by the additional full-time EMS unit to an area in need of peak period staffing. This improvement will be funded for three months in FY 2002 and includes one-time costs of \$109,307 for an ambulance and associated equipment. The full year cost in FY 2003 will total \$1,076,547.

PUBLIC SAFETY - REPLACE 3 LEAD EKG'S WITH 12 LEAD EKG'S

This **Fire Master Plan improvement** will fund ten 12 Lead EKG's enabling paramedics to better assess, treat, and medicate patients suffering from heart-related illness and arrhythmia in a pre-hospital setting. More accurate assessments of heart-related illnesses will enhance patient care by improving field treatment and by providing hospital staff with in-depth and accurate cardiac information immediately upon the patient's arrival to the emergency department. EMS proposes to eventually purchase a total of forty 12 Lead EKG's with a four year phase-in schedule of ten per year. The cost of funding this improvement for FY 2002 will be \$229,906.

EMERGENCY MEDICAL SERVICES

PROGRAM CHANGES CONTINUED

♦ **MANDATES** **\$163,947**

OTHER MANDATES - EDUCATION PAY

This **mandate** reflects the additional funding necessary to fund the increased cost of paying firefighters who earn a college degree. According to the terms of the 1999 collective bargaining agreement, firefighters with a Bachelor's degree receive \$3,000 per year and firefighters with an Associate's degree receive \$1,800 per year. During FY 2002, the EMS Division will require an additional \$6,600 to meet the expense of paying firefighters with newly acquired degrees.

OTHER MANDATES - LONGEVITY PAY

The 1999 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This **mandate** will increase base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. This cost represents the incremental increase for all uniformed employees in the EMS fund. The cost for this mandate in FY 2002 will be an additional \$77,337.

OTHER MANDATES - PARAMEDIC CERTIFICATION PAY

Based on the terms of the 1999 collective bargaining agreement, paramedics are eligible to receive increasing amounts of incentive pay as they increase their years of service. Paramedics receive \$150 per month for those who have up to four years of service, \$200 per month for five to eight years, and \$250 per month beginning in the ninth year. The cost for this **mandate** in FY 2002 will total \$ 9,000.

OTHER MANDATES - EMT TRAINING CONTRACT INCREASE

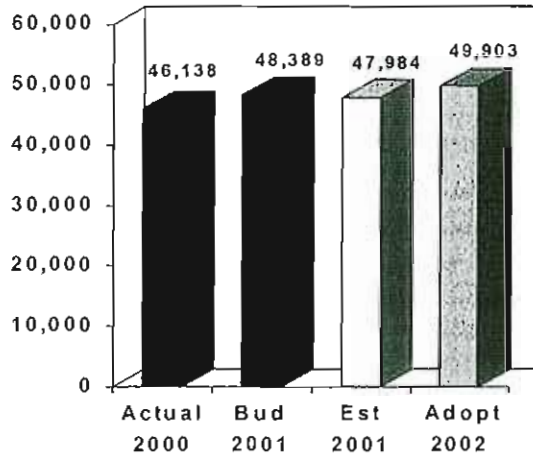
This **mandate** reflects the incremental increase required by contract to cover costs paid to the University of Texas Health Science Center for Emergency Medical Technician training and the licensed physician who acts as the EMS Medical Director. The cost of this mandate in FY 2002 will total \$71,010.

EMERGENCY MEDICAL SERVICES FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$27,361,981	\$28,383,638	\$29,160,676	\$30,436,101
CONTRACTUAL SERVICES	3,091,259	3,360,328	3,163,300	3,499,852
COLLECTION EXPENSE	856,765	866,766	875,708	919,443
COMMODITIES	1,080,291	1,134,064	1,025,693	1,141,365
OTHER EXPENDITURES	255,870	175,301	175,297	175,380
CAPITAL OUTLAY	615,714	352,521	324,225	434,464
TOTAL EXPENDITURES	\$33,261,880	\$34,272,618	\$34,724,899	\$36,606,605
 AUTHORIZED POSITIONS	 328	 341	 341	 353
FULL-TIME EQUIVALENTS	328.00	341.00	341.00	353.00

EMERGENCY MEDICAL SERVICES

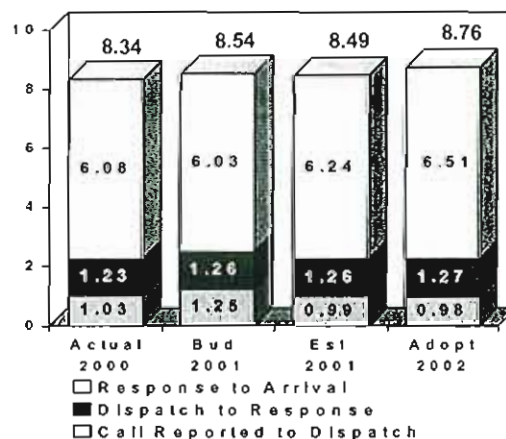
NUMBER OF PATIENTS TRANSPORTED



» Represents the number of persons transported to a medical facility.

» A 3.13% increase in transports is projected for FY 2002 over FY 2001.

EMS SERVICE CITY AVERAGE RESPONSE TIME (IN MINUTES)



» Represents the time that elapses from when a call is received at dispatch until an EMS unit arrives at the scene.

» Increase in response time projected for FY 2002 is from increased call volume and population growth.

**FIRE
GRANT SUMMARY**

Listed below is a comprehensive listing of all the grants the Fire Department is anticipating to receive in FY 2002. The Fire Department's objective is to seek alternative funding sources for existing as well as new programs that support the department's mission.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Fire Act	\$228,996	\$0	\$98,141	\$0	\$327,137
Emergency Management	78,335	0	0	0	78,335
F&E Grant	0	19,665	19,665	0	39,330
TOTAL	\$307,331	\$19,665	\$117,806	\$0	\$444,802

FIRE ACT

FIRE

Activity Number:
Division:
Program Dates:
Authorized Positions:

20-04-01
Firefighting
10-01-01 to 09-30-02
0

PROGRAM DESCRIPTION

FEMA is authorized to make funds available for FY 2001 under the FIRE Act grant program. Funds must be committed by September 30, 2002. These funds will be used for fit testing of the self-contained breathing apparatus mask for all firefighters in the department. Fit testing is done to check that the mask size and model fits the user's face. Funds will also be used to provide hands-on continuing education hours for firefighting personnel in departmental procedures and protocols. Contingent upon award of the grant, a 30% match of the award amount will be required.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal Emergency Management Assist.	0	0	228,996
City - Transfers required as grant match	\$0	\$0	\$98,141
Total	\$0	\$0	\$327,137

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$179,290
Contractual	0	0	3,645
Commodities	0	0	9,678
Other Expenditures	0	0	0
Capital Outlay	0	0	134,524
Total	\$0	\$0	\$327,137

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input			
# of firefighting personnel affected by grant request	N/A	N/A	959
Output:			
# of hands on scenario training hours available	N/A	N/A	7,672
# of hands on vehicle training hours available	N/A	N/A	1,918
# minutes available for fit testing	N/A	N/A	28,770
Efficiency:			
# hours available for scenario training/firefighter	N/A	N/A	8
# hours available for vehicle training/firefighter	N/A	N/A	2
# minutes available for fit testing/firefighter	N/A	N/A	30
Effectiveness:			
% firefighting personnel to complete scenario training	N/A	N/A	100%
% firefighting personnel to complete vehicle training	N/A	N/A	100%
% firefighting personnel provided fit testing	N/A	N/A	100%

Activity Number:
 Division:
 Program Dates:
 Authorized Positions:

20-06-01
 EMERGENCY MANAGEMENT
 10-01-01 to 09-30-02
 0

PROGRAM DESCRIPTION

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 updating of written plans. These planning efforts require extensive and ongoing coordination with most City departments, state and federal offices and outside agencies to provide the expert planning efforts required of a major City. The COSA Office of Emergency Management, under the Mayor's authority, is responsible for submitting all Disaster Declarations to the Governor's office and is responsible for requesting all State and Federal assets required to respond to and recover from a disaster.

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal Emergency Management Assist.	\$78,335	\$78,335	\$78,335
Total	\$78,335	\$78,335	\$78,335

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$53,823	\$53,823	\$53,823
Contractual	19,046	19,046	19,046
Commodities	1,253	1,253	1,253
Other Expenditures	4,213	4,213	4,213
Capital Outlay	0	0	0
Total	\$78,335	\$78,335	\$78,335

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
No. of people attending speaking engagements	250	500	750
No. of emergency response exercises	4	4	4
No. of Emergency Operation Center activation ¹	1	5	2
No. of planning activities ²	26	26	26

EXPLANATORY INFORMATION

¹ Activation include partial activations; such as when SAFD, SAPD and Public Works activate to smaller disasters like flooding

² Planning includes all State mandated annexes, WMD, and Biological plans

FACILITIES & EQUIPMENT GRANT

FIRE

Activity Number:

20-06-01

Division:

Emergency Management

Program Dates:

10-01-01 to 09-30-02

Authorized Positions:

0

PROGRAM DESCRIPTION

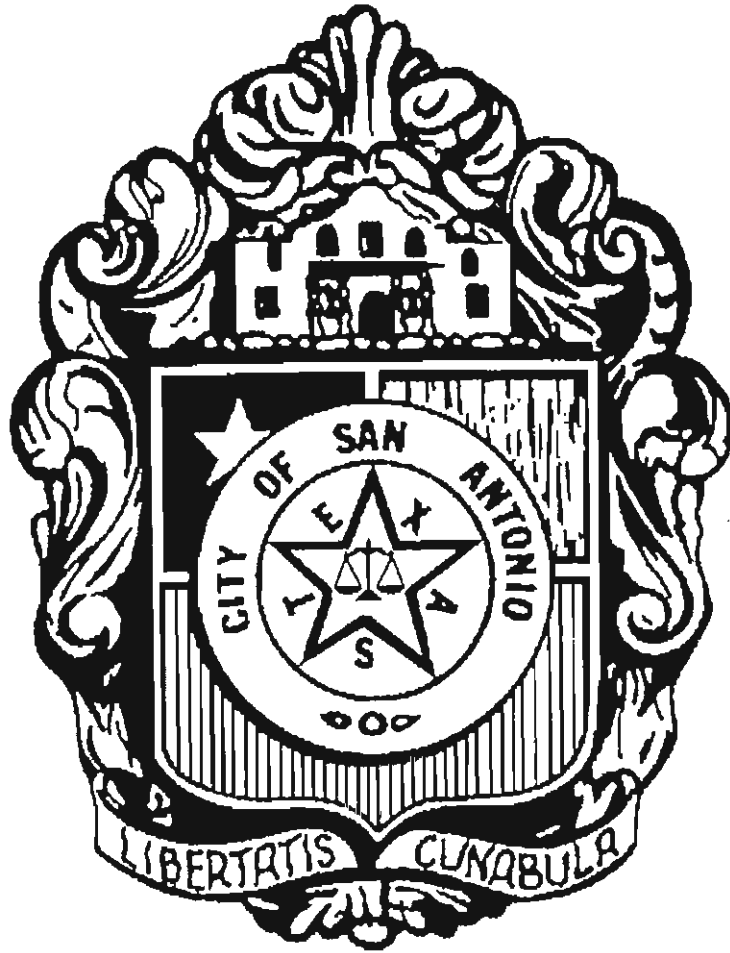
Funds from the Texas Department of Public Safety's Emergency Management Division will be used to reconfigure the Emergency Operations Center command room. Funds will be used to contract an individual to construct a multi-media cabinet that will house a 61" television utilized for projecting computer generated maps and six existing televisions used for information delivery, such as Trans Guide, during an activation. In addition, a command table with ten retractable work stations that will house computer and telephone capabilities will be obtained with these funds. Cable, telephone, and computer modifications will also be performed to upgrade communications capabilities during an activation. The total cost of this project is \$39,330 and requires a 50% match from the City of \$19,665.

FUNDING SOURCES AND AMOUNTS

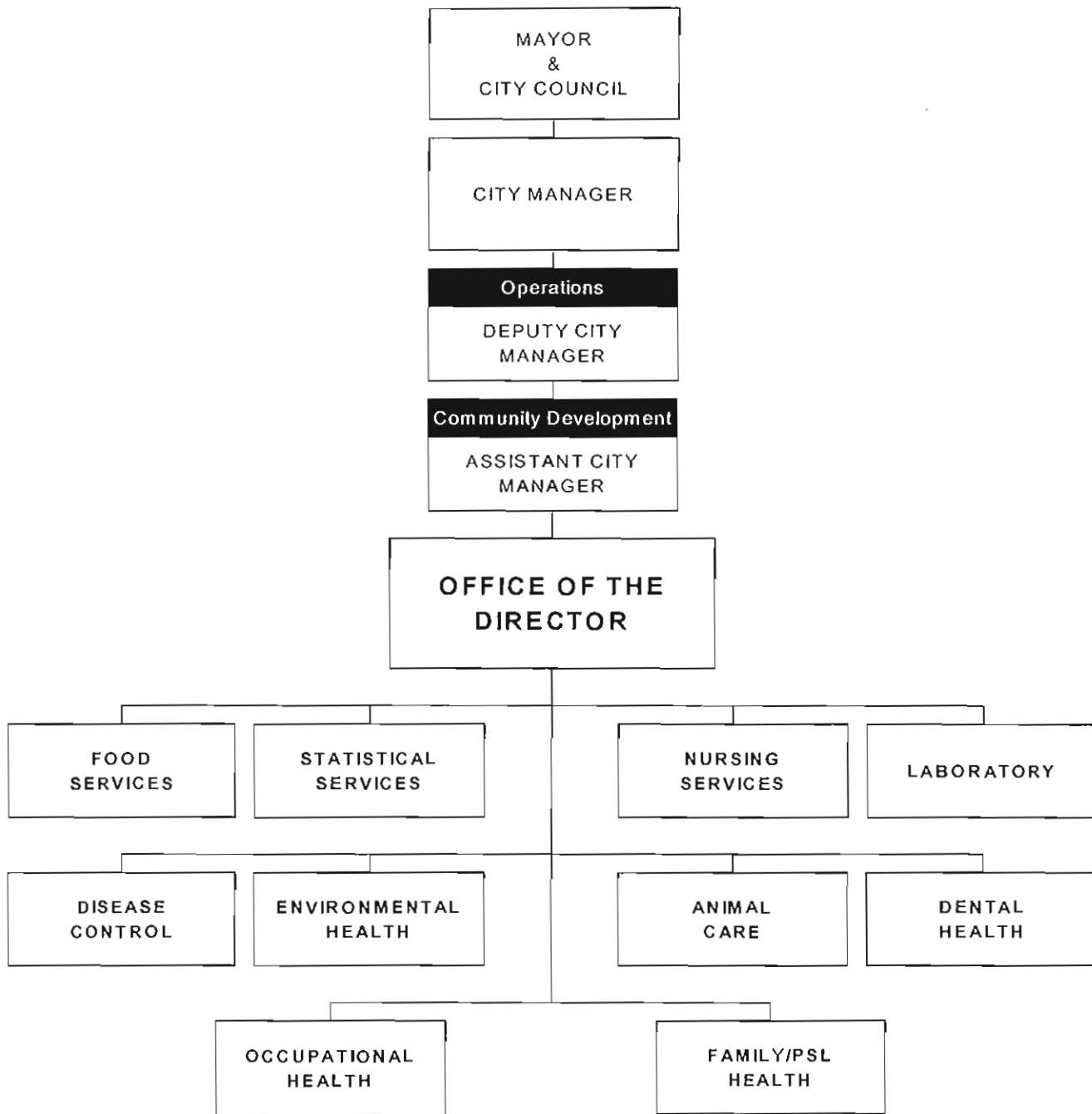
	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Public Safety EMD.	\$0	\$0	\$19,665
City - Transfers required as grant match	0	0	19,665
Total	\$0	\$0	\$39,330

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$0
Contractual	0	0	15,330
Commodities	0	0	0
Other Expenditures	0	0	0
Capital Outlay	0	0	24,000
Total	\$0	\$0	\$39,330



HEALTH



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	339.50	\$16,483,656
Public Health Support Revenue Fund	52.50	2,099,985
Occupational Health Fund	5.00	657,056
Categorical Grants	291.00	21,595,420
Bexar County Rabies Control Fund	4.00	246,380
Total Funding	692.00	\$41,082,497

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ♦ To provide appropriate immunizations (Influenza, foreign travel, Tetanus, Hepatitis A and/or B) to at least 50,000 adults.
- ♦ To develop a five-year strategic plan for the Health District to re-align program operations with the core functions and essential services of public health.
- ♦ To monitor and to participate in the abatement screening of the environmental health issues/problems around Kelly Air Force Base.
- ♦ To collaborate with the Animal Care Services Advisory Board and the community at large in the development of a conceptual model of the ideal animal care program for this area.
- ♦ To continue to re-orient the Food and Environmental Health Services to take advantage of new computer technology available for facilitating health inspections and data analysis.
- ♦ To develop a database of at least 25% of the unlicensed day care operations in San Antonio and provide information regarding best practices from a public health perspective.
- ♦ To continue consulting with local school districts for the purpose of developing common health standards and recommendations for school health.
- ♦ To relocate the Vital Statistics Services Division to the new City Records Facility and implement a "point of sale" process to improve customer service and financial accountability.
- ♦ To convert all birth and death records to electronic images in order to preserve the original documents and facilitate sales of certified copies to eligible customers.
- ♦ To screen all well child patients for eligibility in the Children's Health Insurance Program (CHIP) and provide application assistance as needed.
- ♦ To offer vaccinations against Hepatitis B to all STD patients who have not already been protected against the disease.
- ♦ To expand the Hepatitis A program to include all children age's 2-18 seeking immunization service.
- ♦ To continue collaboration with the Texas Department of Health, San Antonio Fire Department and key local medical providers in the completion of the Health Alert Network, an effort to prepare the community against bio-terrorism and weapons of mass destruction.

HEALTH DISTRICT

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
General Fund Budget	\$14,971,378	\$16,443,776	\$15,712,838	\$16,483,656
Total Budget all Sources	\$34,460,602	\$39,322,086	\$38,119,900	\$37,647,308
Total All Funds FTE's	755.00	685.00	685.00	691.50
Output:				
Immunizations Given ¹	340,217	526,109	368,720	372,850
Prenatal Visits	26,866	26,410	26,480	26,490
Well Child Visits ²	22,449	27,230	22,500	22,750
Adult Health Visits ³	3,568	2,140	4,800	4,825
STD Clinic Visits	11,025	11,220	11,210	11,550
Routine Food Establishment Inspections	30,197	33,010	34,075	34,275
Animals Impounded	46,758	47,080	46,010	46,050
Birth/Death Certificates Issued	175,238	174,038	181,050	185,675
Dental Clinic Visits	17,971	17,350	17,810	19,250
Environmental Inspections	33,648	28,030	29,980	30,025
Laboratory Tests Conducted ⁴	395,575	394,620	436,105	410,565
Vector Control Site Inspections	105,193	99,448	105,100	105,850
Efficiency:				
Immunizations Given, per day	1,372	2,121	1,486	1,503
Birth/Death Copies Issued, per day	707	702	730	749
Animals Impounded, per day	189	189	185	186
Dental Visits, per day	72	69	72	75
Laboratory Tests Conducted, per day	1,595	1,591	1,759	1,655
Vector Control Site Inspections, per day	424	401	423	427
Food Inspections, per day per Sanitarian	5.00	5.12	5.28	5.32
Effectiveness:				
% of Prenatal Patients Receiving Early Care	50.0%	72.0%	55.0%	60.0%
% of High Risk STD clients Tested for HIV	98.8%	97.5%	97.5%	98.0%
% of Impounded Animals Adopted	3.1%	4.0%	4.5%	4.7%
% of Food Establishments with less than 25 Demerits	N/A	70.0%	85.0%	85.0%
% of Children Less Than 2 Years of Age Immunized	N/A	83.0%	78.0%	80.0%
% of Dental Appointments Kept	80.0%	72.0%	81.0%	84.0%

HEALTH DISTRICT

EXPLANATORY INFORMATION

¹ Decreases in immunizations in Estimated and Adopted columns are due to delay in flu shipment, VFC providers and accounting improvements.

² Decrease in Well-Child Visits due to reduction in Case Management Staff which accounts for 300 visits/month-3,600/annual. Also shift away to Medicaid Private providers for children's care.

³ Adult Health visits are defined as Mammography and Diabetes Screenings.

⁴ Increases in laboratory tests in Estimated and Adopted columns are due to the Kelly environmental screening tests performed.

BALANCED SCOREBOARD

Strategic Objectives		Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Customer	Provide for Safety and Welfare				
	To reduce the incidence of teen pregnancy	Births to teens <18 as a percentage of total births in San Antonio	7.1%	7.0%	6.9%
	To promote healthy birth outcomes	Percentage of SAMHD prenatal patients who accessed care within the first trimester	50.0%	55.0%	60.0%
	To ensure that residents are protected against vaccine-preventable diseases	Immunizations provided by SAMHD Staff	192,023	199,230	210,200
	To protect residents and visitors from food-borne illnesses	Percentage of food establishments with major violations that attained compliance on first re-inspection	N/A	N/A	90%
	To provide a dental health program that meets the needs of eligible patients	Percentage of dental patients who have completed their course of treatment	N/A	N/A	38%
	To reduce the prevalence of stray and unwanted animals	Requests for Animal Care Services	62,744	75,300	71,500
	To increase public awareness on responsible pet ownership and animal bite avoidance	Children who received instruction on pet responsibility and animal bite avoidance	92,157	118,980	121,500

HEALTH DISTRICT

BALANCED SCORECARD (CONTINUED)

	Strategic Objectives	Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Financial	Leverage Other Funding Sources				
	To increase the number of "billable" preventive health services by encouraging eligible patients to enroll in Medicaid and similar programs	Percentage of prenatal and child patients linked to medical reimbursement programs (e.g. Medicaid, CHIP, Title V, etc.)	N/A	N/A	65%
	To leverage general fund expenditures through the pursuit of grant opportunities	Grant funds received per dollar of general fund budget	\$1.51	\$1.31	\$1.40
	To maximize revenues through the collection of approved fees	Licenses, permits, and other fees collected by Food and Environmental Health Services	\$2,522,486	\$2,911,392	\$3,026,485
		Animal Care Services fees collect	\$326,690	\$387,500	\$389,050
Revenues from the sale of birth and death certificates		\$1,097,857	\$1,057,067	\$1,060,110	
Internal Processes	Improve Community Outreach				
	To ensure that eligible patients receive the full array of SAMHD services	Percentage of eligible pediatric patients enrolled in SAMHD WIC	N/A	N/A	70%
		Clinical preventive services provided in non-traditional settings (day cares, schools, etc.)	N/A	N/A	7,650
	Provide Accountability to the Public				
	To provide services in a timely and efficient manner	Food establishment inspections per day per sanitation	5.00	5.09	5.11
Birth/death certificates issued per day		707	730	749	
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	689	830	850
		Continuing education contact hours provided to sanitarians through SAMHD-sponsored programs	N/A	N/A	258
		Retention rate for registered nurses	N/A	N/A	79%
	To promote employee safety	Preventable accidents	58	58	55

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$355,080*****PERSONNEL COST SAVINGS***

This **reduction** will freeze one vacant Senior Public Health Nurse position and one vacant Public Health Nurse position assigned to the West End Health Clinic. This reduction will result in a savings of \$84,713.

ELIMINATE ONE SENIOR SANITARIAN POSITION

This **reduction** will eliminate one vacant Senior Sanitarian position from the Food Services Division. The reduction will not decrease departmental efficiencies. This reduction will result in a savings of \$47,589.

VACANCY SAVINGS – ELIMINATE FOUR POSITIONS

This **reduction** will eliminate four vacant positions within the department. These positions include one Dental Hygienist, one Public Health Aide, and two Senior Public Health Physicians. These positions have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. This reduction will result in savings of \$222,778 including benefits.

♦ IMPROVEMENTS \$286,905***ENVIRONMENT - ADD SIX POSITIONS FOR ENVIRONMENTAL HEALTH CLINICAL SERVICES PROGRAM***

This **improvement** will establish an Environmental Health Clinic at the existing Las Palmas Health Clinic located near Kelly AFB. The environmental health clinic will assess long-term health problems regarding exposure to environmental contamination at or around Kelly AFB and test affected populations. This improvement will add six positions with nine months funding. These positions include one Health Program Manager, one Special Projects Coordinator, two Administrative Aides, one Senior Public Health Nurse, and one Public Health Nurse. This improvement in FY 2002 will cost \$286,531 and will be offset by \$102,265 in grant funds from the U.S. Department of Defense. The full year cost of this improvement in FY 2003 totals 290,541.

EXISTING INFRASTRUCTURE - ANIMAL CARE SERVICES AT BROOKS CITY BASE

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This **improvement** includes \$374 in added expenditures to provide animal care services to Brooks City-Base for eight months. The full year cost in FY 2003 will be \$561.

HEALTH DISTRICT

PROGRAM CHANGES CONTINUED

♦ MANDATES \$110,863

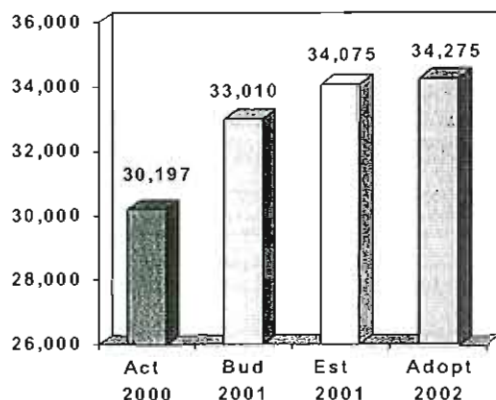
HUMAN DEVELOPMENT - NEEDLESTICK SAFETY AND PREVENTION

This *mandate* will provide the necessary materials to acquire needle safety devices to prevent possible exposures to bloodborne pathogens and needle punctures. The total cost of this mandate in FY 2002 will be \$110,863.

GENERAL FUND EXPENDITURES BY CHARACTER

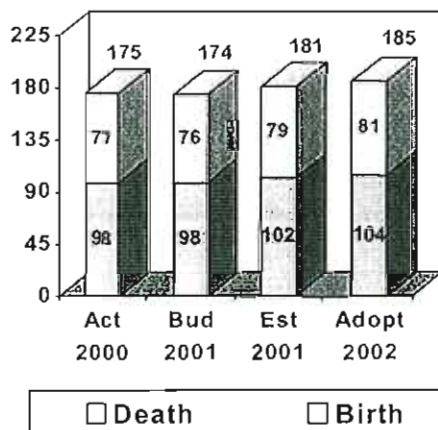
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$11,463,007	\$12,731,391	\$11,643,472	\$12,631,025
CONTRACTUAL SERVICES	2,408,399	2,765,289	3,062,264	2,784,464
COMMODITIES	752,900	643,981	703,377	810,831
OTHER EXPENDITURES	159,530	106,211	106,161	117,836
CAPITAL OUTLAY	187,542	196,904	197,564	139,500
TOTAL EXPENDITURES	\$14,971,378	\$16,443,776	\$15,712,838	\$16,483,656
 AUTHORIZED POSITIONS	 359	 341	 341	 342
FULL-TIME EQUIVALENTS	356.18	338.50	338.50	339.50

FOOD ESTABLISHMENT INSPECTIONS



»Inspections anticipated to increase 13.5% in FY 2002 over actual FY 2000 as a result of efficiencies from increased use of technology in food inspections.

NUMBER BIRTH/DEATH CERTIFICATES ISSUED (In Thousands)



»An average of 749 birth and death certificates are anticipated to be issued per day in FY 2002.

PROGRAM INFORMATION

This Special Revenue fund was established during FY 1992 for the revenues and expenditures originating from a patient co-pay system. The contract between the City of San Antonio and the Texas Department of Health provides aid to the City's Health Department and requires that the patient co-payment system be implemented. One of the primary uses of this fund is to provide personnel support to the various health activities of the department.

EXPLANATORY INFORMATION

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

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$234,852****PERSONNEL COST SAVINGS**

The San Antonio Health Department will reduce associated personnel cost through the management of vacant positions. This **reduction** will result in a savings of \$57,331.

VACANCY SAVINGS – ELIMINATE FOUR POSITIONS

This **reduction** will eliminate four vacant positions within the department. These positions (one Building Custodian, one Office Assistant, one Public Health Nurse Practitioner, and one Public Health Physician), have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. This reduction will result in savings of \$177,521 including benefits.

♦ IMPROVEMENTS \$70,279**CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT**

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Public Health Support budget. The combined cost will total \$68,080. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

PROGRAM CHANGES CONTINUED

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$2,199 in the FY 2002 budget.

PUBLIC HEALTH SUPPORT REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,488,398	\$1,559,277	\$1,567,391	\$1,358,773
CONTRACTUAL SERVICES	136,820	123,295	128,485	140,607
COMMODITIES	242,110	212,370	212,018	216,089
OTHER EXPENDITURES	9,490	16,082	4,009	10,020
CAPITAL OUTLAY	15,576	0	0	5,600
TRANSFERS	280,240	244,572	418,941	368,896
TOTAL EXPENDITURES	\$2,172,634	\$2,155,596	\$2,330,844	\$2,099,985
 AUTHORIZED POSITIONS	 60	 57	 57	 53
FULL-TIME EQUIVALENTS	59.00	56.50	56.50	52.50

PROGRAM INFORMATION

The Employee Wellness Program provides minor emergency treatment to civilian and uniformed employees for work-related injuries, referral services for medical care to injured employees requiring specialized intervention, pre-employment, physical examinations for prospective City employees in selected job classes, promotional/special physicals for uniformed employees, and immunizations for City employees and dependents. This program also provides evaluations for work/fitness for duty physicals as needed for all classes of employees, employee health assessment evaluations, light duty program evaluations, and worker's compensation claims. In addition, special occupational hazard evaluations are conducted.

GOALS & OBJECTIVES

- ♦ Increase the number of Health Risk Profile screenings for employees by 3%
- ♦ Decrease the turnaround time from two days to one for processing new applications
- ♦ Maintain the pass rate at 95% on drug testing for prospective City employees and U.S. Department of Transportation (DOT) drug and alcohol screening for employees holding commercial driver's licenses

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Physicians	2	2	2	1
No. of Nurses	2	2	2	2
No. of Personnel Processed for Physicals				
Pre-employment Exams	1,448	1,450	1,490	1,495
Promotion Exams	140	140	140	180
Output:				
No. of Physical Exams	1,811	1,600	1,630	1,675
No. of Fitness for Duty	103	95	100	95
No. of First Aid Patients	41	55	50	50
No. of Health Assessment Evaluations	1,011	902	910	930
No. of DOT Tests	673	900	675	680
No. of Pre-employment Drug Tests	3,736	3,900	3,750	3,850
No. of Immunizations Administered	782	560	575	560
Efficiency:				
Average Exams, per Physician	905	847	890	893
Effectiveness:				
Avg. Turnaround Time, per exam (days)	1-2	1	1	1-2
Drug Test Pass Rate for Prospective Employees	97.4%	95.0%	96.2%	96.5%
Drug Test Pass Rate for DOT Employees	97.7%	95.0%	97.3%	98.0%

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$39,269*****VACANCY SAVINGS – ELIMINATE ONE POSITION***

This *reduction* will eliminate one vacant position within the department. This position (one Senior Public Health Physician), has been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. This reduction will result in savings of \$39,269 including benefits.

♦ IMPROVEMENTS \$42,726***CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT***

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$12,534. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WEIGHT WATCHERS REIMBURSEMENT

This *improvement* will reimburse employees for 50% of Weight Watchers' cost. This is a pilot program to assist City employees in maintaining healthy lifestyles. It includes reimbursement of City employees for a portion of the costs they incur by using Weight Watchers services. The cost of this improvement in FY 2002 totals \$29,892.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$300 in the FY 2002 budget.

HEALTH DISTRICT

OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$262,495	\$318,045	\$276,835	\$292,485
CONTRACTUAL SERVICES	276,298	270,954	286,335	296,035
COMMODITIES	19,627	26,750	23,775	26,994
OTHER EXPENDITURES	2,950	1,918	1,918	2,142
CAPITAL OUTLAY	0	0	0	20,747
TRANSFERS	0	32,060	28,780	18,653
TOTAL EXPENDITURES	\$561,370	\$649,727	\$617,643	\$657,056
AUTHORIZED POSITIONS	6	6	6	5
FULL-TIME EQUIVALENTS	5.50	5.50	5.50	5.00

BEXAR COUNTY RABIES CONTROL FUND

PROGRAM DESCRIPTION

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

PROGRAM CHANGES

♦ IMPROVEMENTS

\$24,760

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$5,430. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$19,330 in the FY 2002 budget.

BEXAR COUNTY RABIES CONTROL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$154,583	\$166,251	\$166,726	\$171,602
CONTRACTUAL SERVICES	6,393	9,690	13,491	28,661
COMMODITIES	18,985	16,290	26,340	23,631
OTHER EXPENDITURES	640	577	577	742
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	14,270	14,311	21,744
TOTAL EXPENDITURES	\$180,601	\$207,078	\$221,445	\$246,380
 AUTHORIZED POSITIONS	 4	 4	 4	 4
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	4.00

**SAN ANTONIO METROPOLITAN HEALTH DISTRICT
GRANT SUMMARY**

The San Antonio Metropolitan Health District received grant funds totaling \$20.6 million in FY 2001 and projects grant funds in excess of \$21.5 million for FY 2002. The increase in grant funds is due to addition of drug study grants and the increase in funding for the Immunization Program.

Below is a comprehensive listing of all the grants expected by the San Antonio Metropolitan Health District in FY 2002. Those grants marked with an asterisk are one-time or non-traditional awards which the department has received. These grants do not have individual grant pages in the following section due to their uniqueness and short-term nature.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
ATSDR-Environmental Health Screening	\$177,745	\$0	\$0	\$0	\$177,745
Breast & Cervical Cancer Control Program	0	124,000	0	276,717	400,717
Childhood Immunization Program - CDC	6,356,734	0	0	0	6,356,734
Childhood Immunization Program - TDH	0	429,912	0	0	429,912
Childhood Lead Poisoning Prevention	0	18,750	0	0	18,750
Drug Use Forecasting Project (ABT)	166,852	0	0	0	166,852
Federal TB Grant	356,702	0	0	15,000	371,702
Federal TB Grant - State	0	197,979	0	0	197,979
Glasgow-Smithkline HPV Study	0	0	0	152,321	152,321
Glasgow-Smithkline Rotavirus Study	0	0	0	57,800	57,800
HCV Testing and Prevention	0	28,500	0	0	28,500
Healthy Start	750,000	0	0	0	750,000
HIV Administrative Agency Services	0	135,000	0	0	135,000
Hogg Foundation	0	0	0	45,000	45,000
HOPWA	0	91,192	0	0	91,192
Innovations Grant	0	180,651	0	0	180,651
Lead-Based Paint Hazard Reduction Program	184,576	0	400,000	0	584,576
March of Dimes Folic Acid	0	0	0	20,000	20,000
Merck HIV Vaccine Study	0	0	0	80,365	80,365
Parent/Child Inc. Health Services	65,625	0	0	60,250	125,875
PCPE (HIV Prevention)	0	418,335	0	0	418,335
Project SAVE HIV Prevention Program	0	0	4,000	56,802	60,802
Public Center for Environmental Health	500,000	0	0	0	500,000
Refugee Health Screening Grant	0	116,872	0	0	116,872
Ryan White Title I Dental Clinic	128,783	0	0	0	128,783
Ryan White Title II & State Services	731,447	550,849	0	0	1,282,296
San Antonio Regional Detox Program	0	0	0	278,737	278,737
STD Staff Support Project	276,521	0	0	0	276,521
STD Staff Support Project - State	0	77,046	0	0	77,046
Title V Abstinence Education	0	91,540	0	33,462	125,002
Title V Core - Public Health Project	0	100,000	0	0	100,000
Title V Maternal & Child Health Service	0	1,120,215	0	645,000	1,765,215
Title XX	0	350,000	0	80,000	430,000
Women, Infant & Children (WIC) Project	5,332,825	0	0	0	5,332,825
Women's Health Program	0	0	0	200,000	200,000
Youth Opportunity Movement	131,315	0	0	0	131,315
TOTAL	\$15,159,125	\$4,030,841	\$404,000	\$2,001,454	\$21,595,420

ATSDR ENVIRONMENTAL HEALTH
SCREENING PROJECT, PHASE II

METROPOLITAN HEALTH DISTRICT

Activity Number:	36-11-08
Division:	Environmental Health
Program Dates:	09-30-01 to 09-29-02
Funding Year:	2002
Authorized Positions:	0

PROGRAM DESCRIPTION

The Agency for Toxic Substances and Disease Registry has funded a cash grant to the City of San Antonio Metropolitan Health District to continue a series of public health screening clinics to assess the status and health concerns of the residents near the former Kelly Air Force Base.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Department of Health & Human Services	\$0	\$0	\$177,745
Total	\$0	\$0	\$177,745

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Contractual	0	0	101,864
Commodities	0	0	63,413
Capital Outlay	0	0	10,000
Indirect Costs	0	0	2,468
Total	\$0	\$0	\$177,745

BREAST & CERVICAL CANCER CONTROL PROGRAM

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-21, 36-06-37, 36-06-39, 36-06-59
 Division: Nursing
 Program Dates: BCCCP 10/01-10/02; Komen 10/01-10/02; CTRC 5/01-04/02;
 Tim Duncan 03/01-12/01
 Funding Year: 2001-2002
 Authorized Positions: 3

PROGRAM DESCRIPTION

The breast and cervical cancer control project provides annual pap smears, screening mammogram, and diagnostic procedures to low income women between the ages of 40-64 years, who do not have any health insurance. Younger or older women may qualify if they are high risk or have breast or cervical cancer symptoms. The goal of the program is to provide education and early detection of breast and cervical cancer. This program receives funding from four sources: State (TDH) and from three private foundations.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal Pass-through)	\$142,819	\$142,818	\$124,000
Other - Komen Foundation	46,267	59,217	59,217
Other - Cancer Therapy and Research Ctr	0	175,000	175,000
Other - Tim Duncan Foundation	0	42,500	42,500
Total	\$189,086	\$419,535	\$400,717

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$54,649	\$121,724	\$121,724
Contractual	132,400	289,702	270,882
Commodities	108	4,141	4,141
Other Expenditures	298	1,050	1,050
Capital Outlay	1,631	2,920	2,920
Total	\$189,086	\$419,535	\$400,717

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Women Contacted	3,620	5,060	5,600
Output:			
No. of Visits	1,486	2,200	1,765
No. of Screening Mammograms Provided	625	915	770
No. of Women Receiving Pap Smears Services	847	820	680
Efficiency:			
% of Women Eligible for the Programs	64%	74%	74%
% of Women Receiving Screening Mammograms	42%	44%	44%
% of Women Receiving Annual Pap Smears	57%	39%	39%
Effectiveness:			
% of Women with Normal Screening Mammograms	91%	90%	90%
% of Women with Abnormal Findings Receiving Diagnostic Follow-up to Prevent Advancement of Cancer	100%	100%	100%
% of Women Returning for Annual Exams	64%	65%	65%

Activity Number: 36-07-08
 Division: Immunization
 Program Dates: 1/1/2002 -12/31/2002
 Funding Year: Ongoing
 Authorized Positions: 34

PROGRAM DESCRIPTION

The San Antonio Metropolitan Health District Immunization Division is responsible for providing vaccines and other immunization services for the infants, children, adolescents and adults in accordance with the recommendations of the Advisory Committee on Immunization Practices (ACIP). The Immunization Project strives to meet the needs of the residents of Bexar County through direct service delivery and the development of public-private partnerships (the Vaccines For Children Program). This project also supports the staff and equipment needed to maintain the San Antonio Immunization Registry System (SAIRS), Vaccine Preventable Disease Surveillance, Clinic Services, and Immunization Program Outreach activities (including linkages with Women, Infants & Children (WIC)).

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - CDC	\$5,365,085	\$3,867,225	\$6,356,734
Total	\$5,365,085	\$3,867,225	\$6,356,734

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$878,507	\$980,390	\$1,149,114
Contractual	123,043	234,072	190,474
Commodities	28,021	45,852	251,961
Other Expenditures	16,803	8,223	0
Capital Outlay	33,803	12,510	93,340
Subgranting (Public Health Advisor and Vaccine)	4,284,908	2,586,178	4,671,845
Total	\$5,365,085	\$3,867,225	\$6,356,734

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of CDC Funded Employees	28	34	34
No. of Immunization Division Clinics	2	6	6
Output:			
No. of VFC Provider In-Services	202	221	245
No. of Shot Talk Newsletters Mailed to Providers	N/A	3,215	3,815
No. of VFC Doses Administered- Public Clinics	154,000	163,000	170,000
No. of Influenza Doses Administered	22,000	13,035	21,000
No. of Hepatitis B Birth Doses Tracked by SAMHD	11,954	15,672	17,250
Efficiency:			
Immunization Clinic with Extended Hours	4	4	4
Effectiveness:			
Birth Hospital Record Review Scores for Hepatitis B Surface Antigen	80%	100%	100%

CHILDHOOD IMMUNIZATION -
TEXAS DEPARTMENT OF HEALTH (TDH) CONTRACT

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-07-30
Division: Immunization
Program Dates: 8/31/2001-9/31/2002
Funding Year: Funding Year (1 of 1)
Authorized Positions: 0

PROGRAM DESCRIPTION

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

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH	\$347,493	\$426,487	\$429,912
Other - Vaccine value supplied from TDH to SAMHD	786,836	921,275	0
Total	\$1,134,329	\$1,347,762	\$429,912

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$297,189	\$366,758	\$372,947
Contractual	11,419	20,265	23,449
Commodities	10,032	11,697	16,137
Capital Outlay	5,957	0	13,200
Indirect Costs	22,896	27,767	4,179
Other	786,836	921,275	0
Total	\$1,134,329	\$1,347,762	\$429,912

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of TDH Funded Employees	9	11	11
Output:			
No. of Clinic Assessments Performed	81	102	129
No. of Daycare and Home Provider Audits	281	288	305
No. of Parochial/Private School Audits	11	15	17

Activity Number: 36-11-09
Division: Environmental Health
Program Dates: 3/1/01/ to 6/30/01
Funding Year: 2001
Authorized Positions: .5 FTE

PROGRAM DESCRIPTION

Texas Department of Health Childhood Lead Poisoning Prevention Program funded San Antonio Metropolitan Health District to gradually increase our education campaign in a collaborative effort with internal and external organizations providing services for children who are 6 years old or younger, their parents, physicians, healthcare staff, and business owners within designated high-risk areas of San Antonio.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health	N/A	\$18,750	\$18,750
Total	N/A	\$18,750	\$18,750

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	\$9,236	\$9,236
Commodities	N/A	8,714	8,714
Indirect Cost	N/A	800	800
Total	N/A	\$18,750	\$18,750

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Blood Lead Screenings	N/A	208	2,500
Blood Leads Reported	N/A	208	2,500
Education/Case Management	N/A	208	2,500
Output:			
Blood Lead Screenings	N/A	208	2,500
Blood Leads Reported	N/A	208	2,500
Education/Case Management	N/A	208	2,500
Blood Lead Screenings	N/A	208	2,500
Blood Leads Reported	N/A	208	2,500
Education/Case Management	N/A	208	2,500
Efficiency:			
No. of Screenings	N/A	208	2,500
No. of Blood Leads Reported	N/A	208	2,500
Effectiveness:			
% of Total Population Tested with Elevated Lead Level	N/A	7%	7%
% of Total Blood Leads Reported	N/A	100%	100%

DRUG USE FORECASTING PROJECT

METROPOLITAN HEALTH DISTRICT

Activity Number:	36-12-05
Division:	Family Health Services
Program Dates:	10-01-01 to 09-30-02
Funding Year:	2002
Authorized Positions:	0

PROGRAM DESCRIPTION

The Drug Use Forecasting Program is funded through the U.S. Department of Justice. The Metropolitan Health District conducts interviews with arrestees on drug use. The data is compiled and analyzed through Abt & Associates Inc. and submitted to the U.S. Department of Justice.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Department of Justice	\$0	\$166,852	\$166,852
Total	\$0	\$166,852	\$166,852

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$33,087	\$141,220	\$141,220
Contractual	93,844	12,865	12,865
Commodities	21,350	700	700
Capital Outlay	5,083	0	0
Indirect Costs	0	12,067	12,067
Total	\$153,364	\$166,852	\$166,852

Activity Number:	36-07-14
Division:	TB Division
Program Dates:	1/1/2001 - 12/31/2001
Funding Year:	FY 2001
Authorized Positions:	10.5

PROGRAM DESCRIPTION

This grant funds TB preventive activities. These activities are outreach and surveillance. Outreach activities consists of administering anti-tuberculosis medication by direct observation, and contact investigation. Directly observed therapy is administered at a patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB diseases, and searching for those who may have been exposed to TB. These people are referred to the City Chest Clinic for further medical evaluation. Surveillance is the screening of people at high risk for tuberculosis disease. Surveillance activities are routinely conducted at homeless shelters, substance abuse treatment facilities, detention facilities, community organizations, and other settings where TB may be deemed likely.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State -TDH (Federal pass through)	\$375,746	\$356,702	\$356,702
City - Transfers required as a cash match	0	20,000	0
Other - co-payment	21,066	19,676	15,000
Total	\$396,812	\$396,378	\$371,702

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$315,272	\$303,547	\$284,450
Contractual	67,384	78,635	71,156
Commodities	7,050	8,100	10,000
Other Expenditures	5,606	6,096	6,096
Capital Outlay	1,500	0	0
Total	\$396,812	\$396,378	\$371,702

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Contacts Exposed to Someone w/Active TB Disease	1,419	1,317	1,450
No. of People Suspected of Active TB Disease	121	112	100
No. of People Diagnosed Active TB Disease	92	87	90
Output:			
No. of Contacts Medically Evaluated	1,243	1,069	1,160
No. of People Suspected of TB Disease on Meds.	119	105	100
No. of TB Case Completing Therapy	92	86	88
Efficiency:			
% of Contacts Medical Evaluated	88%	81%	80%
% of TB Cases/Suspects on Therapy	98%	94%	100%
% of TB Cases Completing Therapy	100%	99%	98%

PERFORMANCE MEASURES CONT'D

Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002

Effectiveness:

No. of People Diagnosed with TB Disease

92

87

85

No. of Home Visits

13,842

11,284

1,250

EXPLANATORY INFORMATION

When a patient suspected of TB disease is reported to the TB Control Program, a field nurse will interview the patient and refer him to the City Chest Clinic for medical evaluation. During the interview, the field nurse will obtain names of those exposed to the TB case. The field nurse will conduct interview with each of these people, and also, refer them to the City Chest Clinic. The Centers of Disease Control and Prevention (CDC) goal is that 80% of contacts receive a medical evaluation. Almost always, anyone suspected of TB disease is prescribed anti-tuberculosis therapy. Once TB disease is confirmed, the patient must continue therapy until complete. The Texas Department of Health (TDH) performance standard is for 90% of TB patients complete therapy. The overall result is the decline of people diagnosed with TB disease in Bexar County.

STATE TB GRANT

METROPOLITAN HEALTH DISTRICT

Activity Number:
 Division:
 Program Dates:
 Authorized Positions:

36-07-04
 TB Division
 9/1/2000 - 8/31/2001
 4

PROGRAM DESCRIPTION

This grant funds direct patient services offered at the City Chest Clinic. Services provided at the City Chest Clinic include examination, diagnosis and treatment of TB infection and disease. Nurse assessments, physician consultations, specimen collection, laboratory analysis and radiological services are performed. Also, the City Chest Clinic operates a pharmacy to dispense antituberculosis medications.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State -Texas Department of Health	\$197,979	\$197,979	\$197,979
Total	\$197,979	\$197,979	\$197,979

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$180,306	\$188,371	\$158,736
Contractual	8,000	9,608	33,271
Commodities	0	0	5,972
Capital Outlay	3,500	0	0
Other Expenditures	6,173		0
Total	\$197,979	\$197,979	\$197,979

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Contacts Exposed to Someone w/Active TB Disease	1,419	1,317	1,450
No. of People Suspected of Active TB Disease	121	112	100
No. of People Diagnosed Active TB Disease	92	87	90
Output:			
No. of Contacts Medically Evaluated	1,243	1,069	1,160
No. of People Suspected of TB Disease on Meds.	119	105	100
No. of TB Case Completing Therapy	92	86	88
Efficiency:			
% of Contacts Medical Evaluated	88%	81%	80%
% of TB Cases/Suspects on Therapy	98%	94%	100%
% of TB Cases Completing Therapy	100%	99%	98%
Effectiveness:			
No. of People Diagnosed with TB Disease	92	87	85
No. of Clinic Service Visits	4,137	6,868	6,525

Activity Number: 36-07-17
 Division: Immunization
 Program Dates: 11/00 to 1/03
 Funding Year: Funding Year (1 of 2)
 Authorized Positions: 1

PROGRAM DESCRIPTION

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial study 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 consists of 8 visits through out a 8 month period. A total of 28 HPV negative women between the ages of 15 to 25 years will be vaccinated. This study is still active and is expected to complete on January 2003.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - Glaxosmithkline	N/A	\$152,321	\$152,321
Total	N/A	\$152,321	\$152,321

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	\$81,362	\$81,362
Contractual	N/A	38,836	38,836
Commodities	N/A	12,500	12,500
Capital Outlay	N/A	13,821	13,821
Indirect Costs	N/A	5,802	5,802
Total	N/A	\$152,321	\$152,321

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of FTEs	N/A	1	1
No. of Primary Investigators	N/A	1	1
No. of Sub-Investigators	N/A	4	4
Output:			
No. of Clients Enrolled (target 28 clients)	N/A	16	16
No. of Study Shots Administered	N/A	30	30
No. of Blood Draws	N/A	65	65
No. of Screening Visits	N/A	28	28
No. of Client Visits	N/A	32	32
Efficiency:			
No. of Physicals	N/A	32	32
No. of Flyers Distributed	N/A	1,213	1,213
No. of Posters Hung	N/A	9	9
No. of Scheduled Appointments	N/A	97	97
No. of Clients Enrolled	N/A	16	16
Effectiveness:			
% of Blood Draws Obtained	N/A	100%	100%

Activity Number:	36-07-82
Division:	Immunization
Program Dates:	3/01 to 12/02
Funding Year:	Funding Year (1 of 1)
Authorized Positions:	1

PROGRAM DESCRIPTION

This program is an agreement between GlaxoSmithKline and the San Antonio Metropolitan Health District to participate in a clinical trial to test the efficiency and efficacy of a live attenuated human rotavirus vaccine. This is a double-blind, randomized, placebo-controlled study in which 20 healthy six week olds will be enrolled. The duration of the study is four visits through out an approximate one year period. This study is still active and is expected to be completed on December 2002.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - GlaxoSmithKline	N/A	N/A	\$57,800
Total	N/A	N/A	\$57,800

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	N/A	\$40,599
Contractual	N/A	N/A	9,460
Commodities	N/A	N/A	2,664
Capital Outlay	N/A	N/A	3,612
Indirect Costs	N/A	N/A	1,465
Total	N/A	N/A	\$57,800

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of FTEs	N/A	N/A	1
No. of Primary Investigators	N/A	N/A	1
No. of Sub-Investigators	N/A	N/A	5
No. of Queries Conducted by SAIRS to Identify Eligible	N/A	N/A	1
Output:			
No. of Clients Enrolled (target 20 clients)	N/A	N/A	0
No. of Study Shots Administered (target 40)	N/A	N/A	0
No. of Blood Draws (target 60)	N/A	N/A	0
Effectiveness:			
% of Blood Draws Obtained	N/A	N/A	0%
% of Clients Up to Date	N/A	N/A	0%

HCV TESTING AND PREVENTION

METROPOLITAN HEALTH DISTRICT

Activity Number:

36-07-21

Division:

HIV/AIDS Division

Program Dates:

1/1/2001 -12/31/2001

Funding Year:

Year 1

Authorized Positions:

0

PROGRAM DESCRIPTION

The HCV Prevention Program provides HCV prevention interventions to targeted high risk individuals in Bexar County. By providing HCV antibody tests along with pre and post test confidential HCV prevention counseling to those who are tested. (HCV & HIV pre and posttest counseling (client-centered interventions) is done according to the CDC prevention counseling protocol.) The HCV testing is carried out in a variety of settings: the STD Clinic, Public Sex Environments (Parks, bars, truck stops, streets); Criminal Justice Environments (Jails, Prisons); Social Service Environments; Educational Environments; Housing Communities; Substance Abuse Treatment Settings; and the Field (Streets, private houses, etc.). The interventions consist of: Barrier Demonstrations (How to use a condom); Bleach Kit Demonstrations (How to clean needles); Negotiation skills for safer sex practices and the avoidance of needle sharing; Education on STD's, Safer Sex, HIV/AIDS Prevention; Substance Abuse Prevention and Referral to Treatment. The Behaviorally Defined Target Populations (BDTP's) where the highest risk of HCV transmission occurs are: intravenous drug users (IDU), individuals who have received blood transfusions before 1992, individuals whose sexual partner has HCV infection, individuals who have received body piercing or tattoos in unsanitary conditions, ex. g. jail, at home, and individuals with 50 or more lifetime sexual partners.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health (Grant)	N/A	\$28,500	\$28,500
Total	N/A	\$28,500	\$28,500

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Travel	N/A	12,611	12,611
Supplies	N/A	9,834	9,834
Other Expenditures	N/A	6,055	6,055
Total	N/A	\$28,500	\$28,500

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Inputs:			
Prevention Counseling			
No. of Clients Pre-Test Counseled	N/A	1,525	1,525
No. of Clients Post-test Counseled	N/A	1,144	1,144
Outputs:			
Prevention Counseling			
No. of Clients Pre-test Counseled	N/A	658	1,525
No. of Clients Post-test Counseled	N/A	494	1,144
Efficiency:			
Prevention Counseling			
% of Clients Pre-test Counseled	N/A	43%	100%
% of Clients Post-test Counseled	N/A	43%	100%

EXPLANATORY INFORMATION

This is a new program that was funded in 2000. It provides for Staff training, travel, and lab expenses. All counseling and testing activities are done by the HIV Prevention Program staff and administration. The first tests were done on 9/20/2000. There were 658 HCV tests done in the first quarter. There were 228 positive tests for a rate of 36 per hundred HCV tests. Total number of intervention is 2,669. Pre and Posttest interventions.

HEALTHY START INITIATIVE

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-61
 Division: Nursing Services
 Program Dates: 7-01-01 to 05-31-02
 Funding Year: 2002
 Authorized Positions: 0

PROGRAM DESCRIPTION

A cash grant award from the Health Resources and Services Administration (HRSA) for the San Antonio Metropolitan Health District to participate in a Healthy Start Initiative program to reduce the incidence of infant mortality and low birth weight in Bexar County.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Department of Health & Human Services	\$0	\$0	\$750,000
Total	\$0	\$0	\$750,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$498,031
Contractual	0	0	175,541
Commodities	0	0	19,976
Other Expenditures	0	0	2,000
Capital Outlay	0	0	36,300
Indirect Costs	0	0	18,152
Total	\$0	\$0	\$750,000

HIV ADMINISTRATIVE AGENCY

METROPOLITAN HEALTH DISTRICT

Activity Number:

36-07-34

Division:

HIV/AIDS Division

Program Dates:

04-01-01 to 08-31-02

Funding Year:

2002

Authorized Positions:

0

PROGRAM DESCRIPTION

The HIV Administrative Agency (AA) Program will provide for the subcontracting of HIV Services through administrative oversight. In addition, the Program will allow for the Administrative Agency (San Antonio Metropolitan Health District) to perform monitoring functions of outlying HIV Agencies that have contracted for services. The Administrative Agency will provide the monitoring of various HIV agencies in the South Texas region to include Corpus Christi and Laredo.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health	\$0	\$0	\$135,000
Total	\$0	\$0	\$135,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$96,114
Contractual	0	0	20,000
Commodities	0	0	10,000
Capital Outlay	0	0	8,886
Total	\$0	\$0	\$135,000

HOGG PROGRAM EVALUATION PROJECT

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-57
 Division: Nursing Services
 Program Dates: 7-01-01 to 06-30-02
 Funding Year: 2002
 Authorized Positions: 0

PROGRAM DESCRIPTION

This second year grant award from the Hogg Foundation in the amount of \$45,000 will be used to carry out activities related to an evaluation and collection of outcome data of the project entitled, At-Risk Women/At-Risk Families: a Program to Support Young Mothers with Close Interval Pregnancies. Specifically, this grant will cover the services of a Sr. Public Health Nurse to assist in the comprehensive evaluation and obtain data.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Department of Justice	\$0	\$24,400	\$45,000
Total	\$0	\$24,400	\$45,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$42,300
Contractual	0	24,400	2,700
Total	\$0	\$24,400	\$45,000

**HOUSING OPPORTUNITIES FOR PERSONS
WITH AIDS (HOPWA)**

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-01-20 & 36-07-41
 Division: HIV/AIDS Division
 Program Dates: 10-01-2000 to 01-31-02
 Funding Year: 10-01-00 to 1-31-02
 Authorized Positions: 3

PROGRAM DESCRIPTION

This program provides Housing and Utility Assistance to eligible clients with AIDS. HOPWA is a component of overall Case Management Community-Based Services, Health Insurance Coverage, and provision of Treatments that have been services to assure a continuum of care in the following areas: determined to prolong life for persons with HIV Disease. Eligibility for this program is based on: Client has no income or has received an eviction notice from a landlord; Families or individuals with a monthly gross income under \$500.00; Hospitalized or terminally ill patients with monthly incomes greater than \$500.00; and Families of recently deceased HIV infected individuals.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - HUD (through Dept. of Community Initiatives)	141,715	69,752	0
State - TDH (Federal pass through)	\$57,123	\$91,192	\$91,192
Total	\$198,838	\$160,944	\$91,192

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$58,462	\$14,352	\$0
Contractual	1,082	2,472	2,472
Commodities	1,046	6,000	600
Other Expenditures	138,248	138,120	88,120
Total	\$198,838	\$160,944	\$91,192

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Clients Projected for Housing Assistance	280	182	100
No. of Clients Projected for Emergency Housing Assistance	100	55	30
No. of Clients Projected for Utility Assistance	100	45	25
Output:			
No. of Clients Receiving Housing Assistance	270	182	100
No. of Clients Receiving Emergency Housing Assistance	95	55	30
No. of Clients Receiving Utility Assistance	95	45	25
Efficiency:			
% of Clients Receiving Housing Assistance	96%	97%	97%
% of Clients Receiving Emergency Housing Assistance	71	73	74
% of Clients Receiving Utility Assistance	29	27	26

PROJECT HEALTHY SCHOOLS

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-60
 Division: Nursing Services
 Program Dates: 9-01-01 to 08-31-03
 Funding Year: 2002
 Authorized Positions: 0

PROGRAM DESCRIPTION

A cash grant award from the Texas Department of Health (TDH) for the San Antonio Metropolitan Health District to participate/create a coordinated school health program which will promote health and education in order to improve the health status and cognitive performance of the students in the Somerset Independent School District.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health	\$0	\$0	\$180,651
Total	\$0	\$0	\$180,651

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$96,114
Contractual	0	0	48,490
Commodities	0	0	26,275
Capital Outlay	0	0	2,019
Indirect Costs	0	0	7,753
Total	\$0	\$0	\$180,651

LEAD-BASED PAINT HAZARD REDUCTION PROGRAM

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-01-04
Division: Environmental Health Services
Program Dates: 12-01-99 to 11-30-02
Funding Year: 2001-2002
Authorized Positions: 1

PROGRAM DESCRIPTION

The U.S. Department of Housing and Urban Development (HUD) funded residential rehabilitation projects and to assist with screening high-risk youth for elevated lead levels. The Lead-Based Paint Hazard Reduction Division was created in San Antonio's Department of Housing and Community, however transferred to Neighborhood Action Department in 2001. This division cooperates with the San Metropolitan Health District to identify households with children under six years of age that face potential problems with lead-based paint, to test the children for elevated levels of lead, to provide case management services, and to refer families to housing rehabilitation providers as appropriate.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - HUD (through Neighborhood Action Dept.)	\$0	\$184,576	\$184,576
City - In-kind Contribution	0	400,000	400,000
Total	\$0	\$584,576	\$584,576

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$103,067	\$103,067
Contractual	0	52,810	52,810
Capital Outlay	0	28,699	28,699
Inkind Contribution	0	400,000	400,000
Total	\$0	\$584,576	\$584,576

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Surveillance	3,937	4,464	5,164
Referral	33	40	47
Education/Case Management	33	40	47
Output:			
Home Health Lead Assessment	33	40	47
Case Management	33	40	47
Efficiency:			
No. of Surveys	33	40	47
Avg. No. of Cases/Staff	33	40	47
Avg. Staff Cost/Case	1,810	2,194	2,577
Effectiveness:			
% of Total Population Tested with Elevated Blood Lead Levels	7%	7%	7%
% of Total Management Cases Completed	100%	100%	100%

MARCH OF DIMES FOLIC ACID

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-38
 Division: Nursing Services
 Program Dates: 10-01-01 to 12-31-02
 Funding Year: 2002
 Authorized Positions: 0

PROGRAM DESCRIPTION

The South Central Texas Chapter March of Dimes has awarded a cash award to the City of San Antonio Metropolitan Health District to conduct a Public Awareness campaign on folic acid and provide patient education and free multivitamins to 6,000 women in San Antonio.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - March of Dimes	\$0	\$10,000	\$20,000
Total	\$0	\$10,000	\$20,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Contractual	0	3,405	5,405
Commodities	0	6,595	14,595
Total	\$0	\$10,000	\$20,000

Activity Number:	36-07-81
Division:	Immunization
Program Dates:	4/01 to 3/03
Funding Year:	Funding Year (1 of 2)
Authorized Positions:	1

PROGRAM DESCRIPTION

This program is an agreement between Merck & Co., Inc. and the San Antonio Metropolitan Health District to participate in clinical trial to evaluate the safety, tolerability, and immunogenicity of a Ad5 human immunodeficiency virus (HIV) gag vaccine in healthy adults. This is a multicenter, double-blind, placebo-controlled, dose escalating study which consists of a total of 18 visits throughout a two year timeframe. A total of 12 clients will be enrolled in this study. This study is still active and expected to be completed on March 2003.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - Merck & Co.	N/A	N/A	\$80,365
Total	N/A	N/A	\$80,365

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	N/A	\$34,116
Contractual	N/A	N/A	26,020
Commodities	N/A	N/A	11,500
Capital Outlay	N/A	N/A	7,452
Indirect Costs	N/A	N/A	1,277
Total	N/A	N/A	\$80,365

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of FTEs	N/A	N/A	1
No. of Primary Investigators	N/A	N/A	1
No. of Sub-Investigators	N/A	N/A	4
Output:			
No. of Clients Enrolled (target 12 clients)	N/A	N/A	0
No. of Study Shots Administered (target 36)	N/A	N/A	0
No. of Blood Draws (target 216)	N/A	N/A	0
Efficiency:			
No. of Physicals	N/A	N/A	0
Effectiveness:			
% of Blood Draws Obtained	N/A	N/A	0%
% of Clients Up to Date	N/A	N/A	0%

Activity Number:	36-06-23
Division:	Nursing/Dental
Program Dates:	02/01/01 - 01/31/02
Funding Year:	2001-2002
Authorized Positions:	4

PROGRAM DESCRIPTION

San Antonio Metropolitan Health District (SAMHD) provides comprehensive physical and dental examinations for children enrolled in the Parent/Child Incorporated (PCI) HeadStart Program. SAMHD also provides Vision and Hearing Screenings for assigned PCI Centers.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - PCI funded exams	\$61,011	\$34,000	\$65,625
Other - Medicaid Collection	45,000	71,000	40,250
Other - Dental	0	0	10,000
Other - Transfer from Previous Funds	0	0	10,000
Total	\$106,011	\$105,000	\$125,875

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$72,056	\$61,610	\$37,718
Contractual	33,500	42,500	78,606
Commodities	335	650	6,051
Other Expenditures	120	240	0
Capital Outlay	0	0	3,500
Total	\$106,011	\$105,000	\$125,875

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Personnel and Supply Costs	\$65,356	\$105,000	\$125,875
Output:			
No. of Physical Examinations	2,157	3,000	3,500
No. of Physical Exam Clinics Held	78	88	100
No. of Vision/Hearing Screening Sessions	37	40	35
No. of Dental Examinations	4,300	4,300	10,000
Efficiency:			
Cost per Exam	\$30.30	\$35.00	\$35.00
Effectiveness:			
No. of Referrals Made for Abnormal Findings	720	500	650

Activity Number:

36-07-20

Division:

HIV/AIDS Division

Program Dates:

1/1/2001 -12/31/2001

Funding Year:

Year 3

Authorized Positions:

11

PROGRAM DESCRIPTION

The HIV Prevention Program provides HIV prevention interventions to targeted high risk individuals in Bexar County. By providing HIV antibody tests along with pre and post test anonymous or confidential prevention counseling to those who are tested. (HIV pre and post-test counseling (client-centered interventions) is done according to the CDC prevention counseling protocol.) By providing routine HIV antibody testing and posttest prevention counseling to selected patients in the STD Clinic. By providing individual or group prevention interventions to high risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. They are carried out in a variety of settings: the STD Clinic, Public Sex Environments (Parks, bars, truck stops, streets); Criminal Justice Environments (Jails, Prisons); Social Service Environments; Educational Environments; Housing Communities; Substance Abuse Treatment Settings; and the Field (Streets, private houses, etc.). The interventions consist of: Barrier Demonstrations (How to use a condom); Bleach Kit Demonstrations (How to clean needles); Negotiation skills for safer sex practices and the avoidance of needle sharing; Education on STD's, Safer Sex, HIV/AIDS Prevention; Substance Abuse Prevention and Referral to Treatment. The Behaviorally Defined Target Populations (BDTP's) where the highest risk of HIV transmission occurs are: men who have sex with men (M/MS), intravenous drug users (IDU) and female to male sexual (F/MS) partners who practice risky behaviors.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health (Grant)	\$359,000	\$369,770	\$369,770
State - Texas Department of Health (In-Kind)	48,565	48,565	48,565
Total	\$407,565	\$418,335	\$418,335

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$372,014	\$380,437	\$380,437
Travel	5,357	7,832	7,832
Supplies	5,296	5,168	5,168
Other Expenditures	23,898	23,898	23,898
Indirect Cost	1,000	1,000	1,000
Total	\$407,565	\$418,335	\$418,335

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
INPUTS:			
Prevention Counseling			
No. of Clients Pre-test Counseled	5,800	4,600	4,600
No. of Clients Post-test Counseled	4,350	3,450	3,450
Routine HIV Tests	5,038	5,038	5,000
No. of Clients Post-test Counseled	1,008	1,008	1,000
HERR Interventions	3,160	8,800	8,081

PCPE (HIV PREVENTION) CONTINUED

METROPOLITAN HEALTH DISTRICT

PERFORMANCE MEASURES CONTINUED

		Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
OUTPUTS:	Prevention Counseling			
No. of Clients Pre-test Counseled		5,029	4,187	4,600
No. of Clients Post-test Counseled		3,394	2,497	3,450
	Routine HIV Tests	5,038	5,252	5,000
No. of Clients Post-test Counseled		1,008	1,050	1,000
	HERR Interventions	7,201	10,444	8,081
EFFICIENCY:	Prevention Counseling			
% of Clients Pre-test Counseled		87%	91%	100%
% of Clients Post-test Counseled		78%	72%	100%
	Routine HIV Tests	100%	104%	100%
% of Clients Post-test Counseled		100%	104%	100%
	HERR Interventions	228%	119%	100%

EXPLANATORY INFORMATION

The lower number of HIV tests shows the impact of Hepatitis C testing on the complexity of HIV and HCV counseling. During the year, there were 886 HCV tests done by the HIV staff. These tests are not reported in the data above. The very large number of HCV positive test results makes pretest and posttest counseling more complicated. There were 345 HCV reactive tests for a rate of 38.93 per hundred HCV tests done. HERR intervention exceeded the goal by 19%.

Activity Number: 36-07-50
 Division: HIV/AIDS Division
 Program Dates: 1/1/2001 -12/31/2001
 Funding Year: Year 4
 Authorized Positions: 2

PROGRAM DESCRIPTION

The Project SAVE (Substance Abuse vx Empowerment) Program of the San Antonio Metropolitan Health District HIV Prevention Program provides HIV prevention interventions to targeted high risk* individuals in Bexar County.

By providing HIV antibody tests along with pre and post test anonymous or confidential prevention counseling to those who are tested. (HIV pre and posttest counseling (client-centered interventions) is done according to the CDC prevention counseling protocol.) By providing individual or group prevention interventions to high risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. They are carried out in a variety of settings: the STD Clinic, Public Sex Environments (Parks, bars, truck stops, streets); Criminal Justice Environments (Jails, Prisons); Social Service Environments; Educational Environments; Housing Communities; Substance Abuse Treatment Settings; and the Field (Streets, private houses, etc.). The interventions consist of: Barrier Demonstrations (How to use a condom); Bleach Kit Demonstrations (How to clean needles); Negotiation skills for safer sex practices and the avoidance of needle sharing; Education on STD's, Safer Sex, HIV/AIDS Prevention; Substance Abuse Prevention and Referral to Treatment. The Behaviorally Defined Target Populations (BDTP's) where the highest risk of HIV transmission occurs are: men who have sex with men (M/MS), intravenous drug users (IDU) and female to male sexual (F/MS) partners who practice risky behaviors.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
City - In-kind Cash Match	\$4,000	\$4,000	\$4,000
Other - Contract with Community Clinic, Inc.	55,147	56,802	56,802
Total	\$59,147	\$60,802	\$60,802

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$53,581	\$55,221	\$55,221
Travel	1,456	1,456	1,456
Supplies	110	125	125
In-kind Cash Match	4,000	4,000	4,000
Total	\$59,147	\$60,802	\$60,802

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
Prevention Counseling			
No. of Clients Pre-test Counseled	600	600	600
No. of Clients Post-test Counseled	450	450	450
HERR Interventions	5,000	5,772	5,000
Efficiency:			
Prevention Counseling			
% of Clients Pre-test Counseled	100%	100%	100%
% of Clients Post-test Counseled	100%	100%	100%
HERR Interventions	100%	115%	100%

Activity Number: 36-11-10
Division: Environmental Health
Program Dates: 09-30-01 to 09-29-02
Funding Year: 2002
Authorized Positions: 1.5

PROGRAM DESCRIPTION

Funded by the U.S. Department of the Air Force to establish a Public Center for Environmental Health (PCEH) that will be operated by the San Antonio Metropolitan Health District to address the environmental concerns of community residents and to develop strategies for evaluating potential adverse health outcomes related to past practices at the former Kelly Air Force Base.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Department of Defense	\$0	\$0	\$500,000
Total	\$0	\$0	\$500,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$0	\$0	\$148,702
Contractual	0	0	184,783
Commodities	0	0	77,700
Capital Outlay	0	0	78,000
Indirect Costs	0	0	10,815
Total	\$0	\$0	\$500,000

REFUGEE HEALTH SCREENING GRANT

METROPOLITAN HEALTH DISTRICT

Activity Number:

36-07-46

Division:

TB Division

Program Dates:

10/1/2000 - 9/30/2001

Authorized Positions:

1.5

PROGRAM DESCRIPTION

This grant funds the health screening of refugees allowed into the United States by the State Department and Immigration and Naturalization Service. Services include a health assessment, health education, immunizations and screening for tuberculosis. The health assessment includes a dental, hearing and eye exams. A nurse screens children for lead toxicity, nutrition and cognitive skills, and educate and refer parents for programs such as WIC, Children Health Insurance Program (CHIP) and Medicaid.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal pass through)	\$27,977	\$116,872	\$116,872
Total	\$27,977	\$116,872	\$116,872

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$6,492	\$74,030	\$74,030
Contractual	18,054	34,900	34,900
Commodities	2,556	7,442	7,442
Capital Outlay	875	0	0
Other Expenditures	0	500	500
Total	\$27,977	\$116,872	\$116,872

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Refugees Arriving in Bexar County	62	150	150
Output:			
No. of Refugees Receiving Health Screenings	62	150	150
No. of Refugees Screened for Tuberculosis	62	150	150
No. of Refugees Receiving Immunizations	62	150	150
No. Referred for Other Medical/Dental Conditions	41	105	106
Efficiency:			
% of Refugees Receiving Health Screenings	98%	98%	98%
% of Refugees Screened for Tuberculosis	98%	98%	98%
% of Refugees Receiving Immunizations	98%	98%	98%
Effectiveness:			
% Referred for Other Medical/Dental Conditions	60%	60%	60%
% Receiving Referred Medical/Dental Attention	50%	50%	50%

Activity Number:	36-08-04
Division:	DENTAL HEALTH
Program Dates:	03-01-01 to 02-28-02
Funding Year:	2002
Authorized Positions:	0

PROGRAM DESCRIPTION

The Ryan White Dental Clinic provides Diagnostic, Routine, Preventative and General Dental Care for Patients with Aids or who are HIV positive. Virtually all patients are indigent, their special oral health and health care management needs are addressed and their access to adequate dental care is facilitated.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - HRSA Passed through Bexar County	\$153,364	\$119,327	\$128,783
Total	\$153,364	\$119,327	\$128,783

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$33,087	\$52,571	\$43,890
Contractual	93,844	60,080	81,193
Commodities	21,350	6,676	3,700
Capital Outlay	5,083	0	0
Total	\$153,364	\$119,327	\$128,783

Activity Number: 36-07-28 & 36-07-34
 Division: HIV/AIDS Division
 Program Dates: 04/01/01-03/31/02
 Funding Year: (1 of 1)
 Authorized Positions: 5

PROGRAM DESCRIPTION

The Ryan White Title II and State Services Project provides administrative support and program assistance for a variety of HIV program activities. Administrative support is directed toward overall management of the HIV/AIDS Division, and execution of grants and related administrative agency activities. These activities include providing quality assurance through review of quarterly reports submitted by subcontractors and annual monitoring and compliance reviews and monitoring of expenditures for appropriateness and applicability. Other administrative activities include preparation and submission of Title II and State Services grant proposal, preparing and submitting quarterly performance reports and participating in Region 8 HIV Consortia meetings and Ryan White Title I Planning Council. Direct services for HIV positive clients include Client Advocacy, Health Insurance, food vouchers, transportation, emergency financial assistance and dietary assistance.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Pass through TDH	\$634,702	\$731,447	\$731,447
State - Texas Department of Health	550,849	550,849	550,849
Total	\$1,185,551	\$1,282,296	\$1,282,296

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$160,579	\$157,126	\$157,126
Contractual	981,306	1,101,196	1,101,196
Commodities	34,328	2,927	2,927
Other Expenditures	0	21,047	21,047
Capital Outlay	9,338	0	0
Total	\$1,185,551	\$1,282,296	\$1,282,296

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
No. of Clients Served	7,167	7,171	7,182
No. of Units of Service to be Delivered	195,999	196,370	196,420

SAN ANTONIO REGIONAL DETOX PROGRAM

METROPOLITAN HEALTH DISTRICT

Activity Number:

36-06-32

Division:

Personal/Family Health Services

Program Dates:

09/01/01 - 08/31/02

Funding Year:

FY2001 -2002

Authorized Positions:

5

PROGRAM DESCRIPTION

The San Antonio Regional Detoxification Program is a contractual partnership with The Patrician Movement through grant funding from the Texas Commission on Alcohol and Drug Abuse. The purpose of the detox program is to provide safe and effective withdrawal from physically and psychologically addicting substances both licit and illicit.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - Contract with The Patrician Movement	\$263,871	\$278,737	\$278,737
Total	\$263,871	\$278,737	\$278,737

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$195,154	\$249,737	\$249,737
Contractual	68,346	28,000	28,000
Commodities	371	1,000	1,000
Total	\$263,871	\$278,737	\$278,737

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
No. of Clients Referred for Detox:	840	840	840
Output:			
No. of Clients Assessed for Detox Needs:	840	840	840
Efficiency:			
Number of Clients Admitted to Detox:	756	598	800
Number of Clients Discharged from Detox:	752	606	800
Number of Clients Referred for Followup Treatment:	752	606	800
Effectiveness:			
No. of Clients Successfully Completing			
Detox:	65%	66%	68%
Number of Clients Entering Followup Treatment:	60%	62%	65%

STD STAFF SUPPORT PROJECT

METROPOLITAN HEALTH DISTRICT

Activity Number:

36-07-29

Division:

Disease Control

Program Dates:

1/1/02-12/31/02

Funding Year:

Funding Year (1 of 1)

Authorized Positions:

5

PROGRAM DESCRIPTION

Funding provided by TX Dept of Health (Federal pass thru) for sexually transmitted disease services.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Passed through TDH	\$170,852	\$187,576	\$276,521
Total	\$170,852	\$187,576	\$276,521

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$162,615	\$181,984	\$270,929
Contractual	6,355	4,969	4,969
Commodities	1,782	400	400
Other Expenditures	100	223	223
Total	\$170,852	\$187,576	\$276,521

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Syphilis Reactors Reported	2,477	2,500	2,530
No. of Early Syphilis Cases Reported	166	150	170
No. of Gonorrhea Contacts Identified	689	700	710
No. of Chlamydia Contacts Identified	401	450	475
Output:			
No. of Early Syphilis Cases Interviewed	150	140	160
No. of Syphilis Contacts Preventatively Rx'd	162	170	160
No. of Gonorrhea Contacts Preventatively Rx'd	312	300	280
No. of Chlamydia Contacts Preventatively Rx'd	218	250	240
Efficiency:			
% of Early Syphilis Cases Interviewed	96	97	110
Syphilis Preventative Treatment Index	1	1	1
Gonorrhea Preventative Treatment Index (%)	45	50	50
Chlamydia Preventative Treatment Index (%)	54	60	62
Effectiveness:			
% of Reactors Dispositioned in 7 Days	67%	75%	75%
% of Syphilis Cases Interviewed in 72 Hrs	70%	80%	80%
% of Syphilis Cases with Disease Intervention	70%	80%	80%
% of Gonorrhea Cases with Disease Intervention	65%	70%	75%
% of Chlamydia Cases with Disease Intervention	62%	70%	73%

Activity Number: 36-07-06
 Division: Disease Control
 Program Dates: 9/1/01-8/31/02
 Funding Year: Funding Year (1 of 1)
 Authorized Positions: 3

PROGRAM DESCRIPTION

Funding provided by Tx Dept of Health for San Antonio Metropolitan Health District sexually transmitted disease services.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health	\$81,431	\$77,046	\$77,046
Total	\$81,431	\$77,046	\$77,046

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$79,302	\$74,482	\$74,482
Contractual	1,861	1,975	1,975
Commodities	153	589	589
Other Expenditures	115	0	0
Total	\$81,431	\$77,046	\$77,046

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Syphilis Reactors Reported	2,477	2,500	2,530
No. of Syphilis Contacts Identified	285	300	310
No. of Gonorrhea Contacts Identified	689	700	710
No. of Chlamydia Contacts Identified	401	450	475
Output:			
No. of Early Syphilis Cases Interviewed	150	140	160
No. of Syphilis Contacts Preventatively Rx'd	162	170	160
No. of Gonorrhea Contacts Preventatively Rx'd	312	300	280
No. of Chlamydia Contacts Preventatively Rx'd	218	250	240
Efficiency:			
% of Early Syphilis Cases Interviewed	96	97	110
Syphilis Preventative Treatment Index	1	1	1
Gonorrhea Preventative Treatment Index (%)	45%	50%	50%
Chlamydia Preventative Treatment Index (%)	54%	60%	62%
Effectiveness:			
% of Reactors Dispositioned in 7 Days	67%	75%	75%
% of Syphilis Cases Interviewed in 72 Hrs	70%	80%	80%
% of Syphilis Cases with Disease Intervention	70%	80%	80%
% of Gonorrhea Cases with Disease Intervention	65%	70%	75%
% of Chlamydia Cases with Disease Intervention	62%	70%	73%

TITLE V ABSTINENCE EDUCATION

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-06-58
Division: Nursing
Program Dates: 8/00-7/01
Funding Year: 2000
Authorized Positions: 3

PROGRAM DESCRIPTION

This grant from the Texas Department of Health is to promote abstinence from sexual activity among adolescents. This will be accomplished through three components: Youth abstinence education, parent education, and a public information (media) campaign.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Texas Department of Health	N/A	\$128,886	\$91,540
Other - City In-kind	N/A	22,734	33,462
Total	N/A	\$151,620	\$125,002

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	\$123,656	\$91,320
Contractual	N/A	16,033	22,850
Commodities	N/A	2,986	2,632
Other Expenditures	N/A	0	1,450
Capital Outlay	N/A	5,420	4,525
Indirect Costs	N/A	3,525	2,225
Total	N/A	\$151,620	\$125,002

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Output:			
No. of Will Power/Won't Power Participants	N/A	50	50
No. of Sex Can Wait Participants	N/A	480	950
No. of Can We Talk? Presentations Delivered	N/A	16	16
No. of Can We Talk? Presentation Participants	N/A	160	160
No. of Media Venues Used	N/A	80	60
Effectiveness:			
% of Participants with Increased Life Skills	N/A	50%	50%
% of Parents Increase Communication with Children	N/A	50%	50%

EXPLANATORY INFORMATION

The Abstinence Education program increased the number of individuals with information about sexually transmitted diseases by promoting abstinence from sexual activity among adolescents through the classroom programs and community involvement.

Activity Number:	36-06-31
Division:	Health Education
Program Dates:	09/00-08/01
Funding Year:	2001
Authorized Positions:	4

PROGRAM DESCRIPTION

This grant from the Texas Department of Health is to provide population-based health education and promotion programs and services related to adolescent pregnancy prevention, childhood injury prevention and the importance of early and continual prenatal care.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal pass through)	\$261,417	\$264,034	\$100,000
Total	\$261,417	\$264,034	\$100,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$222,307	\$246,703	\$82,669
Contractual	37,354	17,231	17,231
Commodities	1,756	100	100
Total	\$261,417	\$264,034	\$100,000

Input:

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
No. of Employees Delivering Presentations	5	5	7

Output:

No. of Presentations Delivered	299	325	345
No. of Presentation Participants	6,764	4,500	5,000
Number of Car Seats Distributed	649	0	0
Number of Promotional Activities	20	35	40

Activity Number: 36-06-30
 Division: Nursing
 Program Dates: 09/1/01 - 08/31/02
 Funding Year: Ongoing
 Authorized Positions: 37

PROGRAM DESCRIPTION

This fee for service grant from the Texas Department of Health funds maternity, well child, family planning and dental health services to clients who do not qualify for Medicaid and whose income is less than 185% of the federal poverty level. Included is assessment by physician/nurse practitioner/dentist, appropriate lab testing, counseling and treatment/contraceptive supplies. 25% of the clients served must be between ages 1-21 years. Additionally, a separate TDH Title V population based grant provides health education programs related to teen pregnancy prevention, childhood safety, and the importance of early and continual prenatal care.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal pass through)	\$1,099,985	\$1,099,985	\$1,120,215
Other - Title V Patient Co-pay	10,256	4,500	5,000
Other - Carryover from previous fiscal year	338,756	980,000	640,000
Total	\$1,448,997	\$2,084,485	\$1,765,215

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$923,111	\$1,176,729	\$1,106,959
Contractual	281,622	554,446	404,446
Commodities	239,929	300,260	200,760
Other Expenditures	2,000	2,000	2,000
Capital Outlay	2,335	51,050	51,050
Total	\$1,448,997	\$2,084,485	\$1,765,215

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Services Provided from SAMHD for Prenatal, Well Child, Family Planning and/or Dental Care	69,477	74,883	74,920
Output:			
No. of Title V Visits	17,835	18,500	17,394
No. of Title V Visits Ages 1-21	8,281	8,000	7,848
Efficiency:			
% of Clients Determined Eligible for Title V ¹	25%	25%	26%
Effectiveness:			
% of Title V Prenatal Clients Delivering Infants Weighing over 5.8 lbs.	N/A	95%	95%

EXPLANATORY INFORMATION

¹ Medicaid and CHIP eligibility has been changed increasing the eligibility for children ages 0-18 years to 200% of FPL, thus lowering the number of children eligible for Title V services (resulting in more Medicaid and less Title V).

Activity Number:	36-06-08
Division:	Nursing
Program Dates:	09/01 - 08/02
Funding Year:	2001-2002
Authorized Positions:	9

PROGRAM DESCRIPTION

This fee for service grant from the Texas department of health funds family planning services for women whose income is less than 150% of the federal poverty level. This grant provides comprehensive reproductive health care assessment by a Physician/Nurse Practitioner, appropriated lab tests, counseling and contraceptive supplies. This funding includes medicaid reimbursement, and private insurance for all family planning clients.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal pass-through)	\$160,619	\$180,595	\$350,000
City - Transfers required as a cash match	90,000	86,764	0
Other - Medicaid	100,300	100,000	80,000
Total	\$350,919	\$367,359	\$430,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$239,261	\$309,041	\$389,905
Contractual	24,142	19,103	15,000
Commodities	85,016	35,015	22,595
Other Expenditures	2,500	2,500	2,500
Capital Outlay	0	1,700	0
Total	\$350,919	\$367,359	\$430,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Women Seeking Family Planning (appointments made and calls seeking service)	25,787	24,500	25,500
Output:			
No. Served - All Clinics, All Funding Sources	13,827	14,599	12,500
No. of Eligible for Title XX	2,412	3,494	2,400
No. of Eligible for Medicaid	588	960	550
No. of Eligible for Title V (See Title V measures)	10,827	10,143	9,550
Efficiency:			
% of Women Served Over Women Seeking Services	53%	60%	60%
% of Women Served by Title XX	17%	14%	19%
% of Women Served by Medicaid	4%	4%	4%
% of Women Served by Title V	78%	82%	76%
Effectiveness:			
% of Women Age 13-19 Returning for Annual Exam	30%	30%	30%
% of Women Age 21 + Returning for Annual Exam	65%	65%	65%

**SPECIAL SUPPLEMENTAL NUTRITION PROGRAM
FOR WOMEN, INFANTS & CHILDREN (WIC)**

METROPOLITAN HEALTH DISTRICT

Activity Number:	36-06-11
Division:	WIC Division
Program Dates:	10/1/01 - 9/1/02
Funding Year:	Ongoing
Authorized Positions:	132

PROGRAM DESCRIPTION

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, and health care referrals, at no cost to low income, pregnant, postpartum, and breastfeeding women, infants, and children under five who are at nutritional risk.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - TDH (Federal Pass-through)	\$4,737,061	\$5,074,028	\$5,332,825
Total	\$4,737,061	\$5,074,028	\$5,332,825

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$3,536,864	\$3,807,547	\$3,997,925
Contractual	723,796	735,862	772,655
Commodities	163,545	175,881	184,675
Capital Outlay	57,000	80,000	80,000
Indirect Costs	255,856	274,738	297,570
Total	\$4,737,061	\$5,074,028	\$5,332,825

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Clinic Locations (including 1 mobile clinic)	17	17	16
No. of Weekly Clinic Hours (day/evening hours)	600	600	556
Output:			
No. of Infants Served Monthly (1yr & under)	11,684	12,000	12,600
No. of Children Served Monthly (1yr to 5 yrs)	23,376	24,200	25,410
No. of Women Served Monthly	11,204	11,300	11,865
Efficiency:			
Average Number of Participants Served per Day	2,135	2,150	2,257
Effectiveness:			
Total Number of Families Receiving Vouchers and Nutrition Education per Month	11,969	12,545	13,120
% of Families Receiving Nutrition Education/ Counseling Services	99%	99%	99%
% of Infants Breastfed	45%	54%	60%
Total Vouchers Redeemed at Local Grocers	\$37,122,800	\$39,638,138	\$41,620,044

WOMEN'S HEALTH PROGRAM
METROPOLITAN HEALTH DISTRICT

Activity Number:	36-06-55
Division:	Nursing
Program Dates:	01/01 to 12/01
Funding Year:	2 of 3
Authorized Positions:	6

PROGRAM DESCRIPTION

The Women's Health Program is funded by the University Health System with Tobacco Settlement Funds. This program, Healthy Mothers/Healthy Families, is a case management program for 200 young women under the age of 18 with two or more children and young women under the age of 22 with three or more children. The program utilizes home visits to provide education and link these families to health and social services needed to foster good health and parenting behaviors. Participants are encouraged to develop goal setting skills and improve their life situation by enrolling in educational and job training programs.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - University Health Science Center	\$211,713	\$200,000	\$200,000
Total	\$211,713	\$200,000	\$200,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$184,540	\$140,585	\$140,585
Contractual	24,384	53,757	53,757
Commodities	2,789	5,658	5,658
Total	\$211,713	\$200,000	\$200,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Annual Budget	\$227,612	\$200,000	\$200,000
No. of Staff	6	6	6
Output:			
No. of Families Recruited	574	250	250
Number of Families Enrolled	145	200	200
Number of Home Visits	2,190	2,500	2,500
Efficiency:			
No. of Families/Nurse or Social Worker	36	50	50
No. of Home Visits/Nurse or Social Worker	567	625	625
Cost of Program/Family	\$1,570	\$1,000	\$1,000
Effectiveness:			
% of Repeat Pregnancies within 12-18 Months of Delivery	13%	10%	10%
% of Children with Up to Date Immunizations	88%	90%	90%

**YOUTH OPPORTUNITY MOVEMENT
(HEALTH COMPONENT)**

METROPOLITAN HEALTH DISTRICT

Activity Number: 36-01-23
 Division: NURSING
 Program Dates: 7/01/00 - 7/01/01
 Funding Year: (1 of 5)
 Authorized Positions: 3

PROGRAM DESCRIPTION

The Youth Opportunity movement is designed to provide the youth of San Antonio between the ages 14 to 21 living in the Enterprise Community (EC) with an intervention and prevention model that will increase their education and employability. The Health Component, which is staffed by SAMHD, serves as a support system which is designed to help program members achieve their goals by providing health information, screenings, referrals and education.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - DOL (through Dept. of Community Initiatives)	N/A	\$96,517	\$131,315
Total	N/A	\$96,517	\$131,315

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	\$88,717	\$119,091
Contractual	N/A	2,300	4,724
Commodities	N/A	1,000	1,500
Other Expenditures	N/A	0	4,000
Capital Outlay	N/A	4,500	2,000
Total	N/A	\$96,517	\$131,315

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Annual Budget	N/A	\$96,517	131,315
Staff	N/A	3	3
Output:			
No. of Members Attended "Real Talk Workshops"	N/A	39	50
No. of Members Attended Project Better Future Focus Group	N/A	13	15
No. of Member Attended Nutrition Workshop	N/A	16	25
No. of Members Enrolled in Parenting Classes	N/A	4	40
No. of Member Health Intakes Completed	N/A	219	400
No. of Referrals Made	N/A	456	600
Efficiency:			
No. of Families Per Staff Member	N/A	149	233
Cost of Health Component / per Family	N/A	648	564

**YOUTH OPPORTUNITY MOVEMENT
(HEALTH COMPONENT) CONTINUED**

METROPOLITAN HEALTH DISTRICT

PERFORMANCE MEASURES CONTINUED

Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002

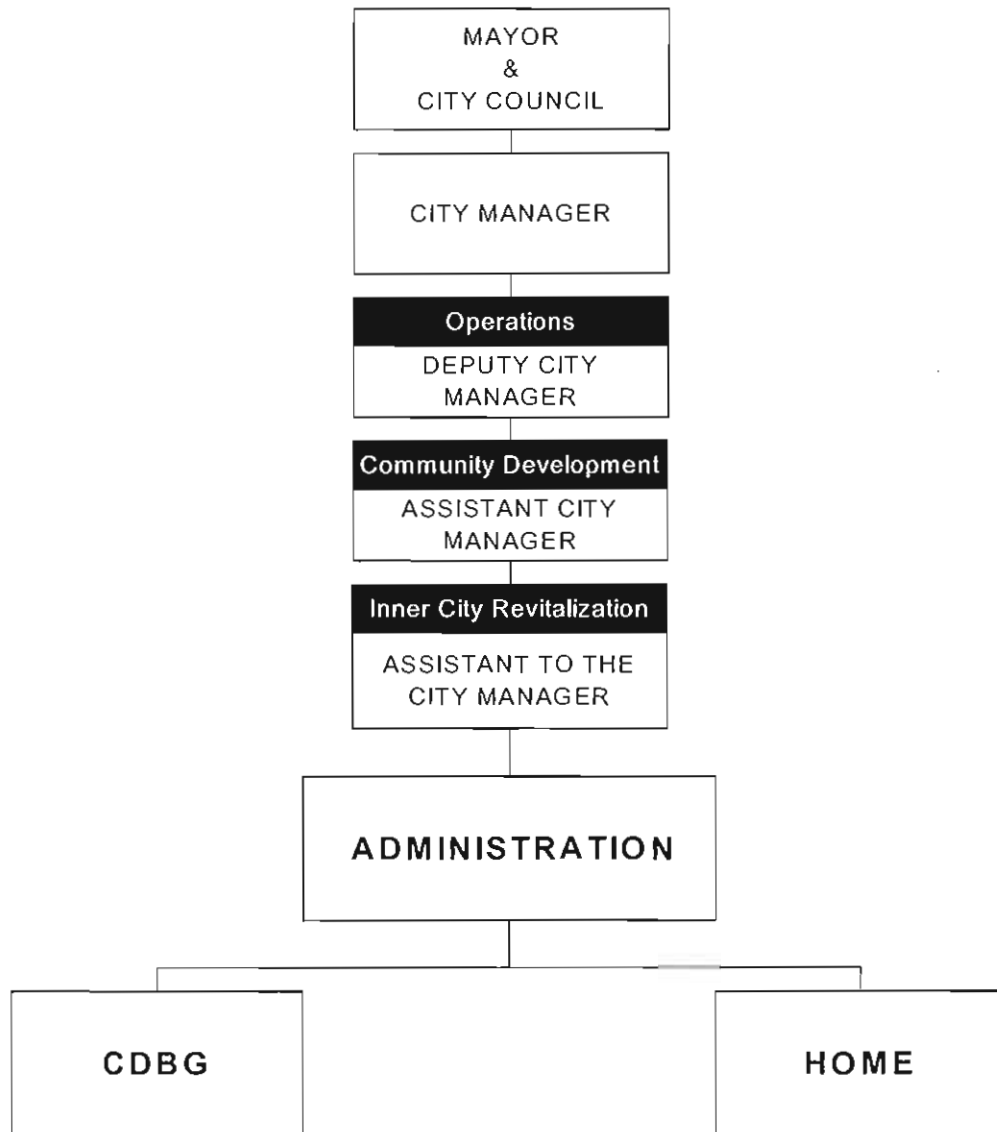
Effectiveness:

% of Members Referred, Insured or Signed Up to Receive Health Services (Medicaid, Chip, Carelink, etc.)	N/A	N/A	90%
% of Pregnant Teens Referred Receiving Prenatal Care	N/A	N/A	90%
% of Babies Referred Up to Date with Immunizations	N/A	N/A	75%
% of Eligible Families Referred Receiving WIC	N/A	N/A	75%
% Mental Health Issues Referred Addressed: (drugs/alcohol, domestic violence, depression, etc)	N/A	N/A	60%
% Referred to Family Planning	N/A	N/A	75%
% Members Referred Attending Health Workshops (parenting, abstinence, nutrition, etc.)	N/A	N/A	80%
% Referred Active Members Receiving Intakes	N/A	N/A	100%

EXPLANATORY INFORMATION

Efficiency of the Youth Opportunity Movement is based on a proposed 1187 members enrolled per program year. The Health Component provides services to program members who attend health education classes or who are referred for health related issues. The efficiency can be estimated at this point, but has not been clearly determined.

HOUSING & COMMUNITY DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Community Development Block Grant (CDBG)	22.00	\$1,200,950
HOME Grant	6.00	395,570
Total Funding	28.00	\$1,596,520

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

MISSION STATEMENT

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

PROGRAM INFORMATION

The Community Development Division of Housing and Community Development is responsible for the planning and oversight of the City's Community Development Block Grant (CDBG) Entitlement Program. This division provides technical assistance, financial and program management analysis to sub-grantees, project sponsors and other City Departments, and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) regulatory and policy requirements.

GOALS & OBJECTIVES

- ◆ Continue to conduct workshop/meetings for community and citizen groups/neighborhood associations, sub-grantees and the private sector to increase awareness of CDBG program opportunities and to increase participation in community development programs and services.
- ◆ Annually, complete or cancel existing projects prior to funding and initiating new HUD-funded activities, in order to achieve 75% HUD-supported project completion rate.
- ◆ Continue to research, identify, develop/initiate programs and secure available local, state, federal or private resources to assist with neighborhood revitalization and/or to improve the effective production of affordable housing.
- ◆ Continue leveraging HUD grant allocations for housing, public service, and economic development activities, by requiring sub-grantees to secure non-city program resources, and/or client financial participation to the maximum extent feasible.
- ◆ Ensure all CDBG and HOME supported projects are contractually implemented by no later than November 15th, to substantially increase the draw-down rate achieving a balance of no more than 1.5 times the current entitlement amount by July 30th and no more than 1.25 times the current entitlement amount by September 30th.
- ◆ Provide all direct housing assistance to sub-grantees/sponsors/clients in the form of loans. Achieve a "repayable loan" portfolio for a minimum of 60% of the available housing program funds, with no more than 40% of the available program funds provided as "forgivable deferred payment loans".
- ◆ Implement the HUD recommended Monitoring Unit, consisting of three positions, in order to increase programmatic monitoring.
- ◆ Conduct semi-annual Technical Assistance Conferences in order to increase the sub-grantee understanding of the CDBG regulations.

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Community Dev. Analysts	9	9	8	8
Annual CDBG Entitlement	\$20,100,000	\$20,143,000	\$10,616,023	\$21,009,000
Annual Program Income	\$719,462	\$785,081	\$0	\$160,794
Prior Year Carry Forward Funds	\$18,441,710	\$15,912,891	\$0	\$10,616,026
Total Available CDBG Funds	\$39,261,172	\$36,840,972	\$10,616,023	\$31,785,820
Output:				
No. Funding Applications and Citizen's Requests Reviewed	347	361	361	376
Total Sum Funding Applications and Citizen's Requests	\$113,359,774	\$278,646,320	\$278,646,320	\$311,567,419
No. Neighborhood Meetings/Public Hearings Held ¹	25	22	26	45
No. Contracts Awarded	114	91	89	93
No. Streets, Drainage & Sidewalks Contracts	39	27	27	27
No. Park & Facility Improvement Contracts	16	11	11	15
No. Neighborhood Revitalization & Economic Development	4	3	3	3
No. Planning & Administrative Contracts	14	13	13	11
No. Housing Contracts	8	8	6	6
No. Public Service Contracts Awarded	33	29	29	31
No. Carry-Forward Contracts/Projects	131	143	143	108
No. Special Projects/Reports ²	0	0	23	45
Total No. Contracts/Projects ³	245	234	255	246
No. MWBE's benefited from Contracts Awarded ⁴	53	50	55	60
No. CDBG Projects Completed/Closed	121	175	148	165
No. Projects/Contracts Cancelled	1	0	3	0
No. Housing Clients Benefiting from Funds	220	125	265	290
No. Public Service Clients Benefiting From Funds	71,700	71,700	71,700	78,140
Total CDBG Expenditures	\$23,348,180	\$25,788,680	\$26,224,946	\$23,839,365
Efficiency:				
Avg. No. Applications Reviewed per Analyst	39	40	45	47
Avg. No. of Contracts per Analyst	27	26	32	31
No. Contracts Monitored (Monitoring Unit) ⁵	70	85	90	170
No. Site Visits Conducted by Analysts	35	117	129	140

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of Review Recommendations Implemented				
Independent Housing Review	N/A	90%	34%	55%
Timeliness of Expenditures ⁶	0.86	0.78	0.77	0.88
% CDBG Funds Expended	59%	70%	71%	75%
% Projects Completed	49%	75%	58%	67%
% Low/moderate-income Clients Served ⁷	86%	85%	88%	90%
% MWBE Contracts Awarded	46%	55%	62%	65%

EXPLANATORY INFORMATION

- ¹ HUD requires a minimum of two Public Hearings – H&CD performs two City-Wide Public Hearings, two Citizen Participation Meetings per Council District and numerous Neighborhood Meetings.
- ² Special reports or projects includes correspondence from the Mayor's Office, Blue Blazers, and information requested by citizens and other organizations.
- ³ Total Contracts/Projects include carry-forward projects, projects resulting from a reprogramming action, One-time Council Allocations, as well as new contracts resulting from annual budget adoption.
- ⁴ HUD requires MWBE reports semi-annually.
- ⁵ Monitoring involves and in-depth review of agency contracts and programmatic accomplishments. 100% of The contracts will be monitored once every two years, with the exception of Streets & Drainage and Parks Projects.
- ⁶ Reflects the total unexpended balance of CDBG funds as of July 30th, compared to the current annual CDBG Entitlement grant allocation.
- ⁷ HUD requires 70% CDBG funds benefit low/moderate-income persons over a 3-year period.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTION** **\$124,193**

OPERATIONAL SAVINGS

This **reduction** will redirect \$124,193 in funding from eleven City departments that receive Community Development Block Grant (CDBG) funds. These funds will be allocated to other City Council priorities.

HOUSING & COMMUNITY DEVELOPMENT

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENT \$100,350

HOUSING & NEIGHBORHOOD PLANNING - COMMUNITY DEVELOPMENT ASSISTANT DIRECTOR

This *improvement* will add one Assistant Director position as part of the recommendations of the independent Housing Services Delivery Study. This position provides a second chief administrator to assist the Director in overseeing the department in his absence. The cost for this improvement in FY 2002 will total \$100,350. The cost for this improvement in FY 2003 will be \$94,097.

CDBG FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$742,966	\$1,014,204	\$907,369	\$974,339
CONTRACTUAL SERVICES	111,501	169,804	169,804	190,482
COMMODITIES	9,200	23,400	23,400	23,476
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	50,600	14,779	14,779	12,653
TOTAL EXPENDITURES	\$914,267	\$1,222,187	\$1,115,352	\$1,200,950
 AUTHORIZED POSITIONS	 20	 20	 20	 22
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	22.00

HOUSING & COMMUNITY DEVELOPMENT

HOME ENTITLEMENT

MISSION STATEMENT

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

PROGRAM INFORMATION

The 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.

GOALS & OBJECTIVES

- ◆ Increase the City's HOME match by identifying additional resources available for affordable housing production and rehabilitation
- ◆ Work in concert with CRAG, Housing Master Plan and other City revitalization initiatives to assist with revitalization of inner city neighborhoods
- ◆ Conduct at least two HOME workshops for new program participants and potential private sector partners
- ◆ Conduct at least two "HOME Topics" forums to enhance knowledge of Community Housing Development Organizations (CHDOs) and sub-recipients on specific use of HOME funds
- ◆ Implement the HUD recommended Monitoring Unit, consisting of three positions, in order to increase programmatic monitoring

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Number of Analysts	4	4	4	4
HOME Entitlement	\$7,066,000	\$7,076,000	\$2,724,378	\$7,909,000
Total Carry Forward Funds	\$3,821,514	\$3,821,514	\$0	\$2,724,378
Total Available Funds ¹	\$12,205,515	\$10,897,514	\$2,724,378	\$10,633,378
Total Units Adopted ²	696	500	428	600
Total Carry Forward Units	N/A	N/A	93	N/A
Total Housing Units	N/A	N/A	521	600
Output:				
Available Funds Expended	\$8,384,001	\$5,250,000	\$8,173,136	\$8,506,702
Private Sector Leverage	\$13,724,640	\$25,000,000	\$16,000,000	\$25,000,000
Public Sector Leverage ³	\$217,527	\$50,000	\$95,000	\$100,000
Total Units Canceled	50	0	72	0
Total Units Committed	645	500	511	600

HOUSING & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency continued:				
Total Units Completed	276	400	262	350
Avg. No. Units/Analysts ⁴	161	125	128	150
HOME/Private Leverage	\$1:\$1.64	\$1:\$4.76	\$1:\$1.84	\$1:\$3.13
Effectiveness:				
% HOME Funds Expended	69%	48%	75%	80%
% Committed Units Completed	40%	80%	61%	58%
% Total Units Committed	N/A	N/A	98%	N/A

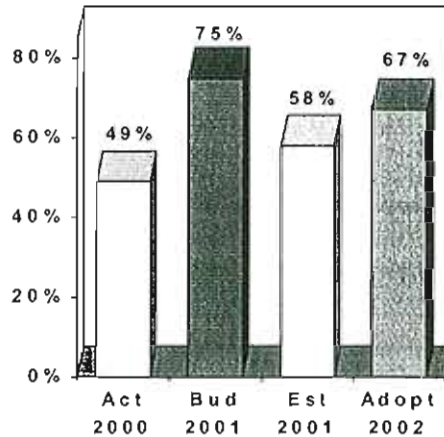
EXPLANATORY INFORMATION

- ¹ Cumulative prior year fund balances and unexpended funds from FY 1999.
- ² Total Units Adopted include the total number of housing units to be provided by all projects adopted for the fiscal year.
- ³ Indicator is dependent upon the number of Impact Fee Waivers, Tax Credits and other factors that are considered Public Sector leverage.
- ⁴ Number of units include Total Units Canceled, Committed, and Completed.

HOME ENTITLEMENT EXPENDITURES BY CHARACTER

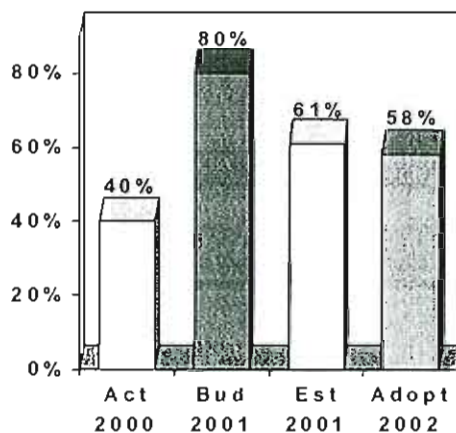
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$251,584	\$222,137	\$304,924	\$298,199
CONTRACTUAL SERVICES	83,477	0	0	90,565
COMMODITIES	2,300	0	0	3,816
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	21,200	0	0	2,990
TRANSFERS	53,439	0	0	0
TOTAL EXPENDITURES	\$412,000	\$222,137	\$304,924	\$395,570
AUTHORIZED POSITIONS	6	6	6	6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00

PERCENT OF CDBG PROJECTS UNDER CONTRACT COMPLETED



» The increase from FY 2000 to FY 2002 is due to improved completion time by the construction industry.

PERCENT HOME HOUSING UNITS UNDER CONTRACT COMPLETED



» The decrease from FY 2001 to FY 2002 is due to an increase in construction costs and larger projects being completed.

**HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT
GRANT SUMMARY**

The Consolidated Plan, Action Plan/Budget for FY 2002 constitutes an application for federal funds provided to the City by the U. S. Department of Housing and Urban Development (HUD) for four (4) separate formula programs (including reallocation of funds from prior years) totaling over \$28 million: the Community Development Block Grant (CDBG) [\$21,009,000], the HOME Investment Partnership Grant (HOME) [\$7,909,000] programs. These federal resources, combined with available CDBG resources from prior year projects and local anticipated/designated CDBG program income [\$160,794], and approximately \$988,625 in required local match funds for HOME project implementation, results in over \$28 million to support eligible activities during the FY 2002 program year.

Listed below is a comprehensive listing of all the grants the department of Housing and Community Development is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Community Development Block Grant	\$21,009,000	\$0	\$0	\$1,356,173	\$22,365,173
HOME Entitlement Grant	7,909,000	0	0	0	\$7,909,000
Totals	\$28,918,000	\$0	\$0	\$1,356,173	\$30,274,173

Activity Number:

31-01-01

Division :

Community Development

Program Dates:

10-01-01 to 09-30-02

Authorized Positions:

22

PROGRAM DESCRIPTION

The Housing & Community Development Department is responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation, and monitoring of the City's Community Development Block Grant (CDBG) and HOME Entitlement grants, and the Enterprise Community Program Funds. In addition, the Department researches, developed, 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, administration, 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 applicable regulations and policies.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - CDBG	\$20,100,000	\$20,143,000	\$21,009,000
Other - Reprogramming	0	0	1,195,379
Other - Program Income	730,436	785,081	160,794
Total	\$20,830,436	\$20,928,081	\$22,365,173

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$742,966	\$1,014,204	\$974,339
Contractual	111,501	169,804	190,482
Commodities	9,200	23,400	23,476
Capital Outlay	50,600	14,779	12,653
Sub-granting	19,916,169	19,705,894	21,164,223
Total	\$20,830,436	\$20,928,081	\$22,365,173

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Housing Programs	\$4,050,000	\$4,652,700	\$3,646,000
Streets & Drainage	\$8,472,043	\$7,733,000	\$8,234,831
Public Service Programs	\$2,948,573	\$2,929,777	\$3,014,527
Neighborhood Revitalization	\$2,297,688	\$2,474,083	\$3,482,833
City Administration	\$2,828,132	\$3,138,521	\$3,986,982
108 Loan Default Payments	\$234,000	\$0	\$0

Activity Number:

31-01-02

Division :

HOME

Program Dates:

10-01-00 to 09-30-01

Authorized Positions:

6

PROGRAM DESCRIPTION

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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2000-2001
Federal - U.S. Dept. of Housing & Urban Development	\$7,066,000	\$7,076,000	\$7,909,000
Total	\$7,066,000	\$7,076,000	\$7,909,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2000-2001
Personnel	\$521,584	\$222,137	\$298,199
Contractual	136,916	0	90,565
Commodities	2,300	0	3,816
Capital Outlay	21,200	0	2,990
Sub-granting	6,384,000	6,853,863	7,513,430
Total	\$7,066,000	\$7,076,000	\$7,909,000

PERFORMANCE MEASURES

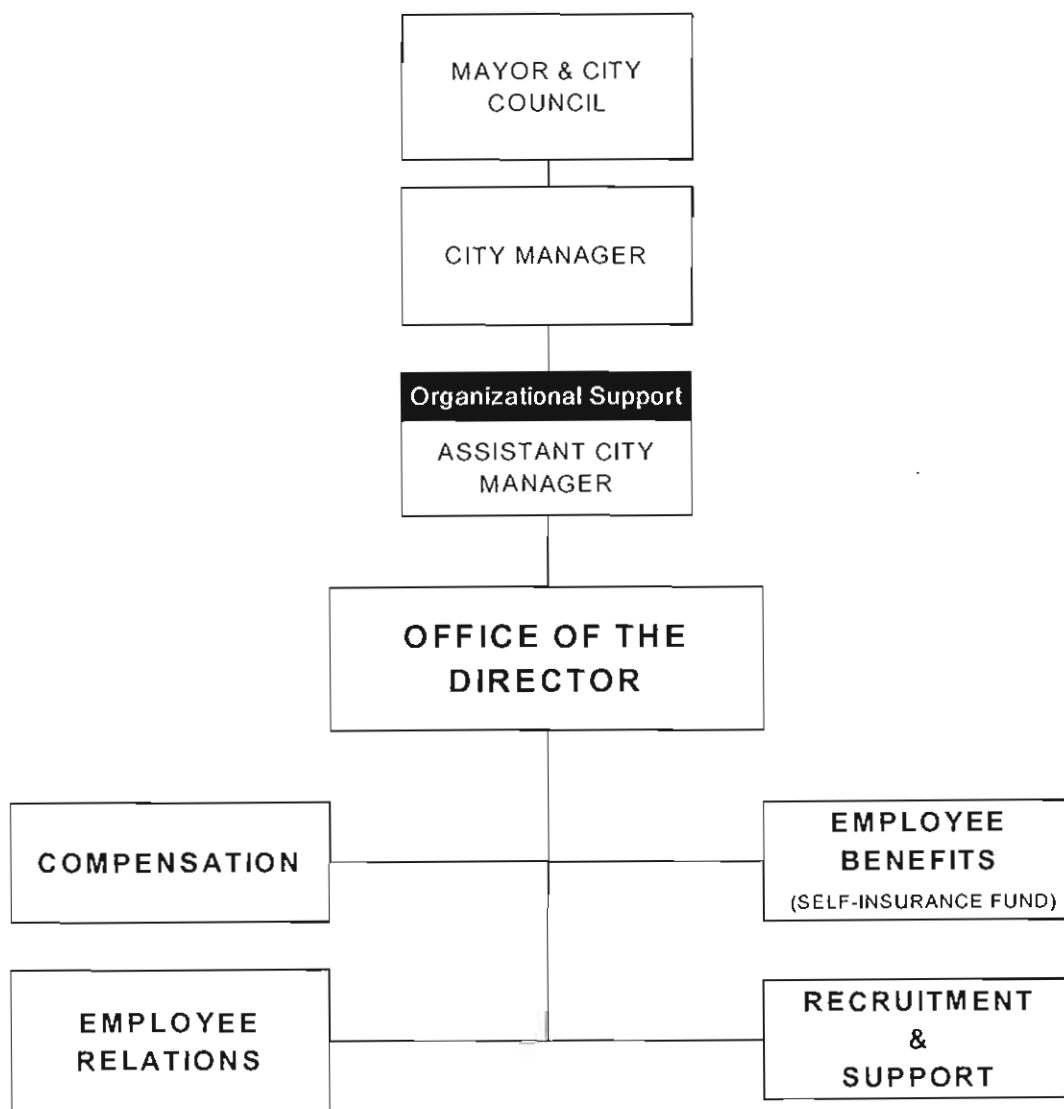
	Actual 1999-2000	Estimated 2000-2001	Adopted 2000-2001
First-Time Homebuyers Program	\$2,936,700	\$2,450,612	\$2,050,000
Owner-Occupied Housing Rehabilitation	\$3,022,800	\$2,744,000	\$1,400,000
Rental New-Construction	\$150,000	\$877,542	\$2,100,000
Rental-Rehabilitation	\$300,000	\$381,709	\$200,000
Tenant - Based Rental Assistance	\$0	\$0	\$150,000
Neighborhood Revitalization	\$0	\$0	\$1,475,000
CHDO Appropriations	\$0	\$0	\$1,186,350
Sub-Grantee Administration	\$244,500	\$400,000	\$282,836
City Administration	\$412,000	\$222,137	\$395,570

EXPLANATORY INFORMATION

Match Liability is not allocated to sub-grantees



HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	35.00	\$2,286,791
Employee Benefits Fund	17.00	57,268,569
Unemployment Compensation Fund	0.00	300,000
Extended Sick Leave Fund	0.00	32,487
Occupational Health Fund	1.00	161,187
Alternate Services Employee Fund	1,946.00	2,035,106
Total Funding	1,999.00	\$62,084,140

MISSION STATEMENT

The mission of the Human Resources Department is to provide human resource services in support of City departments to maximize the link between human capital and the City of San Antonio's overall organizational mission to deliver quality services to its citizens.

PROGRAM INFORMATION

The Human Resources Department is responsible for providing human resource programs including: employee recruitment and selection; job classification and compensation analysis; administration of employee benefits; employee testing and training and facilitation of employee grievances and disciplinary hearings before the Municipal Civil Service Commission for non-uniformed employees. The department also staffs the Fire and Police Civil Service Commission and the grievance process for uniformed employees. The Human Resources Department consists of the following five divisions: Administration, Recruitment and Support, Employee Relations (uniformed/non-uniformed), Compensation and Employee Benefits (Self-Insurance Fund).

GOALS & OBJECTIVES

- ♦ To provide human resource tools that will assist departments in hiring, promoting, retaining, recognizing employee value, rewarding high performance, and assisting employees in meeting their full career potential.
- Maintain a civilian classification and compensation system that reflects internal alignment and market competitiveness; provide equitable compensation in order to attract and retain competent, qualified employees at all levels; and implement new employee performance and development system to better link employee performance with organization mission and goals.
- Maintain and enhance a proactive recruiting program that aggressively recruits qualified, competent individuals through coordination with educational institutions, job fairs and searches, reaffirms the City's commitment to a diverse workforce, and maximizes the human capital contribution toward the City's organizational objectives; and coordinate a City-wide internship program designed to stimulate student interest toward a public service career.
- Continue coordination and development of City-sponsored training initiatives including Train the Trainer, Supervisor Certification, and customized training such as training on the new employee performance and development system; and increase the number of employees that receive training designed to maximize employee proficiency for better work efficiency.
- Continue to coordinate and monitor contracts for testing of uniformed personnel; administer examinations in accordance with Civil Service requirements and collective bargaining agreements in order to minimize appeals and grievances; and improve automation of testing processes to reduce the processing time for the development of eligibility lists while maintaining the accuracy of test scoring.
- Continue workforce trend study to include variables such as job market activity, applicant flow, average employee age, retirements, and average size of families to assist in anticipating costs of providing medical and other benefit-related services to city employees, and to address issues relating to a diverse workforce.
- Continue coordination of the development and maintenance of all Administrative Directives and Municipal Civil Service Rules in compliance with Federal, State and Local laws; ensure that City management and employees are trained on policies and procedures and participate in mandatory training program.

HUMAN RESOURCES

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of General Fund Departmental Full-Time Employees	36	36	36	35
No. of Regrade Job Studies Requested & Initiated (by job class)	63	50	30	35
No. of In-Lieu-Of/Reclassification Job Studies Requested	373	350	250	300
No. of Training Classes Offered	179	240	266	308
No. of Applications Processed	53,032	60,831	57,120	59,011
-City Employees	10,648	19,590	13,125	14,174
-Non-City Employees	37,777	36,031	39,288	40,044
-Fire & Police (entry)	3,458	3,841	3,460	3,391
-Fire & Police (promotional)	1,149	1,369	1,247	1,402
No. of Eligibility Lists Requested ¹	9	10	10	12
-Fire & Police (entry)	2	2	2	4
-Fire & Police (promotional)	7	8	8	8
No. of Light Duty Referrals Received ²	366	279	334	337
Output:				
No. of Regrade Requests Approved	65	40	17	26
No. of In-Lieu-Of/Reclass Requests Approved	245	260	188	231
No. of Class Specifications Reviewed/Updated	118	150	114	100
No. of Training Hours Provided ³	27,938	31,200	33,145	49,280
No. of Additional Employees Certified as Trainers	N/A	30	33	32
No. of Positions Advertised ⁴	1,480	1,456	1,658	1,650
No. of New Hires Processed	1,518	1,930	2,011	1,933
No. of Positions Filled ⁴	1,426	1,799	1,879	1,827
No. of Examinations Administered:	15	17	17	17
-Fire & Police (entry)	2	2	2	2
-Fire & Police (promotional) ⁵	13	15	15	15
Fire/Police Testing ⁶				
-No. Hired from Fire Entry-Level Eligibility List	94	60	96	96
-No. Hired from Fire Promotional Eligibility List	71	70	63	65
-No. Hired from Police Entry-Level Eligibility List	69	80	92	70
-No. Hired from Police Promotional Eligibility List	73	80	7	55
No. of Light Duty Placements	314	203	299	300

HUMAN RESOURCES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency:				
Avg. No. of Applications Processed per Placement Officer per Week ⁷	168	186	168	174
% of Light Duty Referrals Placed	86%	73%	90%	89%
Effectiveness:				
Avg. Turnaround Time for Evaluation Of In-Lieu-Of/Reclass Requests (workdays) ⁸	18/31	20/30	20/25	15/20
% of Regrade Requests Approved	103%	80%	57%	74%
% of In-Lieu-Of/Reclass Requests Approved	66%	74%	75%	77%
% of Supervisors Who Agree or Strongly Agree on Performance Improvement After Training ⁹	80%	85%	89%	90%
Total Average No. of HR Work Days Required to Fill a Vacant Position	12	16	12	12
-Avg. No. of Days for Actions by HR ¹⁰	7	11	7	7
-Avg. No. Days for Actions by Outside Agencies ¹¹	5	5	5	5
% Fire/Police Promotional Exam Questions Appealed	N/A	12%	12%	12%
City-Wide Turnover Rate ¹²				
-Civilian	12.50%	11.00%	10.30%	10.00%
-Uniform	0.25%	0.50%	0.59%	4.70%

EXPLANATORY INFORMATION

- ¹ Eligibility lists are typically active for 12 months, but in accordance with Chapter 143, they may be active for six to 12 months, depending upon department request or Texas Fire & Police Civil Service Law.
- ² Light duty referrals are applications submitted by the workers' compensation and short-term disability administrators. These employees are referred to light duty until released for regular duty.
- ³ The FY 2001 Revised Budget number of training hours will result in 4,800 students trained.
- ⁴ The difference between the number of positions advertised and positions filled is due to departments' practice of filling more than one vacancy with an advertised position.
- ⁵ Promotional examinations for Fire and Police classification (rank) include written exams, assessment centers for District Fire Chief, scenario-based for Police Lieutenant and Captain, and Fire and Police probationary exams.
- ⁶ Based on Fire and Police Department estimates of the number and size of Academy classes anticipated and estimates of expected vacancies to be filled by promotion.
- ⁷ Applications processed per placement officer is based only on City and Non-City applications and six placement officers.
- ⁸ Average turnaround time for in-lieu-of/reclassification requests includes only the period of time spent from receipt of Classification Action Form to Analyst recommendation.
- ⁹ Supervisor agreement that employee performance has improved as a result of training. Ratings are based on surveys of supervisors utilizing a five-point scale with five being the most significant improvement in work performance.

EXPLANATORY INFORMATION CONTINUED

- ¹⁰ Total average number of workdays required to fill a 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.
- ¹¹ Average number of days for action by outside agencies includes time required to perform background and driving status verifications, drug screening and physicals.
- ¹² Turnover is calculated by taking the actual number of terminations and dividing it by the average number of filled positions.

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$68,224**

SAVINGS IN CITY-WIDE TRAINING

This **reduction** will reduce Human Resources funding for city-wide training by \$32,717. The Human Resources Department anticipates the availability of Alamo Community College District (ACCD) funding to increase the current training budget and fund the development of customized technical training. For the Mid-manager Program, the Department will investigate other training sources, including in-house training, to address the City's mid-management training needs.

REDIRECTION OF FUNDS FOR ANNUAL EXECUTIVE WORKSESSION

This **reduction** will eliminate \$10,000 in Human Resources funding for the Annual Executive Worksession.

VACANCY SAVINGS – ELIMINATE ONE POSITION

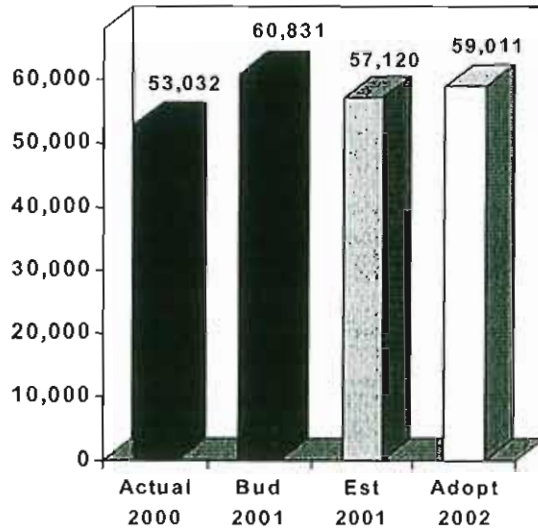
This **reduction** will eliminate a vacant position within the department. This position, a Secretary II, has been vacant for more than one year. There will be no impact to service delivery in FY 2002 as a result of this reduction. This reduction will provide savings of \$25,507. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas.

HUMAN RESOURCES

GENERAL FUND EXPENDITURES BY CHARACTER

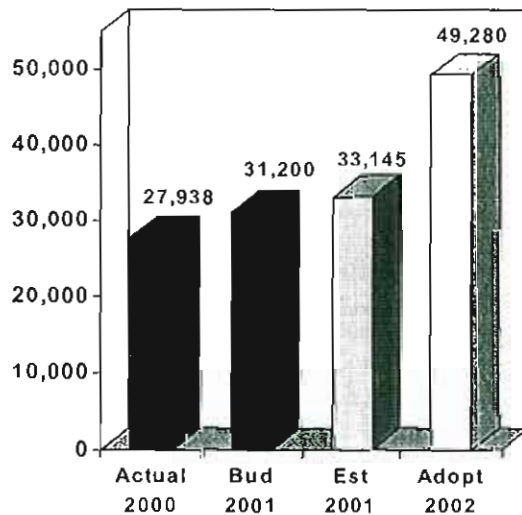
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,483,405	\$1,744,928	\$1,730,498	\$1,772,590
CONTRACTUAL SERVICES	368,582	561,961	566,970	475,991
COMMODITIES	44,806	26,805	35,872	32,465
OTHER EXPENDITURES	8,163	5,373	5,373	1,215
CAPITAL OUTLAY	4,620	13,373	13,373	4,530
TOTAL EXPENDITURES	\$1,909,576	\$2,352,440	\$2,352,086	\$2,286,791
 AUTHORIZED POSITIONS	 36	 36	 36	 35
FULL-TIME EQUIVALENTS	36.00	36.00	36.00	35.00

NO. OF APPLICATIONS PROCESSED



» In FY 2002, the total number of applications processed for employment is projected to increase by 11% over FY 2000.

NO. OF TRAINING HOURS PROVIDED



» In FY 2002, the number of training hours provided is anticipated to increase by 76% over FY 2000.

» Training Programs include:

- Train the Trainer
- Supervisor Certification
- Pre-Management

PROGRAM DESCRIPTION

The **Employee Benefits Division** implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The division is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-insured indemnity health care plans, Health Maintenance Organization (HMO) plan, Life Insurance plan, Texas Municipal Retirement Program, Employee Assistance Program, Unemployment Compensation, Extended Sick Leave Program, Wellness Program, Deferred Compensation and other optional insurance coverage. The division organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees.

GOALS & OBJECTIVES

- ♦ Provide direct professional customer service and education for all active and retired employees and their eligible family members on health, retirement and wellness programs.
- ♦ Maintain a strong self-insurance fund by utilizing prudent financial management principles in evaluating the design of the indemnity and health maintenance organization plans and by making required plan adjustments based on cost containment and industry trends.
- ♦ Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost to attract and retain employees.
- ♦ Coordinate annual internal audits of Third Party Administrator to ensure contract compliance and quality customer service.
- ♦ Execute cost containment practices to contain Citimed medical claim expenses by conducting ongoing hospital bill audits and utilization review.
- ♦ Conduct annual benefits Open Enrollment briefings to educate active employees, retirees, and their eligible family members on the benefits package.
- ♦ Plan, organize, promote and conduct an annual Health Fair to educate and promote wellness in the work place.
- ♦ Facilitate systematic benefits reviews to maintain credible and competitive programs.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Total Citimed Employees	7,803	7,784	9,175	9,633
-Active Employees	6,956	6,910	8,269	8,682
-Retirees	847	874	906	951
Total HMO Employees	3,060	3,005	2,003	1,903
-Active Employees	2,570	2,534	1,540	1,463
-Retirees	490	471	463	440
No. of Employee Benefits Customer Service Representatives	5	5	5	5
No. of Walk-Ins per Week	69	115	88	92
No. of Phone Inquiries per Week	512	657	599	605
No. of Surveys Issued to Walk-Ins per Week	N/A	115	88	92

HUMAN RESOURCES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
Total Citimed Claims	\$28,429,391	\$28,393,966	\$38,388,984	\$44,348,166
Total HMO Cost ¹	\$8,778,757	\$10,226,736	\$7,590,281	\$7,412,207
No. of Survey Responses Received per Week	N/A	104	45	47
Efficiency:				
Avg. Citimed Cost per Employee	\$3,643	\$3,648	\$4,184	\$4,604
Avg. HMO Cost per Employee	\$2,869	\$3,403	\$3,789	\$3,895
Avg. No. of Walk-Ins per Customer Service Representative per Week	13.8	23.0	17.6	18.4
Avg. No. of Phone Inquiries per Customer Service Representative per Week	102.4	131.4	119.8	121.0
Third Party Administrator (TPA) - Avg. No. of Claims Processed per Week ²	4,056	3,992	4,247	4,289
Avg. No. of Claims Pended per Week ³	330	319	340	343
Avg. No. of Claims Paid per Week ⁴	3,726	3,673	3,907	3,946
No. of Satisfied Responses with Employee Benefits (EB) Office Service per Week	N/A	83	41	42
Effectiveness:				
Citimed Cost (increase/decrease)	17.0%	(0.1%)	35.2%	15.5%
HMO Cost (increase/decrease)	4.0%	16.5%	(25.8%)	(2.3%)
Avg. Turnaround Time for Claims Paid (days) ⁵	4	4	5	5
% Satisfied with EB Office Service per Week	N/A	80%	91%	90%

EXPLANATORY INFORMATION

¹ The amount paid in premiums.

² The number of claims presented for payment.

³ The number of claims presented for payment, which are not paid, but set aside until missing documentation is received.

⁴ The number of claims processed to a conclusion during a workweek.

⁵ The number of business days it takes the TPA to process claims from the date a claim is presented for payment until the claim is paid, pended or denied.

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$28,714

OPERATIONAL SAVINGS

This *reduction* will reduce funding for the Stop Loss Premium by \$28,714. This reduction will not have an impact on the operations of this division.

- ♦ IMPROVEMENTS \$127,459

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Employee Benefits Fund's budget. The combined cost will total \$25,889. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April 2002.

OTHER IMPROVEMENTS – EMPLOYEE BENEFITS CONSULTANT

This *one-time improvement* provides \$100,000 to hire a consulting firm to perform a comprehensive review of the City's employee benefits. The City's current medical and prescription costs have increased dramatically over the past two years. This comprehensive review will improve cost allocation for medical and prescription plan designs and allocation of funds to cover potential increases in medical and prescription costs.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$1,570 in the FY 2002 budget.

HUMAN RESOURCES

EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$577,591	\$762,946	\$747,995	\$808,629
CONTRACTUAL SERVICES	40,120,051	41,898,913	45,509,054	48,747,012
COMMODITIES	12,078	6,650	14,149	7,125
OTHER EXPENDITURES	7,404	6,898	6,898	4,909
CAPITAL OUTLAY	1,649	10,120	10,120	0
TRANSFERS	319,218	945,238	4,917,246	7,700,894
TOTAL EXPENDITURES	\$41,037,991	\$43,630,765	\$51,205,462	\$57,268,569
 AUTHORIZED POSITIONS	 17	 17	 17	 17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

HUMAN RESOURCES

UNEMPLOYMENT COMPENSATION FUND

PROGRAM DESCRIPTION

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.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Unemployment Compensation (UC) Claim Notifications ¹	142	138	145	150
Output:				
No. of UC Claims Protested	36	46	61	64
No. of Favorable UC Decisions	26	41	54	58
No. of UC Claims Paid ²	334	346	351	363
Total Cost of UC Claims Paid	\$176,901	\$220,140	\$290,000	\$300,000
Efficiency:				
% of Favorable Decisions on Protested UC Claims	72%	89%	89%	91%

EXPLANATORY INFORMATION

¹ UC claim notices received in Human Resources.

² Total claims paid, including those paid to former City employees for which the City was not the last employer.

HUMAN RESOURCES

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$0	\$0	\$0	\$0
CONTRACTUAL SERVICES	176,901	220,140	225,000	300,000
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	120,000	20,000	20,000	0
TOTAL EXPENDITURES	\$296,901	\$240,140	\$245,000	\$300,000
 AUTHORIZED POSITIONS	 0	 0	 0	 0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

HUMAN RESOURCES

EXTENDED SICK LEAVE FUND

PROGRAM DESCRIPTION

The City's *Extended Sick Leave Program* is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Short-term disability benefits are paid as a percentage of compensation ranging from 40% to 100% based on years of service. Long-term disability benefits are paid 40% of monthly salary or at 60% if optional disability insurance is purchased.

GOALS & OBJECTIVES

- ♦ Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- ♦ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Total No. of Participants on Long-Term Disability (LTD)	9	14	8	10
Output:				
No. of LTD Applications Approved	1	8	4	2
LTD Payments	\$29,416	\$30,000	\$15,820	\$30,000
Efficiency:				
Avg. Annual Payment per Participant - City Portion Offset ¹	\$3,268	\$2,143	\$1,978	\$3,000

EXPLANATORY INFORMATION

¹ Of the eight total participants in FY 2001, four coordinated with other coverages, resulting in a zero dollar pay out.

HUMAN RESOURCES

EXTENDED SICK LEAVE INSURANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$29,416	\$32,400	\$15,820	\$32,340
CONTRACTUAL SERVICES	0	0	0	147
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	50,000	50,000	0
TOTAL EXPENDITURES	\$29,416	\$82,400	\$65,820	\$32,487
 AUTHORIZED POSITIONS	 0	 0	 0	 0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

PROGRAM DESCRIPTION

The *Employee Assistance Program* (EAP) provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. EAP service is provided by an external vendor, under the supervision of the City Employee Assistance Coordinator. The Employee Assistance Coordinator monitors the program contract for compliance, provides training and consultation, and handles complaints.

GOALS & OBJECTIVES

- ♦ Facilitate early recognition, intervention, and resolution of personal 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.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Eligible Participants:				
-Non-Uniform Employees	6,129	6,179	6,295	6,358
-Eligible Family Members	8,868	8,755	8,899	8,988
Output:				
Non-Uniform Employee Utilization	387	437	323	326
Eligible Family Member Utilization	143	134	134	144
Efficiency:				
% of Employee Utilization ¹	6.0%	7.1%	5.1%	5.1%
% of Family Member Utilization	2.0%	1.5%	1.5%	1.6%

EXPLANATORY INFORMATION

¹ The National Trend is currently at six percent. (Source: 1996 Mercer, Foster, Higgins employee benefits survey.) COSA's Employee Assistance Program is performing slightly below at five percent.

HUMAN RESOURCES

PROGRAM CHANGES

♦ IMPROVEMENTS

\$3,570

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Employee Assistance Program's budget. The combined cost will total \$2,396. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$1,174 in the FY 2002 budget.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$49,857	\$50,285	\$53,815	\$54,529
CONTRACTUAL SERVICES	99,260	100,957	103,125	102,131
COMMODITIES	343	500	41	500
OTHER EXPENDITURES	959	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	8,015	7,195	4,027
TOTAL EXPENDITURES	\$150,419	\$159,757	\$164,176	\$161,187
 AUTHORIZED POSITIONS	 1	 1	 1	 1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

HUMAN RESOURCES

ALTERNATE SERVICES EMPLOYEE FUND

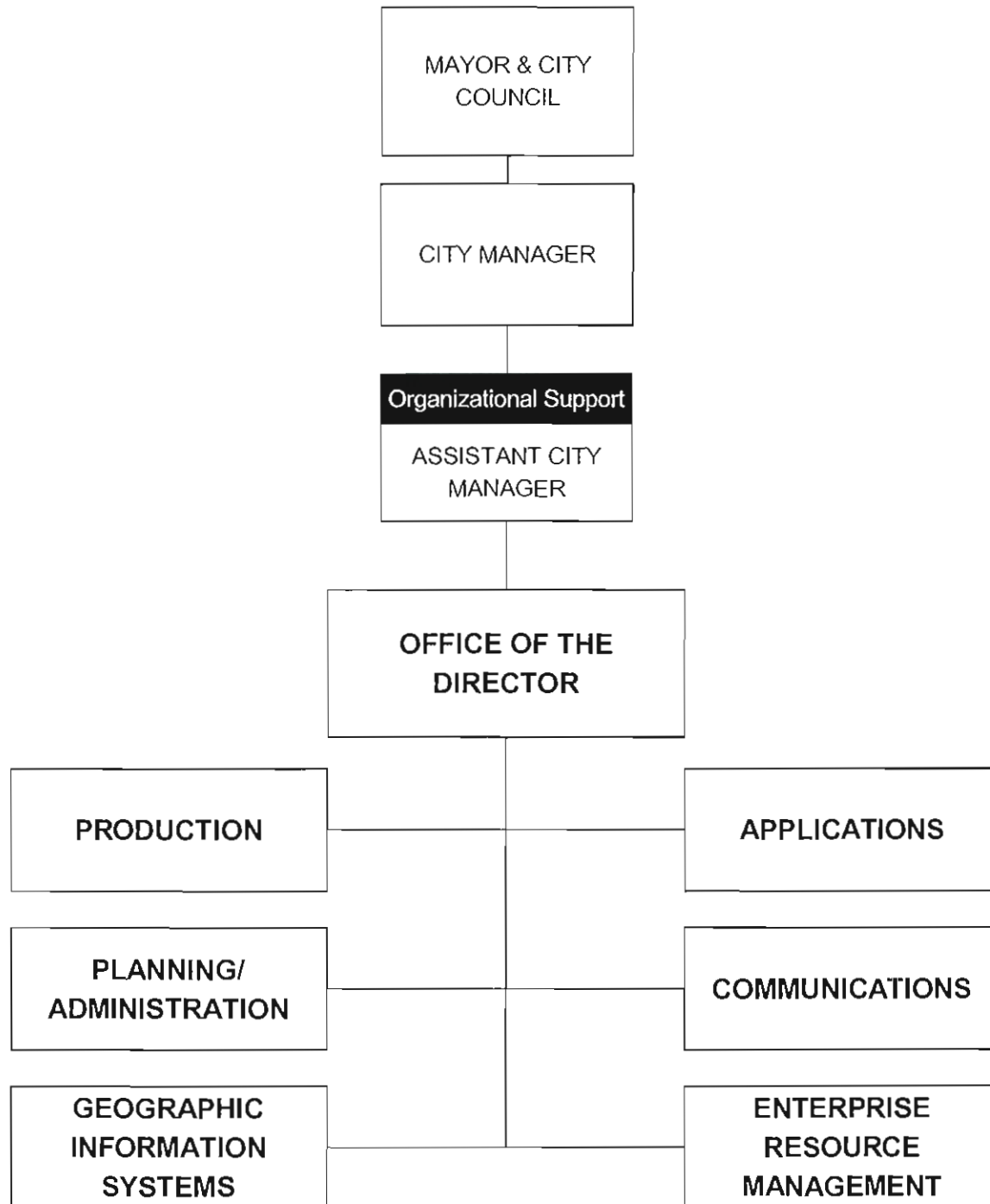
PROGRAM DESCRIPTION

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

ALTERNATE SERVICES EMPLOYEE FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,875,355	\$1,321,378	\$1,974,692	\$2,033,933
CONTRACTUAL SERVICES	455	1,575	1,139	1,173
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	45,000	45,000	0
TOTAL EXPENDITURES	\$1,875,810	\$1,367,953	\$2,020,831	\$2,035,106
AUTHORIZED POSITIONS	150	170	170	1,946
FULL-TIME EQUIVALENTS	150.00	170.00	170.00	1,946.00

INFORMATION TECHNOLOGY SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Information Technology Services Fund	183.00	\$19,109,542
Total Funding	183.00	\$19,109,542

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide business solutions to enhance the City's effectiveness in serving the citizens of San Antonio through the effective use of information technology and to earn the business, respect and confidence of our customers by working as a team.

PROGRAM INFORMATION

The Information Technology Services Department (ITSD) provides information technology (IT) services, 24 hours a day, seven days a week to all City departments and other agencies through information and technology sharing agreements. ITSD provides a strongly centralized IT function, which offers leadership, vision and support for all technology functions, builds information systems around good business planning practices, and reflects the mission and goals of the departments, City of San Antonio and the citizens we serve. The focus of our mission includes the following:

- Information Management
- Business Applications (Enterprise, Departmental)
- Geographic Information System (GIS) (Enterprise)
- Computing Platforms (Enterprise, Departmental, Desktop)
- Communications Networks (Voice, Video, Data and Wireless Services)
- Technology Management

The performance of the department, to a large extent, is measured by the productivity achievements of other City departments through the effective use of technology. The divisions of the department are Office of the Director, Production, Applications, Communications, Planning/Administration, Geographic Information Systems (GIS), and Enterprise Resource Management (ERM).

GOALS AND OBJECTIVES

To create, implement and maintain on an annual basis the City of San Antonio Information Technology Plan that will provide a technology roadmap to meet departments' business requirements and enhance their performance by continuing to add sufficient ITSD resources to execute the plan.

- ♦ *E-San Antonio* – Market and expand the interactive-internet community portal, SanAntonio.gov, which promotes e-government, economic development, education, health & human services and convention & tourism.
 - Continue to expand the e-government concept that will allow employees, citizens, visitors and businesses access to services from home, office, library or kiosk using Internet technologies.
 - Enhance service delivery and electronic payments, procurements and bid submissions.
 - Continue promoting e-commerce through economic development such as "Buy SA" websites and promote the development of website links to businesses.
 - Expand educational opportunities (SATNET) by promoting distance learning, CEU certification for technical positions, and curriculum registration through ACCD, UTSA and technical schools.
 - Allow access to health & human services by providing web links to health clinics, hospitals, and other health-related programs/issues within the City.
 - Give conventions and visitors access to Convention schedules, booking information, community calendars, maps to tourist areas, and hotel reservations.

GOALS & OBJECTIVES CONTINUED

- ♦ *Geographic Information System (GIS)* – Continue to implement and manage a GIS enterprise Master Plan providing order and focus to GIS/Mapping:
 - Implement policies from the GIS/Mapping Master Plan.
 - Refine and expand GIS policies/goals through the GIS committee.
 - Determine the information needs of the users as technology develops.
 - Establish structured GIS, Remote Sensing and Global Positioning System (GPS) training courses.
 - Develop web-based applications for distributing GIS information
- ♦ *Knowledge/Information Management* - Continue development of the Knowledge/Information Management Solution (enterprise information repository) linking business applications, GIS, data warehousing, Executive Project Management System (EPMS), Department Project Management System (DPMS), electronic agenda, electronic document management, and access technologies to provide departments with tools and information to conduct their business more efficiently and effectively.
- ♦ *Enterprise Resource Planning (ERP) System* – Work with the ERP Consultant to evaluate, select, and implement a new ERP System that will include new applications for financial management, payroll, human resources, purchasing, budget and others to be defined in the scope of the project. Implementation of an ERP system across City departments will promote data integration and sharing and will provide the infrastructure that will enable the City to tightly integrate applications such as GIS, CRM, data warehousing, knowledge management and document management.
- ♦ *Customer Relationship Management (CRM) System* – Implement an enterprise-wide customer relationship management system across all City departments that clearly tracks all customer concerns and will improve the process of managing relationships with all customers of the City.
- ♦ *Network Operations Center/Technology Help Desk* – Establish a 24 x 7 Network Operations Center (NOC) / Technology Help Desk to provide assistance and expedite problem resolution.
- ♦ *IT Replacement Program* – Provide a program that allows for the orderly and timely replacement of technological equipment, addresses billing rates, and allows for a full-rate recovery system, as well as upgrades of major enterprise systems, thus lessening potential catastrophic impacts to City funding resources.
- ♦ *IT Rate Structure* – Implement the new DMG rate structure system in FY 2002.
- ♦ *Migration to Windows 2000/Office 2000* – Establish one standard desktop operating system for all City Personal Computers allowing for much tighter desktop security.
- ♦ *Customer Services/Delivery Systems* – Continue to improve customer service and efficiency in the delivery of core business services such as applications development, desktop automation, messaging, Internet, telephones, cellular phones, pagers, radios, and wireless data services, and refine existing technology to increase employee productivity and morale by providing departments the opportunity to offer alternative work schedules and telecommuting.
- ♦ *IT Education Services/Training* – Effectively use technology to promote employee development by delivering quality educational services, which include, but are not limited to, learning and technical training initiatives with ACCD and UTSA.
- ♦ *Public Safety Radio System* – Successfully complete installation and implementation of the City/County Public Safety Radio System based upon the timelines as follows:
 - Contract execution 09/02/99
 - Design/Review phase 11/01/99
 - Begin construction..... 06/01/00
 - System acceptance 03/31/02
 - User Training on Equipment 04/01/02
 - Final acceptance 07/31/02

INFORMATION TECHNOLOGY SERVICES

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Customers Supported (City & Other)	10,654	11,700	11,609	11,850
No. of Authorized Positions	164	170	170	183
No. of Computer Application Work Orders (New/Ad-Hoc/Maintenance) Requested Annually	724	800	795	925
No. of Personal Computers Supported	5,811	6,180	6,560	7,000
No. of Servers Supported	109	120	130	145
No. of Mobile Data Terminals (MDT) Supported	901	850	815	595
No. of WYSE Terminals Supported	1,119	1,100	180	0
No. of Printers Supported	2,273	2,400	2,700	2,755
No. of Telephones Lines Supported	7,261	7,970	7,610	7,970
No. of Cellular Phones Supported	1,674	1,790	1,790	1,830
No. of Radios Supported	5,761	5,840	5,855	5,870
No. of Pagers Supported	2,553	2,780	2,938	3,050
No. of CDPD Laptops Supported	352	350	530	750
No. of City Web Pages Published ¹	N/A	N/A	6,140	6,260
Output:				
No. of ITSD Help Desk Calls Processed (207-8888)	65,352	70,000	62,000	67,000
No. of Computer Application Work Orders (New/Ad-Hoc) Worked on	661	850	750	860
No. of City Personnel Provided PC Training	1,969	2,200	2,200	2,400
No. of MDT Information Requests Processed (millions)	76	75	76	76
No. of Data Communications Work Orders Processed/Opened	3,454	3,000	2,990	3,400
No. of Telephone Communications Work Orders Processed/Opened	1,487	1,300	1,550	1,700
No. of Radio Communications Work Orders Processed/Opened ²	9,629	2,800	5,290	5,350
No. of Mainframe Information Request Transactions (millions)	339	365	385	400
No. of City Web Pages Browsed (millions) ¹	N/A	N/A	5.9	6.2
Efficiency:				
Avg. No. of Calls Processed per Help Desk Staff Member	16,338	17,500	15,500	16,750
Avg. Cost per Computer Application Work Order	\$863	\$1,030	\$996	\$900
Avg. No. of Mainframe Terminal Transactions per Weekday (thousands)	1,028	1,500	1,200	1,300
City of San Antonio	476	Annual Budget FY 2001-2002		

INFORMATION TECHNOLOGY SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency continued:				
Avg. Labor Cost per Data Communications Work Order ³	\$263	\$310	\$290	\$290
Avg. Labor Cost per Telephone Communications Work Order ³	\$160	\$160	\$156	\$153
Avg. Labor Cost per Radio Communications Work Order ³	\$238	\$160	\$170	\$180
Avg. % Mainframe Response Time One Second or Less	99%	97%	97%	98%
No. of Citizens Served via City Website (millions) ¹	N/A	N/A	2.8	3.0
Effectiveness:				
Avg. % of Computer Applications Work Orders Requested and Completed	81%	80%	75%	75%
Avg. Hours Charged per Computer Applications Work Order Completed	34	50	40	38
Avg. Time to Complete Data Communications Work Order (days)	23	15	23	20
Avg. Time to Complete Telephone Communications Work Order (days)	14	14	10	12
Avg. Time to Complete Radio Communications Work Order (days)	6	5	8	7
Avg. % of ITSD Help Desk Calls Completed:	52%	52%	50%	54%
< 60 Minutes	48%	48%	50%	46%
> 60 Minutes				
Avg. No. of Web Pages Browsed Per Citizen Served ¹	N/A	N/A	2.07	2.07

EXPLANATORY INFORMATION

¹ This includes the COSA, CVB, Health and Alamodome websites.

² Change in reporting methodology between FY 2000 Actual and FY 2001 Adopted.

³ The Average Labor Cost per communications work order is derived by totaling all labor costs and dividing them by the total number of work orders from which those costs are taken, for the period.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$507,686

OPERATIONAL SAVINGS

This **reduction** will provide \$507,686 in telecommunications savings. This reduction will impact ITSD's ability to fund some emergency requests but will not have an impact on regular telecommunications services.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$1,252,900

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This ***improvement*** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$395,001. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April, 2002.

CUSTOMER SERVICE – ADD TWO POSITIONS FOR COMMUNITY PORTAL EXPANSION

This ***improvement*** will add one Information Systems Project Supervisor position and one Software Specialist position to expand the service-oriented E-San Antonio Community Portal initiative. These positions will provide the resources necessary for Community Portal expansion, which will provide a single logical access to community services and information and will continue to provide employees, citizens, visitors, and businesses with access to information and services. These positions will be funded for six months. The total cost of adding these positions in FY 2002 will be \$70,930. The full-year funding for these positions in FY 2003 will be \$123,561.

CUSTOMER SERVICE – ADD ONE SYSTEMS PROGRAMMER II FOR NETWORK INFRASTRUCTURE SUPPORT

This ***improvement*** will add one Systems Programmer II position to support the City's critical network infrastructure. This position will provide increased technical support in all network infrastructure-related issues and allow for improved network supportability, reliability, and efficiency. This position will be funded for six months. The total cost of adding this position in FY 2002 will be \$32,928. The full-year funding in FY 2003 will be \$55,392.

OTHER IMPROVEMENTS – GIS MASTER PLAN – PHASE III

This ***improvement*** will add one Information Systems Project Supervisor and one Programmer/Analyst Supervisor position to create and manage GIS databases and to make GIS accessible through the Internet. These positions will be funded for nine months. Funding for Phase III of the GIS Master Plan also involves obtaining digital imagery and automating manual processes to improve data accuracy and establishing a common basemap among all data-contributing agencies. Implementation costs of Phase III in FY 2002 will total \$462,756. This amount includes one-time costs totaling \$86,000 primarily for computer equipment and special remote sensing software. In FY 2003, funding for this initiative will be \$408,174.

OTHER IMPROVEMENTS – ADD ONE SENIOR MANAGEMENT ANALYST

This ***improvement*** will add one Senior Management Analyst position to maintain and develop changes in rates as new information technology services are added and old technologies are modified or deleted. The first year cost of funding this position for nine months will be \$48,632. The full-year funding in FY 2003 will be \$56,929.

PROGRAM CHANGES CONTINUED***OTHER IMPROVEMENTS – ENTERPRISE/DEPARTMENTAL PROJECT MANAGEMENT SYSTEM STAFFING***

This *improvement* will add one Information Systems Project Supervisor position and one Systems Programmer II position to be responsible for the administration, maintenance, training, and implementation of the Enterprise/Departmental Project Management System (EPMS/DPMS) and to provide technical expertise and assistance for the Contract Management System. The FY 2002 cost of funding these positions for six months will be \$71,230. The cost of this improvement will be offset through a \$35,615 transfer from the General Fund. The full-year cost in FY 2003 will be \$123,861.

OTHER IMPROVEMENTS – ADD ONE POSITION FOR DATA SECURITY PLAN

This *improvement* will add one Senior Systems Programmer position to develop, monitor, disseminate, and enforce security policies and procedures. This position will be funded for six months. The total cost of adding this position in FY 2002 will be \$35,435. The full-year funding in FY 2003 will be \$61,105.

OTHER IMPROVEMENTS – ADD THREE COMPUTER OPERATIONS SUPERVISORS

This *improvement* will add three Computer Operations Supervisor positions to extend supervision and support of the Senior Computer Operators and Computer Operators. This improvement will be funded for six months. The total cost of adding these positions in FY 2002 will be \$60,871. This cost will be offset by a reduction of \$7,301 in high-class pay for a net cost of \$53,570 in FY 2002. The full-year funding in FY 2003 will be \$121,228.

OTHER IMPROVEMENTS – ADD ONE NETWORK SERVICES OPERATOR FOR HELP DESK SUPPORT

This *improvement* will add one Network Services Operator position to assist with the increasing demand for Help Desk calls after the prime shift hours (from 4:30 p.m. to 12:00 a.m.). This position will be funded for six months. The total cost of adding this position in FY 2002 will be \$20,435. The full-year funding in FY 2003 will be \$31,905.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

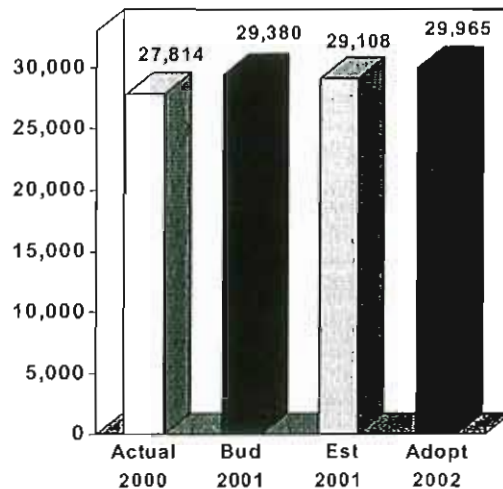
This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$54,682 in the FY 2002 budget.

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CHARACTER

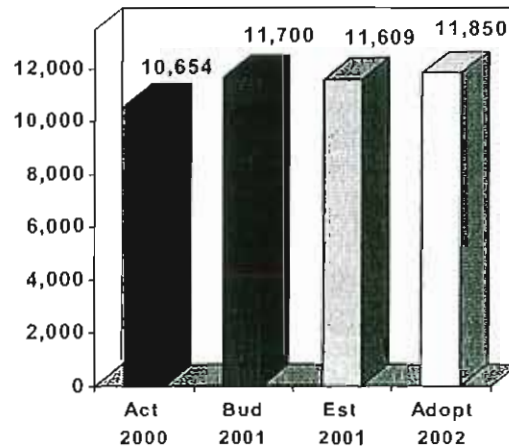
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$8,150,903	\$9,308,589	\$8,930,536	\$10,322,313
CONTRACTUAL SERVICES	2,691,036	4,025,511	3,267,050	4,254,483
COMMODITIES	2,439,670	2,844,260	2,765,785	3,039,490
OTHER EXPENDITURES	388,982	351,810	351,810	366,301
CAPITAL OUTLAY	225,052	392,690	380,210	466,090
INVENTORIES	626,392	358,700	116,943	169,100
TRANSFERS	919,933	479,296	450,825	491,765
TOTAL EXPENDITURES	\$15,441,968	\$17,760,856	\$16,263,159	\$19,109,542
 AUTHORIZED POSITIONS	 164	 170	 170	 183
FULL-TIME EQUIVALENTS	164.00	170.00	170.00	183.00

TOTAL DEVICES SUPPORTED

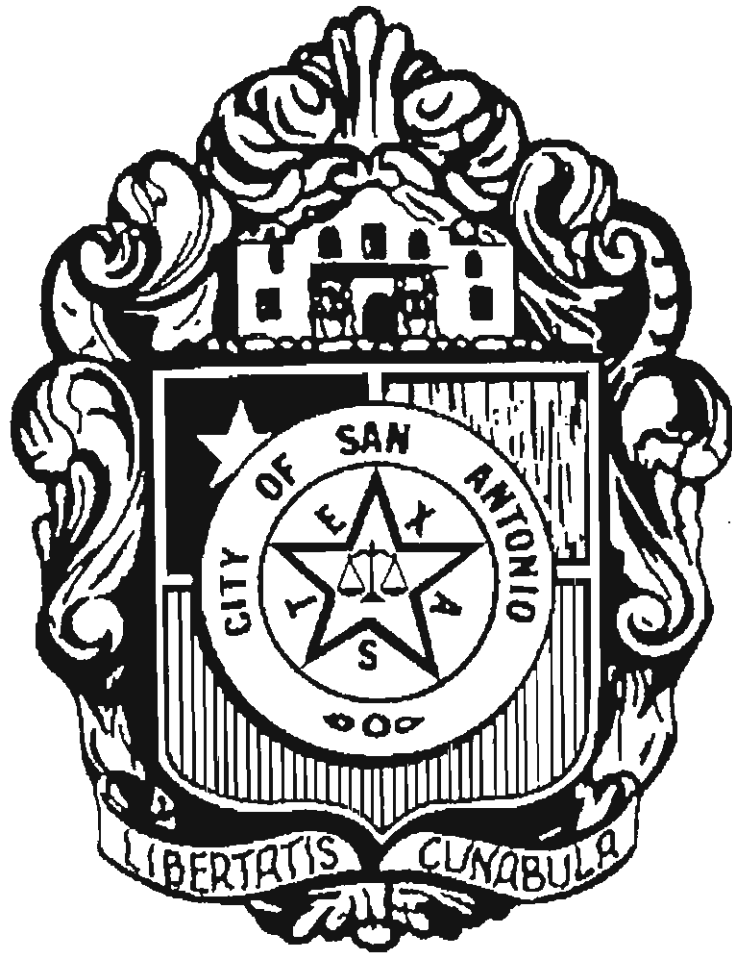


» Number includes PC's, servers, MDT's, CDPD laptops, terminals, printers, telephones, cellular phones, radios, and pagers.

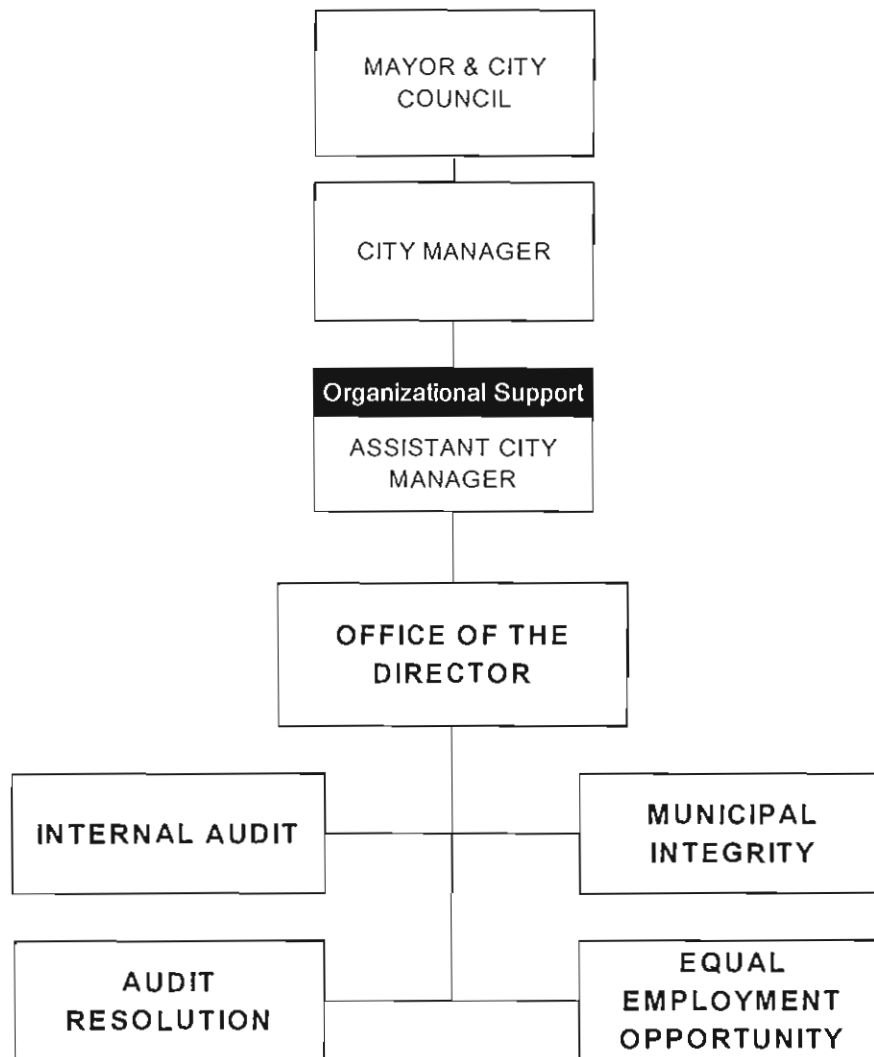
CUSTOMERS SUPPORTED



» Total number of customers the Department supports including customers within the City and outside agencies.



INTERNAL REVIEW



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	27.00	\$1,647,864
Aviation Fund	1.00	*
Employee Benefits Fund	1.00	*
Purchasing & General Services Fund	1.00	*
Parking Revenue Fund	1.00	*
Environmental Services Fund	1.00	*
Workers' Compensation Fund	1.00	*
Community Development Block Grant	3.00	173,766
Total Funding	36.00	\$1,821,630

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

INTERNAL REVIEW

GENERAL FUND

MISSION STATEMENT

The Office of Internal Review's mission is to strengthen the City of San Antonio's accountability to its citizens by supporting City Departments through the performance of independent reviews, examinations, and investigations to verify the reliability and integrity of departmental records and personnel and to determine the level of compliance by outside agencies and contractors.

PROGRAM INFORMATION

The Office of Internal Review supports City Departments by providing a source of information relative to the validity of statements, the efficiency of operations, the status of internal accounting and administrative controls, the extent of compliance by outside agencies and contractors, investigations of suspected fraud and abuse, Equal Employment Opportunity (EEO) complaints within City government, and other special studies. The Office also provides audit assistance to the City's External Auditors. The Office reports to the City Manager's Office and consists of the Internal Audit, Audit Resolution, EEO, and Municipal Integrity Divisions.

GOALS & OBJECTIVES

To provide information to City leaders through independent, objective assessment, analysis, oversight, and investigation in an effort to ensure compliance and increase accountability, efficiency, and effectiveness.

- ♦ Audit business contracts over \$100,000 every three years.
- ♦ Reduce external audit costs.
- ♦ Maintain emphasis on the oversight of federal grant sub-recipients through risk assessments, system evaluations, and desk reviews.
- ♦ Investigate complaints and allegations of non-uniformed employee misconduct.
- ♦ Respond to complaints, resolve civil cases, and refer criminal cases to the San Antonio Police Department.
- ♦ Develop and implement a program to train employees, supervisors and managers on fraud prevention and awareness.
- ♦ Increase employee awareness of and education on Equal Employment and related issues.
- ♦ Resolve EEO complaints internally.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Amount of Delinquent Hotel/Motel Tax Fund				
Revenue:	\$1,063,849	\$700,000	N/A	N/A
-Pending	N/A	N/A	\$203,980	\$259,154
-New	N/A	N/A	\$1,091,790	\$1,000,000
No. of Staff Hours Provided to External Auditors	1,975	2,500	2,000	2,000
Number of Non-Grant Audit Projects:				
-Pending	19	10	26	24
-New	61	79	79	87
Number of Grant Sub-Recipient Monitoring Projects:				
-Pending	41	24	35	29
-New	151	133	133	143

INTERNAL REVIEW

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input continued:				
Number of Municipal Integrity Investigation Requests:				
-Pending	8	13	18	18
-New	107	85	100	105
Number of EEO Complaints:				
-Pending	10	14	17	21
-New	31	35	35	35
Output:				
Delinquent Hotel/Motel Tax Fund Revenue Recovered	\$962,638	\$560,000	\$1,036,616	\$1,007,323
Hourly Savings Rate of External Auditors ¹	\$55.62	\$53.08	\$53.08	\$53.08
No. of Non-Grant Audit Projects Completed	54	69	81	89
No. of Grant Sub-Recipient Monitoring Projects Completed	157	130	139	148
No. of Municipal Integrity Training Hours Provided	1,831	900	900	1,000
No. of Municipal Integrity Investigations Resolved	97	83	100	101
No. of EEO Investigations Closed ²	24	31	31	32
No. of EEO Complaints Resolved Internally	20	27	27	26
No. of EEO Training Hours Provided	7,309	3,000	3,500	3,000
Efficiency:				
% Delinquent Hotel/Motel Tax Fund Revenue Collected Within 90 Days	84%	80%	80%	75%
Average No. of Audits per Auditor (FTE) Annualized	N/A	9.05	9.05	8.94
% of Audit Projects Completed within Approved Time Budget	N/A	85%	85%	82%
% of Audit Projects Completed within Estimated Completion Date ³	N/A	N/A	N/A	90%
% of EEO Investigations Started within 30 Days of Complaint	N/A	N/A	N/A	50%
% of EEO Investigations Completed within Estimated Completion Date ⁴	N/A	N/A	N/A	90%
Effectiveness:				
% of Delinquent Hotel/Motel Tax Fund Revenue Recovered	90%	80%	80%	80%
Estimated Savings in External Audit Costs	\$109,850	\$132,700	\$106,160	\$106,160
% of Non-Grant Audit Projects Completed	68%	78%	77%	80%
% of Grant Sub-Recipient Monitoring Projects Completed	82%	83%	83%	86%
% of Audit Recommendations Implemented within Six Months	N/A	80%	80%	85%

INTERNAL REVIEW

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness continued:				
% of Audit Issues Management Concurs with	N/A	90%	90%	88%
% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent"	89%	90%	90%	91%
% of Municipal Integrity Investigations Resolved	84%	85%	85%	82%
% of Participants Ranking EEO Training from "Good" to "Excellent"	89%	90%	90%	91%
% of EEO Complaints Resolved Internally	83%	87%	87%	81%

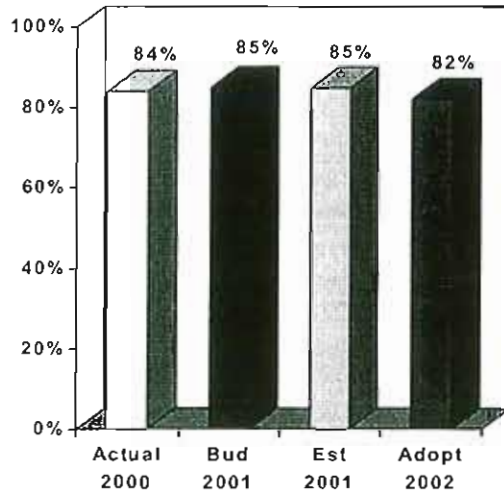
EXPLANATORY INFORMATION

- ¹ This measure represents the difference between the hourly billing rate for an outside staff auditor and the average hourly cost (including base salary, benefits, and overhead) of an Internal Review Auditor.
- ² EEO investigations closed include complaints resolved internally and investigations suspended due to complaints forwarded to Equal Employment Opportunity.
- ³ Estimated completion dates are 10 days for cash audits, 90 days for grant projects, and 180 days for all other audits.
- ⁴ Estimated completion date is 120 days from beginning of investigation.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$771,691	\$1,300,333	\$1,193,316	\$1,415,445
CONTRACTUAL SERVICES	183,298	173,009	183,982	163,639
COMMODITIES	7,988	63,807	65,182	63,848
OTHER EXPENDITURES	3,900	3,077	3,077	4,932
CAPITAL OUTLAY	1,733	51,942	51,942	0
TOTAL EXPENDITURES	\$968,610	\$1,592,168	\$1,497,499	\$1,647,864
 AUTHORIZED POSITIONS	 19	 27	 27	 27
FULL-TIME EQUIVALENTS	19.00	27.00	27.00	27.00

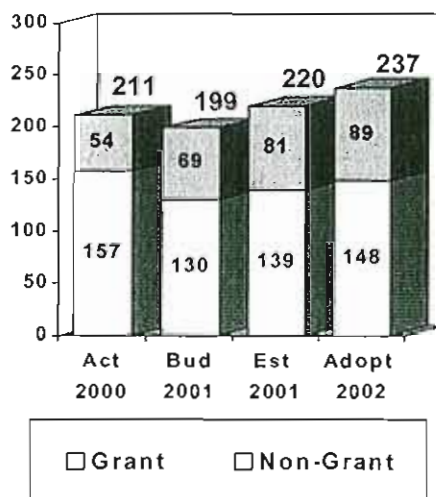
% OF MUNICIPAL INTEGRITY INVESTIGATIONS RESOLVED



»The number of complaints and allegations are increasing due to employee awareness from:

- Training
- Articles in City Publications
- Web Page

NUMBER OF GRANT AND NON-GRANT AUDIT PROJECTS COMPLETED

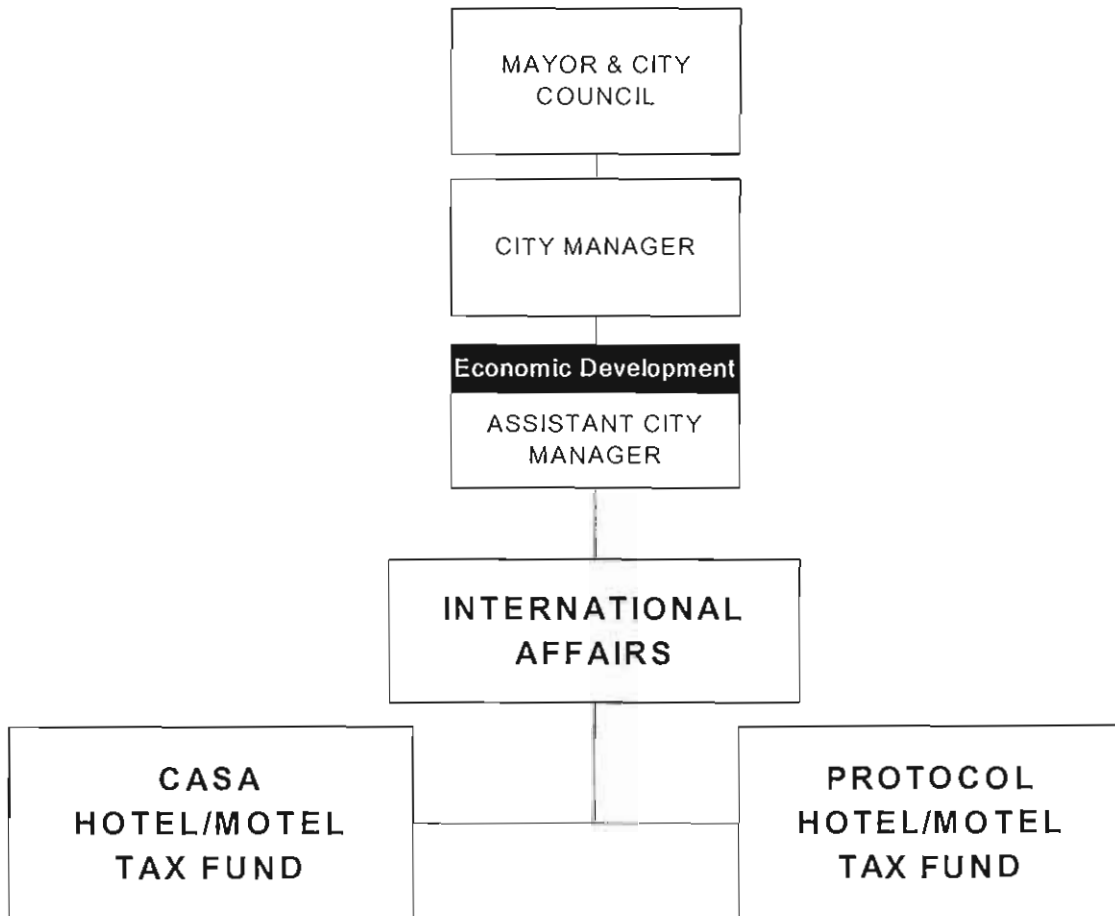


»The anticipated increase in audit projects in FY 2002 over FY 2001 is due to increases in:

- Contract Audits
- Cash Counts
- Grant Program Audits



INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	6.00	\$447,200
Hotel/Motel Tax Fund	8.00	946,158
Total Funding	14.00	\$1,393,358

MISSION STATEMENT

The International Affairs Department develops foreign relations to increase international business and promote local partnerships.

PROGRAM INFORMATION

The International Affairs Department was created to provide a clear entrance or "front door" to City programs and services in order to attract and promote foreign investment in San Antonio. It also seeks to establish San Antonio as the "Center of the Americas." To accomplish this, the department is the focal point for protocol, international business & trade inquiries. These functions are carried out through services which include presentations to prospective businesses, match making, business counseling, conference/seminar sponsorships, the foreign office program, marketing materials, trade missions, hosting international dignitaries and visitors.

San Antonio has sister cities in Mexico, Japan, Korea, Spain and Taiwan. The International Affairs Department plays a coordinating role with local entities involved in international relations such as the Free Trade Alliance San Antonio, local chambers of commerce, the World Affairs Council, the UTSA International Trade Center, NAD Bank, and several other important international organizations.

GOALS & OBJECTIVES

- ♦ Develop foreign relations by conducting outreach at all levels with international entities. This goal is accomplished by interfacing with the World Affairs Council, Mexican trade offices, Greater Austin-San Antonio Corridor Council, Bancomext, ethnic groups, and universities; USIA delegations, consular corps in Texas, Sister Cities International, Texas Sister Cities, embassies, and foreign governments.
- ♦ Continue to implement the San Antonio Export Leaders Program as an eight-month program that will provide the participants the tools, training, consultation and coaching necessary to expand internationally. The participants will also travel to Mexico to conduct one-on-one business meetings with counterparts in Mexico.
- ♦ Increase international business by fostering two-way trade with Mexico through the CASA San Antonio Program. Establish a fourth Casa Office to focus on South East Mexico and Central America. Explore trade opportunities with Latin America, Europe, Africa and through our trade representative in Asia.
- ♦ In order to promote San Antonio as the "Center of the Americas," the department will host meetings, seminars, and conferences such as: "Doing Business in United States" in Guadalajara, Monterrey, Argentina, Chile, Africa Economic Initiatives, Semana San Antonio en Guadalajara, and Semana Guadalajara in San Antonio, Semana San Antonio in Mexico City, International Affairs and Convention and Visitors Bureau promotion to Mexico, CASAs Directors' Briefing to the San Antonio Community.
- ♦ Promote local partnership by networking with San Antonio's Chambers of Commerce, the Free Trade Alliance San Antonio; promoting San Antonio investment through the San Antonio Economic Development Foundation; export training by UTSA International Trade Center and the U.S. Department of Commerce Export Assistance Center, as well as City Departments, such as the Economic Development Department (Foreign Trade Zone), and the Convention & Visitors Bureau.
- ♦ Develop and implement an International Center Fellowship program in collaboration with the tenants at the International Center and the Asset Management Department that will offer graduate students the opportunity to gain valuable experience in international business, relations and management. Continue to support the International School of the Americas in their Model United Nations San Antonio Program to build awareness and to educate High School students throughout San Antonio on global issues.

INTERNATIONAL AFFAIRS

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of employees-Local	11	11	11	11
No. of employees-CASAs	3	3	3	3
International delegations/Inbound-Protocol	88	95	85	90
International delegations-Business	29	30	30	30
General Fund Contribution - Export Leaders Program	\$30,000	\$30,000	\$30,000	\$20,000
Output:				
No. clients/businesses served-Local	609	225	198	225
No. clients/businesses served-CASAs	721	565	558	680
Technical assistance-Local ¹	3,226	2,750	2,688	3,200
Technical assistance-CASAs	2,134	1,600	1,597	2,000
No. of delegates hosted	2,279	2,300	2,325	2,350
Trade missions from San Antonio	16	32	32	34
Trade missions to San Antonio	25	20	15	17
Private sector contribution to International Activities	\$38,400	\$80,000	\$77,000	\$83,000
Dollar value of business generated by CASA program ²	\$10.8 million	\$15 million	\$15 million	\$16 million
Community Outreach (presentations and speeches)	53	60	62	62
Export Leader Program Participants	14	15	16	15
Export Leaders Program: General Fund Revenue	\$7,000	\$7,500	\$8,000	\$7,500
Efficiency:				
Avg. no. of clients served per CASA	240	188	186	228
Rate of Return per \$1 invested in CASA Program ³	\$29.68	\$31.43	\$28.78	\$31.78
Effectiveness:				
Direct expenditures by official guests to San Antonio ⁴	\$1,866,090	\$1,881,400	\$1,901,850	\$2,000,000
Dollar Value of Business Created - Export Leaders Program	\$3,015,000	\$750,000	\$1,000,000	\$1,500,000

EXPLANATORY INFORMATION

¹ A San Antonio business person or company needing general trade information or project coordination.

² Based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade. It accounts for sales to and from San Antonio.

³ Rate of Return is calculated by dividing the "dollar value of business generated by CASA" by the CASA program's Actual-\$363,902.79; Budget - \$477,382; Estimated-\$521,196; Adopted-\$503,590 annual budget Which is as follows: Expenditures are based on a per delegate expenditure of \$818 as reflected by a 1993 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

⁴ Expenditures are based on a per delegate expenditure of \$818 as reflected by a 1993 Deloitte and Touche Study International Association of Convention and Visitors Bureaus.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$10,000

REDUCE EXPORT LEADERS PROGRAM AND OTHER LINE ITEMS

This *reduction* of \$10,000 will reduce the amount of contractual services within the Department's Export Leaders Program and reduce general operating budgets. These reductions will be achieved through planned efficiencies in conference participation, professional services and travel.

♦ IMPROVEMENTS \$38,335

ECONOMIC DEVELOPMENT - RENOVATION OF CASA MONTERREY OFFICE

This *one-time improvement* of \$10,000 will provide funding for the renovation of the CASA Monterrey Office in Monterrey, Mexico. This improvement will create space for a conference room and additional office space.

ECONOMIC DEVELOPMENT - TRILATERAL TECHNOLOGY CONFERENCE

This *one-time improvement* of \$5,000 will provide funding to co-host the opening reception at a Trilateral Conference for an estimated 400 guests from Mexico, Canada, and the United States. In September 2002, the City of San Antonio in conjunction with the North Chamber of Commerce and the San Antonio Technology Accelerator Initiative (SATAI) will be hosting a "Trilateral Technology Conference" with the collaboration of the United States, Mexican and Canadian governments, business and civic officials. The conference will attract important international corporations and give international notoriety to the San Antonio and the south/central Texas region.

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The cost for the Hotel/Motel Fund will total \$12,038. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - MODEL UNITED NATIONS OF SAN ANTONIO

This *improvement* of \$10,000 will provide funding for hosting costs related to the Model United Nations of San Antonio Program. The City of San Antonio, in coordination with the North East Independent School District will sponsor this event in an effort to expose high school students to global issues and to develop interpersonal, communication and analytical skills of the students. The total cost for this program in FY 2002 will be \$10,000.

INTERNATIONAL AFFAIRS

PROGRAM CHANGES CONTINUED

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$1,297 in the FY 2002 budget.

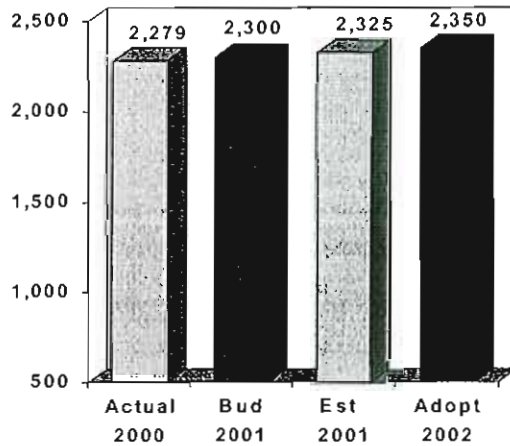
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$301,970	\$355,163	\$334,729	\$324,491
CONTRACTUAL SERVICES	74,581	157,667	123,385	119,170
COMMODITIES	5,680	1,955	4,925	1,955
OTHER	1,450	1,141	1,141	1,584
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$383,681	\$515,926	\$464,180	\$447,200
 AUTHORIZED POSITIONS	 6	 6	 6	 6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00

HOTEL/MOTEL TAX FUND EXPENDITURES BY CHARACTER

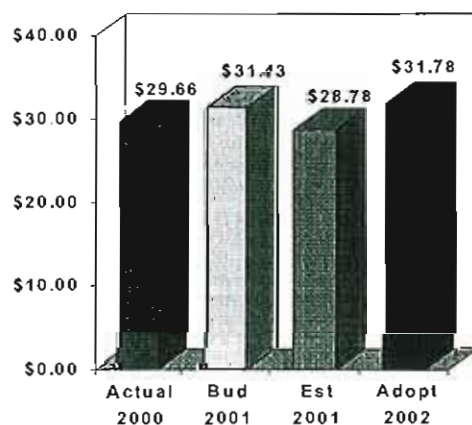
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$363,903	\$403,796	\$398,757	\$463,340
CONTRACTUAL SERVICES	366,033	411,533	444,194	408,048
COMMODITIES	62,646	53,149	54,598	58,515
OTHER	3,869	2,512	2,512	2,715
CAPITAL OUTLAY	13,499	6,821	6,721	13,540
TOTAL EXPENDITURES	\$809,950	\$877,811	\$906,782	\$946,158
 AUTHORIZED POSITIONS	 8	 8	 8	 8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

NUMBER OF DELEGATES HOSTED



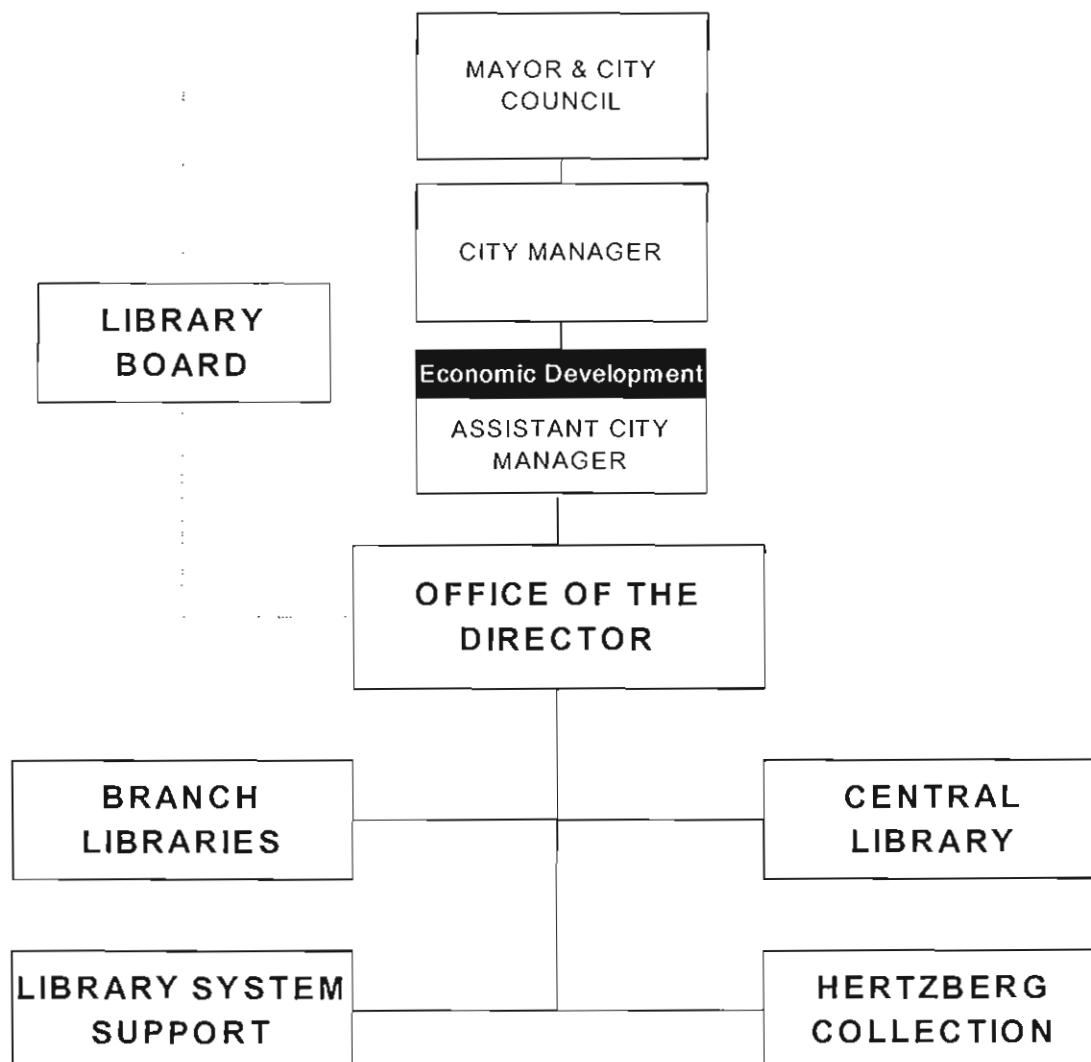
»Official governmental delegations that visit San Antonio for municipal technical training, tourism, educational, cultural and economic development related initiatives.

RATE OF RETURN PER \$1 INVESTED IN CASA SAN ANTONIO PROGRAM



»Dollar value of business generated for every dollar invested in the CASA Program.
 »7% anticipated increase in Adopted FY 2002 over Actual FY 2000 results from an anticipated increase in trade.

LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	413.00	\$18,584,148
Categorical Grants	12.00	1,866,449
Capital Projects	0.00	6,155,000
Total Funding	425.00	\$26,605,597

MISSION STATEMENT

The San Antonio Public Library is first and foremost a service institution. It seeks to inform, educate, entertain, and culturally enrich by providing books and other library resources, facilities and professional services for use by all individuals, community groups, organizations and businesses.

Adopted by Library Board of Trustees, February 17, 1988

PROGRAM INFORMATION

The Public Library provides life-long learning resources and services to the citizens of San Antonio and Bexar County. Facilities include a Central Library, eighteen branch libraries, two bookmobiles, and the Hertzberg Circus Collection and Museum. In addition, service is provided to the public at the Reagan High School Library through a partnership agreement. Funding sources include the City of San Antonio, State and Federal grants, grants from corporations and individuals, and contributions from the Library Foundation and Friends of the Library. Revenue for the City of San Antonio is generated through library-service charges to non-City of San Antonio residents, the collection of fines and fees, and lease of spaces (used for meetings, receptions and for a restaurant concession).

GOALS & OBJECTIVES

- ♦ The Library Department will inform, educate, entertain, and provide cultural enrichment through the provision of excellent resources, facilities, and professional services.
- Achieve consensus and support of a comprehensive Library Master Plan through utilizing the expertise of public library consultants, Library Trustees and staff, staff of other City Departments, and community stakeholders in the continuing analysis of needs, options, costs, challenges, and benefits.
- Deploy existing grant funds for the expansion of public computer access, and increase training opportunities for customers in the use of educational software, Internet, and database resources in all facilities.
- Redesign Library website, enhance website content, and provide improved online services to increase customers' convenience and operational efficiencies.
- Continue to solicit supplemental funding (i.e. grants, donations) to enhance programming and to purchase resources to meet customers' needs.
- Promote awareness of services and library materials through interdepartmental cooperation, outreach, partnerships, and media support.
- Provide increased opportunities for families in support of positive parenting, young children's educational development, job skill preparation, and continuing education in the use of new technology.
- Support interdepartmental initiatives in the areas of economic development, cultural enrichment, neighborhood revitalization, and positive youth development.
- Support employees' efforts to enhance job skills, attain education credentials, and plan career development.
- Foster employee involvement in volunteerism, mentoring, and community projects.
- Ensure a high standard of accountability through timely, consistent monitoring and cost/benefit evaluation of contractual services.
- Identify and participate in collaborative initiatives that address immediate facilities' maintenance needs, and develop a rate structure for Library building fund management.
- Begin construction of new District 6 Branch library, new District 7 Branch library, and begin construction of the Brook Hollow Branch.
- Continue 1999 Bond Program planning and project development, in cooperation with other City departments and partners.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Items Available for Use	1,859,921	1,868,476	1,936,448	1,950,000
No. of Registered Borrowers	522,204	497,250	532,507	537,000
No. of Public Service Hours	61,927	62,000	61,258	64,183
No. of Public Access Computer Terminals In Libraries	247	305	311	311
No. of Items Reserved for Patrons by Staff ¹	242,261	N/A	245,392	257,662
No. of Staff Hrs per Year Dedicated to Maintenance of Online Services	N/A	N/A	5,532	6,638
No. of Library Materials Added	173,834	182,478	165,901	158,236
Library Resources/Materials Budget (General Fund)	\$2,099,739	\$2,164,739	\$2,164,739	\$2,214,739
Library Resources/Materials Budget (All sources) ²	\$3,507,579	\$3,314,739	\$3,318,023	\$3,214,739
Output:				
No. of Visits by Library Users	3,123,147	3,308,497	3,201,147	3,265,170
No. of Items Borrowed	4,326,830	4,270,401	4,435,000	4,545,900
No. of Reserved Items Borrowed ¹	161,380	N/A	164,182	172,391
No. of Total Questions Answered ³	2,606,452	N/A	2,650,556	2,703,567
No. of Reference Questions Answered	956,848	N/A	1,008,950	1,029,129
No. of Electronic Access Uses & Home Page Hits ⁴	989,585	6,480,000	2,004,566	4,009,132
No. of Computer Training Sessions	284	670	250	325
No. Attending Events for Children ⁵	132,451	N/A	123,861	126,957
No. of Children Participating in Summer Reading Program	29,492	38,562	32,000	35,000
No. of Teenagers Participating in Summer Programs	980	980	1,140	1,340
Efficiency:				
Avg. # of Customers Visits, per Day ⁶	8,923	9,426	9,120	9,302
Avg. System Wide Circulation, per Day ⁶	12,362	12,166	12,635	12,951
Avg. # of Questions Answered, per Day ^{6,3}	7,447	N/A	7,551	7,702
Avg. # of Reference Questions Answered, per day ⁶	2,734	N/A	2,875	2,932
Avg. # of Electronic Uses, per Day ⁶	2,827	N/A	5,711	11,422
Materials Budget, per Capita (General Fund) ⁷	\$1.47	\$1.43	\$1.48	\$1.49
Materials Budget, per Capita (All Sources) ⁷	\$2.45	\$2.22	\$2.27	\$2.16
Effectiveness:				
% Change in Use of Electronic Access & Home Page Hits ⁴	78%	300%	103%	100%
% of Eligible Users Registered ⁷	36%	34%	36%	36%

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness Continued:				
% Change in Materials Budget (General Fund), per capita ⁷	13%	(3%)	4%	(2%)
% Change in Materials Budget (All Sources), per capita ⁷	29%	(9%)	2%	(6%)

EXPLANATORY INFORMATION

¹ Reserved items include materials that are unavailable for immediate checkout, are transferred between library locations, and items which are on a waiting list.

² San Antonio Library Foundation financial contribution fluctuates from year to year.

³ Total questions include both reference and general information questions.

⁴ The Library Automation Division now has a more accurate system for measuring electronic access and Home Page hits.

⁵ Library events include tours, programs, school visits, and community presentations for children, teenagers, and adults.

⁶ Estimates based on libraries being open 350 days per year in FY 2000, 351 days in FY 2001 and 351 days in FY 2002.

⁷ Bexar County population: FY 2000 = 1,432,700; FY 2001 = 1,462,500; FY 2002 = 1,488,600.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$113,142**

DISCONTINUE HERTZBERG CIRCUS MUSEUM OPERATIONS – ELIMINATE SIX POSITIONS

This **reduction** will discontinue the museum operations at the Hertzberg Circus Museum. The rare book collection at the Hertzberg will continue to be accessible on a by-appointment basis. This reduction will eliminate six positions, that include two Museum Assistants, one Secretary, one part-time Museum Aide and two part-time Building Custodians. In FY 2002, this reduction will result in a savings of \$113,142.

♦ **IMPROVEMENTS** **\$193,904**

PARKS & LIBRARIES - ADD SIX FULL-TIME BUILDING CUSTODIAN POSITIONS TO BRANCH LIBRARIES

This **improvement** will add six full-time Building Custodian positions with 12 months funding. The improvement will be offset by a reduction in 12 part-time Building Custodian positions. The full-time positions will be assigned to six branch libraries. The cost of the improvement in FY 2002 of \$143,904 will be offset by savings achieved from eliminating the 12 part-time positions for a net cost of \$33,068.

PROGRAM CHANGES CONTINUED

PARKS & LIBRARIES - INCREASE LIBRARY RESOURCES BASE BUDGET

This *improvement* will provide additional library resources such as books, videos, compact discs, tapes, periodicals, and computer databases for the Central and Branch Libraries. A total of \$50,000 will be added to the Library resources budget bringing the total General Fund contribution to \$2,214,739.

♦ **MANDATES** \$97,332

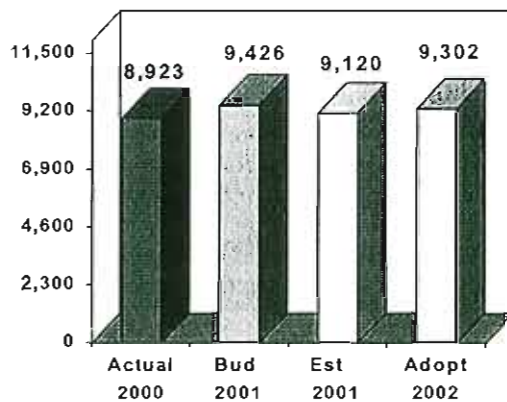
PARKS & LIBRARIES - ADD NINETEEN POSITIONS FOR S.W. MILITARY DRIVE BRANCH LIBRARY

This *mandate* will add 19 positions for two months for the new S.W. Military Drive/Marbach Road Area Branch Library to be built with proceeds from the 1999 Library General Bond program. These positions include one Librarian III, two Librarian II, two Librarian I, one Library Assistant II, two part-time Library Assistant II, one Library Circulation Attendant II, two Library Circulation Attendant I, two part-time Library Circulation Attendant I, four part-time Library Aide, one Building Custodian, and one part-time Building Custodian. The cost of this mandate will be \$97,332. The second year cost for FY 2003 will be \$533,988.

GENERAL FUND EXPENDITURES BY CHARACTER

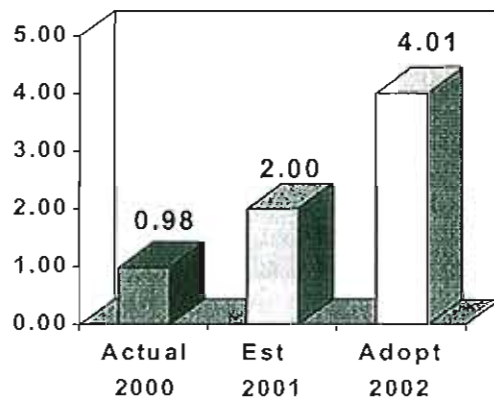
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$11,183,284	\$13,091,230	\$12,550,450	\$13,245,856
CONTRACTUAL SERVICES	2,723,215	2,721,067	2,809,683	2,597,062
COMMODITIES	2,281,647	2,447,377	2,459,944	2,509,575
OTHER EXPENDITURES	295,280	187,371	187,371	231,655
CAPITAL OUTLAY	313,859	377	520	0
TOTAL EXPENDITURES	\$16,797,285	\$18,447,422	\$18,007,968	\$18,584,148
 AUTHORIZED POSITIONS	 493	 502	 502	 509
FULL-TIME EQUIVALENTS	392.50	403.00	403.00	413.00

AVERAGE NO. OF CUSTOMERS USING ALL LIBRARIES PER DAY



»Average number of customers using the libraries per day is anticipated to increase 4.25% in FY 2002 over FY 2000.

NO. OF ELECTRONIC ACCESS USES AND HOME PAGE HITS (IN MILLIONS)



»No. of electronic access and home page hits is anticipated to increase more than four times in FY 2002 over FY 2000.

LIBRARY GRANT SUMMARY

During FY 2001, the Library Department utilized grants totaling \$2,244,768 to provide professional services, equipment, and library resources (such as electronic databases, books, videos, audiocassettes, periodicals, microfilm, and CD-ROMs) to patrons of the San Antonio Public Library and to residents of the 21-county area served by the Alamo Area Library System. While some additional grant proposal requests are still pending decisions, the Library Department anticipates receipt of at least \$1,866,449 for FY 2002.

In addition to applications made directly by the City Library Department, the staff of the Library Department works closely with the San Antonio Public Library Foundation in development of grant proposals in order to ensure that funding requests reflect the mission of the Library and the City. For FY 2002, the Library will continue to emphasize the acquisition of educational and cultural materials (in Spanish and in English) for children, teenagers, and parents, and technology which supports career development and job skills. Equipment and software will be purchased to assist library users who have visual disabilities. Development of partnerships with community organizations, service agencies, schools, and other City Departments has proven to be a successful and effective element in the development and implementation of proposal requests. Opportunities to utilize corporate sponsorship, Federal/State workforce initiatives, and national philanthropic foundations will be further developed during FY 2002.

Listed below is a comprehensive listing of grant funds that the Library Department is anticipating to receive in FY 2002. Those grants marked with an asterisk are one-time grants which have been approved by the funding agency. These grants do not have individual grant pages in the following section.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Library Systems Operation, Alamo Area Library System	\$0	\$764,627	\$0	\$0	\$764,627
Interlibrary Loan Services, Alamo Area Library System	213,822	0	0	0	\$213,822
Semmes family Foundation (through San Antonio Public Library Foundation)*	0	0	0	200,000	\$200,000
Houston Endowment (through San Antonio Public Library Foundation)*	0	0	0	376,000	\$376,000
HEB Grocery (through San Antonio Public Library Foundation)*	0	0	0	50,000	\$50,000
Halff Foundation (through San Antonio Public Library Foundation)*	0	0	0	26,000	\$26,000
Brown Foundation (through San Antonio Public Library Foundation)*	0	0	0	150,000	\$150,000
San Antonio Public Library Foundation (various restricted grants)*	0	0	0	41,000	\$41,000
San Antonio Public Library Foundation Interest earned from Kronkosky Foundation*	0	0	0	35,000	\$35,000
San Antonio Public Library Foundation Interest earned from various endowments*	0	0	0	\$10,000	\$10,000
TOTAL	\$213,822	\$764,627	\$0	\$888,000	\$1,866,449

EXPLANATORY INFORMATION

* Funding is one-time in nature

LIBRARY SYSTEM OPERATION GRANT

LIBRARY

Activity Number:

04-01-20

Division:

Texas State Library & Archives Commission

Program Dates:

9/1/01 - 8/31/02

Funding Year:

Funding Year (1 of 1)

Authorized Positions:

7

PROGRAM DESCRIPTION

This grant provides services for 47 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. Grant funds are used for consultant personnel, library materials, services to disadvantaged populations, and continuing education programs.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	\$775,538	\$775,926	\$764,627
Total	\$775,538	\$775,926	\$764,627

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$207,970	\$306,088	\$321,185
Contractual	164,193	142,666	84,396
Commodities	376,121	306,784	337,988
Capital Outlay	13,550	0	0
Indirect Costs	13,704	20,388	21,058
Total	\$775,538	\$775,926	\$764,627

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Workshops Held	16	46	34
No. of Service Area Libraries ¹	45	45	47
No. of FTEs in Consultant Program	4	4	4
Budget Allocation for Materials ²	\$375,229	\$309,150	\$357,254
No. of Libraries with Literacy Programs	8	9	12
Output:			
No. of Library Staff Assisted	6,382	8,000	8,400
No. of People Attending System-Sponsored Programs	4,005	4,258	4,825
No. of Uses of Electronic Services ³	378,411	400,000	0
No. of Students Attending Workshops	217	1,600	434
No. of Materials Purchased	24,631	23,700	21,015
No. of Reference Questions Referred to San Antonio Public Library	20,652	24,000	20,976
No. of People Attending Literacy Classes	2,691	4,320	4,032

LIBRARY SYSTEM OPERATION GRANT CONTINUED

LIBRARY

PERFORMANCE MEASURES CONTINUED

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Efficiency:			
Average No. of Staff Assisted per Consultant	1,596	2,000	2,100
Average No. of Students per Workshop	14	35	13
Cost per Material Purchased	\$16	\$13	\$17
Total Attendance at Literacy Classes per Literacy Program	337	480	336
Effectiveness:			
% Increase in Uses of Electronic Services ³	15%	30%	0%
% of Libraries Having Literacy Programs	19%	23%	26%
% of Libraries Participating in Workshops	N/A	90%	90%

EXPLANATORY INFORMATION¹ Two new libraries in FY 2002.² Materials include books, audiotapes, and videos.³ Systems grant cannot be used for databases (electronic services) beginning in FY 2002.

INTERLIBRARY LOAN SERVICES
LIBRARY
Activity Number:
04-01-15
Division:
Interlibrary Loan Services
Program Dates:
9/1/01 - 8/31/02
Funding Year:
Funding Year (1 of 1)
Authorized Positions:
5
PROGRAM DESCRIPTION

Interlibrary Loan provides services to public, special, and academic libraries in a 21 county service area assigned 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	\$210,106	\$199,440	\$213,822
Total	\$210,106	\$199,440	\$213,822

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$148,859	\$153,259	\$162,782
Contractual	36,964	29,790	31,450
Commodities	8,000	6,000	6,500
Other Expenditures	150	100	100
Capital Outlay	6,613	0	2,000
Indirect Costs	9,520	10,291	10,990
Total	\$210,106	\$199,440	\$213,822

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Total FTE	4.5	4.5	4.5
No. of Service Area Libraries	52	52	52
No. of Potential Lending/Borrowing Libraries, National and International Locations	12,000	12,000	12,000
Output:			
No. of Interlibrary Loan Requests Received from All Sources ¹	45,980	46,000	46,500
No. of Interlibrary Loan Requests Filled from All Sources ²	30,692	31,000	31,500
No. of Materials Loaned from the San Antonio Public Library	22,369	23,000	23,500
No. of Materials Borrowed from Other Libraries	6,469	7,000	7,500
Efficiency:			
Cost per Request ³	\$5.58	\$4.34	\$4.60
Cost per Filled Request ⁴	\$8.07	\$6.43	\$6.79

INTERLIBRARY LOAN SERVICES CONTINUED

LIBRARY

PERFORMANCE MEASURES CONTINUED

Efficiency continued:

No. of Days to Fill Requests from the San Antonio

Public Library Collection ⁵

5

8

8

No. of Days to Fill Requests by Referral to Other

Libraries

13

15

15

Effectiveness:

% of Requests Filled from All Sources

66%

69%

69%

% of Requests Filled from the San Antonio Public

Library Collection

49%

50%

51%

Average Response Time

24 hrs

24 hrs

24 hrs

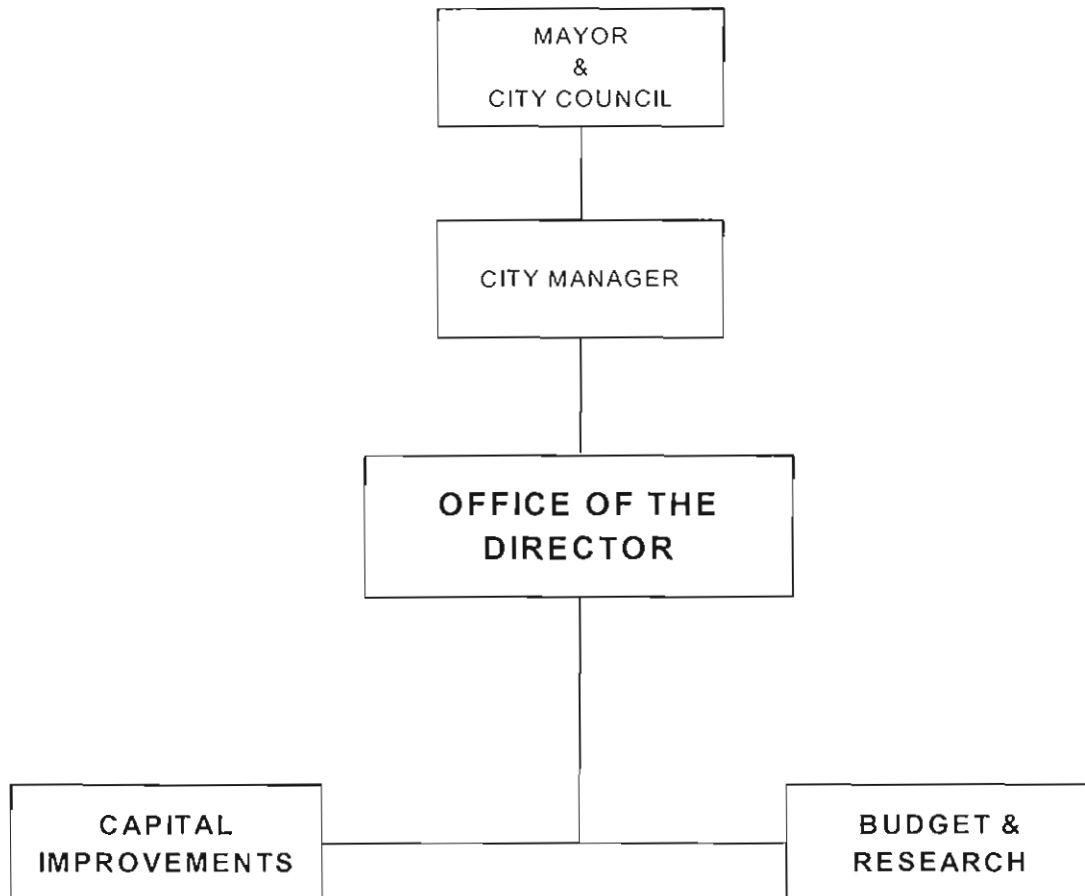
EXPLANATORY INFORMATION

Changes in Adopted FY 2002 Performance Measures will change with authorization by funding agency.

¹ Requests are received from local patrons, service area libraries, and other libraries worldwide.² "No. of requests filled from all sources" includes materials that were borrowed for service area libraries as well as materials that were loaned to other libraries.³ "Cost per request" is obtained by dividing the amount of the allocation by the total number of requests processed. Increases in "cost per request" are due to anticipated increased funds in grant allocation, primarily in response to rising costs in personnel, supplies, and telecommunications.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 by other libraries. Increases in "cost per filled request" are due to anticipated increases in grant allocation, primarily in response to rising costs in personnel, supplies, and telecommunications.⁵ "Number of days to fill requests from the San Antonio Public Library Collection" and "Number of days to fill requests by referral to other libraries" provides information measuring the speed of the delivery service.



MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	17.00	\$1,101,472
Total Funding	17.00	\$1,101,472

MANAGEMENT & BUDGET

GENERAL FUND

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, monitoring, analysis and capital improvements management services that contribute to an effective City organization.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, monitoring, analysis and capital improvement management services necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department coordinates and prepares the Five Year Financial Forecast, City Revenue Manual, and Annual Operating and Capital Budgets. The Budget & Research Division is responsible for coordinating development of the City's annual operating budget. The division also provides guidance and technical support to City departments in developing mission statements, goals, objectives and performance measures. The Capital Improvements Division manages and coordinates the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP). In addition, the department performs cost/revenue analysis of certain processes and projects throughout the year.

GOALS & OBJECTIVES

- ♦ Provide each unit of the City organization the resources necessary to provide quality municipal services, including guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.
- ♦ Improve the linkage and accountability between community priorities and City government actions through development and implementation of a balanced scorecard for the City organization that links the City Council's priorities to measurable City department goals and objectives.
 - Develop "Council Priority Performance Measures" for each department directly linked to City Council Goals and Objectives.
 - Implement Balanced Scorecard Pilot Project in FY 2002 with five departments – Purchasing (Fleet Maintenance), Health, Aviation, Police and Neighborhood Action – with planned City-wide implementation in FY 2003.
- ♦ Manage and coordinate the Six-Year Capital Program.
- ♦ Coordinate the Capital Improvements Action Team.
- ♦ Develop a single automated information system for monitoring physical and fiscal processes of all capital projects.
- ♦ Improve the availability and quality of information on the status of capital projects.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of General Fund Departmental Full-Time Employees ¹	20	20	17	17
No. of Budget and Management Analysts	7	7	7	7
No. of Departments Participating in ICMA Performance Measure Survey	15	17	18	17

MANAGEMENT & BUDGET

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
No. of ICMA templates completed ²	15	16	16	16
No. of Departmental Activities Monitored	411	483	483	552
Performance Measures Monitored (technical assistance) ³	1,878	1,895	1,895	2,051
Performance Measures New	101	157	157	130
ICMA Consortium Performance Measures	1,302	1,350	1,450	1,500
RFP/RFQ Participation	17	14	7	10
No. of Capital Projects Coordinated ⁴	N/A	N/A	343	341
No. of FIMP Projects Coordinated ⁵	N/A	N/A	139	83
Efficiency:				
Avg. No. of Departmental Activities per Budget Analyst	58.7	69.0	69.0	78.9
Avg. No. of Performance Measures Monitored per Budget Analyst	268.3	270.7	270.7	293.0
Effectiveness:				
Revenue Projections: ⁶				
-Sales Tax (millions)	\$133.80	\$140.21	\$139.30	\$144.40
-Accuracy	100%	100%	99%	100%
-Liquor-By-the-Drink Tax (millions)	\$3.20	\$3.13	\$3.34	\$3.40
-Accuracy	106%	100%	107%	100%
-Hotel/Motel Occupancy Tax (millions)	\$34.30	\$36.67	\$35.84	\$37.63
-Accuracy	99%	100%	98%	100%
-Building Permit Fees (millions)	\$8.28	\$9.05	\$8.10	\$8.40
-Accuracy	96%	100%	90%	100%
% of Internal Customers that Agree Budget Staff Provided Quality Service in Developing the:				
-Operating Budget ⁷	84%	90%	87%	94%
-Capital Budget ⁷	92%	93%	88%	94%

EXPLANATORY INFORMATION

¹ The Estimated FY 2001 number of departmental full-time employees has been adjusted to reflect the City Manager's April 2001 reorganization. As a result of this reorganization, the Organizational Review Division was relocated to the Performance Analysis Team in the City Manager's Office.

MANAGEMENT & BUDGET

EXPLANATORY INFORMATION CONTINUED

² ICMA templates are individual surveys provided to departments in the following areas: Police, Fire, Human Resources, Public Works (refuse, highways, facilities), Housing, Libraries, Code Compliance, Parks & Recreation, Youth Services, Information Technology Services, Fleet Management, Risk Management, and Purchasing & General Services. The survey collects effectiveness and efficiency measures to evaluate service-delivery performance. The total number of ICMA templates was increased from 15 to 16 in FY 2001.

³ This figure includes departmental and outside funding source performance measures in each template.

⁴ Adopted FY 2002 includes all projects in FY 2002 through FY 2007 Capital Improvement Program.

⁵ Estimated FY 2001 includes 60 FY 2001 projects and 79 pre-2001 projects. The Adopted amount includes 24 projects for FY 2002, 55 projects from FY 2001, and 4 projects remaining from pre-2001 FIMP allocations.

⁶ Actual FY 2000 numbers are based on comparisons of Actual 2000 to Estimated FY 2000; Estimated FY 2001 numbers are based on comparisons of Estimated FY 2001 to Revised FY 2001.

⁷ These results are obtained from the "Budget Development Customer Service Satisfaction Survey" that is distributed to internal service customers after the budget process.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$34,750

REDIRECT PERSONNEL COSTS

This **reduction** will redirect personnel costs by charging a portion of a Senior Budget and Management Analyst position to capital project funds. This position is responsible for preparing the City's Six-Year and Annual Capital Budget and the Facilities Improvement & Maintenance Program (FIMP) budget. This reduction will result in General Fund savings of \$34,750.

♦ IMPROVEMENTS \$20,000

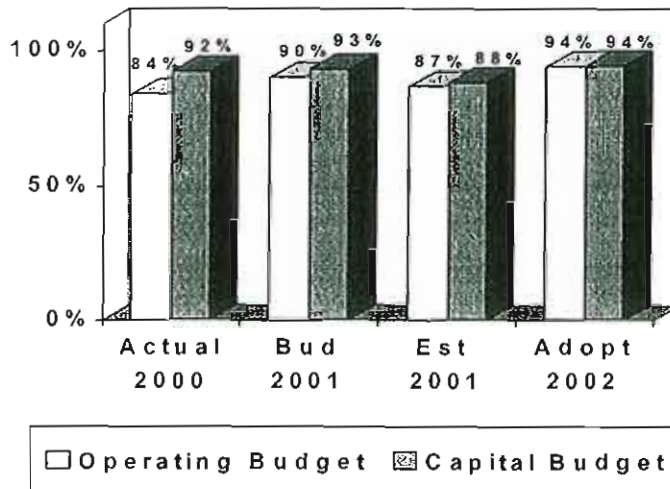
EXISTING INFRASTRUCTURE – CAPITAL PROJECTS AUTOMATED INFORMATION SYSTEM

This **one-time improvement** will provide \$20,000 for software development services to integrate the existing Office of Management & Budget Capital Budget Information System with the Public Works Capital Project Status System. The costs of this improvement will be offset with funds from the Capital Improvement Program.

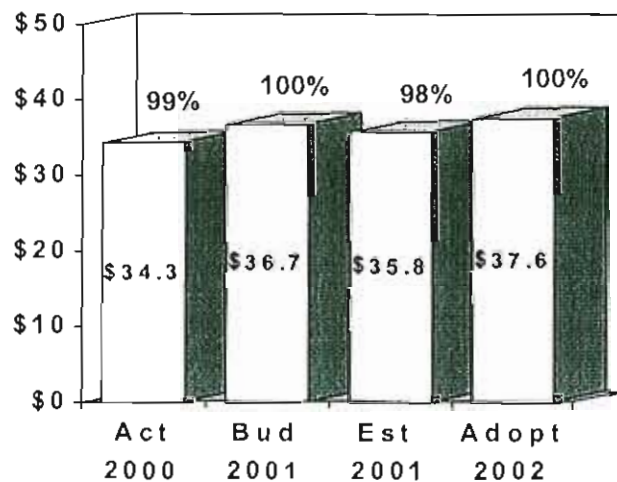
GENERAL FUND EXPENDITURES BY CHARACTER

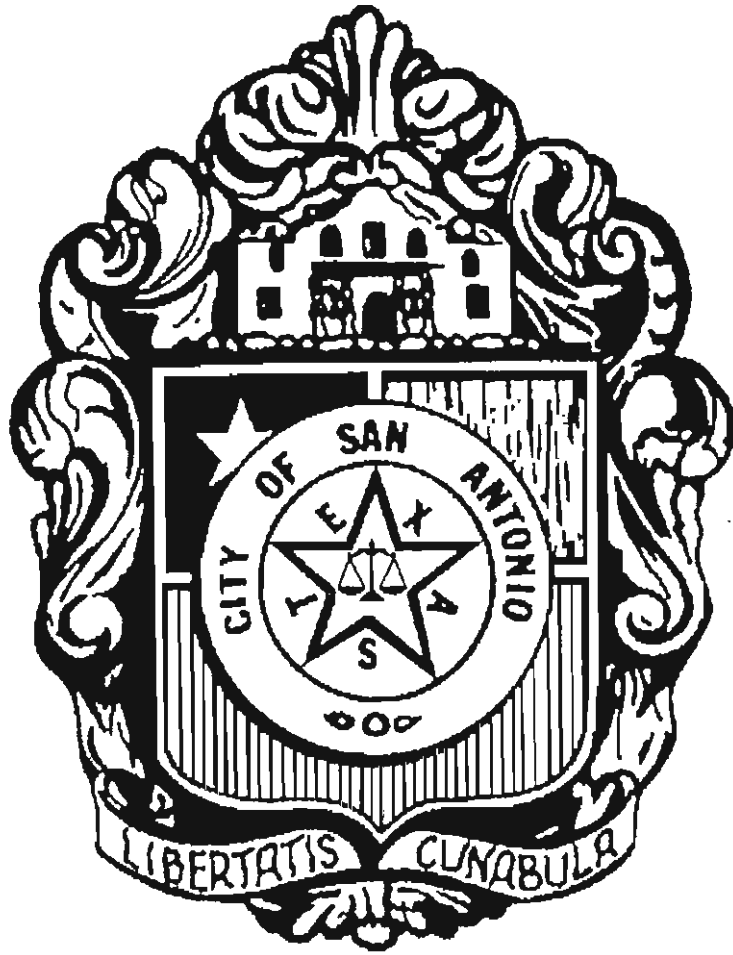
	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	\$791,714	\$838,485	\$815,159	\$847,158
CONTRACTUAL SERVICES	335,627	302,684	295,702	229,226
COMMODITIES	24,483	11,145	15,458	16,345
OTHER EXPENDITURES	5,247	4,223	4,223	3,733
CAPITAL OUTLAY	4,096	3,881	4,311	5,010
TOTAL EXPENDITURES	\$1,161,167	\$1,160,418	\$1,134,853	\$1,101,472
AUTHORIZED POSITIONS	20	17	17	17
FULL-TIME EQUIVALENTS	20.00	17.00	17.00	17.00

% OF INTERNAL CUSTOMERS THAT AGREE BUDGET STAFF PROVIDED QUALITY SERVICE



ACCURACY IN PROJECTING REVENUES: HOTEL/MOTEL OCCUPANCY TAX (PERCENT ACCURACY & MILLIONS OF DOLLARS)





MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	17.00	\$3,159,434
Total Funding	17.00	\$3,159,434

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 Mayor & Council Office is comprised of the Mayor, who is elected at large, ten City Council members, who are elected from single-member districts, and administrative support staff. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court Judges, the City Clerk, 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 manner.
- ♦ 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.
- ♦ To actively seek and support legislation advantageous to the City of San Antonio and its citizenry.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Number of Authorized Positions	16	16	16	17
Number of Constituent (Walk-ins) Assisted ¹	1,792	1,791	1,622	1,703
Number of Citizen Inquiries (annual)	71,518	73,584	63,848	67,040
Output:				
Citizen Inquiries Responded to/Followed through ²	15,948	18,435	14,590	15,320
Code Compliance Referrals for Service and Information (annual) ³	3,356	3,639	810	851
Other Department Referrals for Service and Information (annual) ³	3,607	2,633	4,274	4,488
Efficiency:				
Avg. No. of Citizen Inquiries per Employee per day ^{4,5}	22.9	23.6	20.5	21.5
Effectiveness:				
Avg. Wait Time for Walk-ins to Receive Assistance from District Office Personnel	5.25 min	5.25 min	5.25 min	5.10 min

EXPLANATORY INFORMATION

- ¹ The reduction in visits results from the constituent going to the newly established field constituent offices rather than the Council's City Hall Offices.
- ² Many inquiries referenced in the input measure "Number of Citizen Inquiries" do not require a formal response or a follow-up call.
- ³ Referrals for service include referrals received by both the Council administrative assistants and employees in the Council Support Office.
- ⁴ Measure reflects 13 full time employees in the Council Support Office.
- ⁵ Measure based on office being open 260 days per year.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$682,480	\$728,777	\$753,805	\$815,187
CONTRACTUAL SERVICES	547,912	730,784	730,998	753,809
COMMODITIES	52,260	32,808	39,809	60,078
OTHER EXPENDITURES	1,074,732	1,462,515	1,462,515	1,525,860
CAPITAL OUTLAY	34,155	119,004	118,556	4,500
TOTAL EXPENDITURES	\$2,391,539	\$3,073,888	\$3,105,683	\$3,159,434
AUTHORIZED POSITIONS	16	16	16	17
FULL-TIME EQUIVALENTS	16.00	16.00	16.00	17.00

MISSION STATEMENT

The mission of Municipal Courts Department is to support the local community by providing efficient and effective services through the promotion of justice.

PROGRAM INFORMATION

The judiciary authority of the City of San Antonio resides in the Municipal Courts Department. Primary responsibilities include the interpretation and adjudication of City ordinances as well as other Class "C" misdemeanors enacted by the Texas Legislature. Operations are located within the Frank D. Wing Building which houses administrative offices, courtrooms, court records storage, and a minimum security detention center which is open 24 hours every day.

GOALS & OBJECTIVES

To interpret and adjudicate city ordinances; adjudicate applicable state laws; and to support the local community by providing efficient and effective services through the promotion of justice.

- ◆ To increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized.
 - Conduct periodic Warrant Roundups which place the emphasis on the importance for the citizen to take positive action to pay and resolve tickets/cases.
 - Implement a Delinquent Fine Collection contract for Class C Misdemeanor warrants that will ensure the consistent application of justice, improve compliance with court orders, and enforce conformity with financial obligations.
- ◆ To enhance customer service and responsiveness.
 - Increase employees' knowledge of court procedures and the judicial process through the implementation of computer based training.
 - Create web browser for telephone operator use in response to frequently asked questions regarding the entire operations of the court.
- ◆ Promote efficiency and increase productivity through the utilization of technology.
 - Provide information and access, including credit card payments, to Municipal Courts' case file through the Internet.
 - Install an Interactive Voice Response (IVR) system for public information and ability to pay fines through credit card payment.
 - Coordinate with San Antonio Police Department and Information Services Department for the implementation of computerized handheld ticket writers.
- ◆ Maintain or decrease magistration time for the expeditious movement and processing of defendants.
 - Coordinate with San Antonio Police Department for the implementation of an automated "Public Safety Integrated Technology System," which will decrease the time for the magistrate booking process. This system will decrease officers' time for booking defendants and thereby increase their patrol availability.

MUNICIPAL COURTS

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of delinquent/pending cases ¹	631,412	659,660	629,334	624,554
No. of new cases filed	359,129	367,250	357,620	364,770
Traffic	230,229	236,130	233,100	237,760
Non-Traffic ²				
Code compliance	1,236	1,510	1,440	1,470
Family violence ³	975	1,290	1,100	1,120
Graffiti juvenile	125	120	80	80
Graffiti adult	35	30	30	30
Juvenile - Curfew violations ⁴	2,369	2,130	1,590	1,620
Other Non-Traffic Juvenile	3,222	3,570	3,400	3,470
Other Non-Traffic Misdemeanors	34,272	35,970	28,280	28,850
Non-Traffic Total	42,234	44,620	35,920	36,640
Parking				
Front lawn/side yard setback	3,055	N/A	3,050	3,200
Other	83,611	86,500	85,550	87,170
Parking Total	86,666	86,500	88,600	90,370
Total no. of cases open	990,541	1,026,980	986,954	989,324
No. of prisoners brought before a magistrate per week	1,283	1,365	1,331	1,355
Output:				
No. of cases paid	206,887	206,700	200,000	204,000
No. of cases granted Deferred Adjudication/Probation	50,050	52,550	49,520	50,510
No. of cases granted Defensive Driving course	28,530	32,860	27,300	27,850
No. of Community Service cases	17,590	18,770	24,470	24,960
No. of trial settings				
Cases initially set for trial	36,613	31,084	38,720	39,050
Trial resets	19,747	19,166	19,500	18,920
Total no. of trial settings	56,360	50,250	58,220	57,970
No. of Administrative Hearings	8,214	6,600	9,200	9,400
Total no. of documents filed	1,336,387	1,361,623	1,325,850	1,339,000
No. of cases closed	361,207	349,200	362,400	369,700
No. of cases magistrated	172,091	181,500	180,800	181,400
Fines	\$11,593,504	\$12,436,550	\$11,611,700	\$12,847,910
Fees	\$2,772,246	\$2,598,288	\$2,589,960	\$2,619,180
General Fund	\$14,365,750	\$15,034,838	\$14,201,660	\$15,467,090
State Levy	\$5,967,543	\$6,056,800	\$5,803,690	\$5,890,800
Total revenue collected	\$20,333,293	\$21,091,638	\$20,005,650	\$21,357,890
Warrant Roundups conducted	1	2	2	2
No. of documents imaged	N/A	N/A	164,780	990,000

MUNICIPAL COURTS

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency:				
Avg. revenue collected per case paid	\$98	\$99	\$100	\$99
Cost per new case filed ⁵	\$17.99	\$18.96	\$19.95	\$18.76
Cost per prisoner to magistrate	\$47.71	\$48.75	\$47.15	\$48.24
Avg. no. of documents filed per Employee per week ⁶	2,531	2,579	2,511	2,536
Effectiveness:				
% of revenue collected for state levy ⁷	29.3%	29.5%	29.1%	29.1%
% of cases paid ⁸	20.9%	20.1%	20.3%	20.6%
% of trials reset ⁹	53.9%	61.7%	50.4%	48.5%
% of cases closed ¹⁰	36.5%	34.0%	36.7%	37.4%

EXPLANATORY INFORMATION

- ¹ No. of delinquent/pending cases: The number of cases on file as of October 1 of the fiscal year.
- ² Non-Traffic: Cases filed for violations of City ordinances, Texas Penal Codes, health codes, alcohol beverage codes, government codes, and other violations.
- ³ Family Violence: Assault violations filed when the complainant and defendant are related by blood, marriage or adoption.
- ⁴ Actual FY 2000 cases larger than current cases due to case filing backlog.
- ⁵ Cost per new case filed: Operating cost for the courts and includes applicable maintenance cost divided by the number of new cases filed.
- ⁶ Avg. no. of documents filed per employee per week: Total no. of documents filed per year divided by the number of employees (11), divided by 48 weeks.
- ⁷ Percent of revenue collected for state levy: The percentage of total revenue collected which must be transferred to the State for various levies as required by law.
- ⁸ Percent of cases paid: The number of cases paid divided by the total no. of cases open.
- ⁹ Percent of trials reset: The number of trial resets divided by the total no. of cases initially set for trial.
- ¹⁰ Percent of cases closed: The number of cases closed divided by the total no. of cases open.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS \$152,956

NURSING SERVICES CONTRACT OPERATIONAL EFFICIENCIES

This **reduction** will reduce expenses associated with the contract that provides nursing services for the Detention Facility by \$75,800. Under the current level of services provided by the contract, one registered nurse and up to two licensed vocational nurses (LVN) are on duty at all times to evaluate public inebriate defendants and to do routine monitoring of the Detention Facility cells. With the reduction, one registered nurse will remain on duty at all times, one LVN will be present for ten hours each day during the heaviest defendant loads and one physician will be on call.

PROGRAM CHANGES CONTINUED**MAIL AND PARCEL POST OPERATIONAL SAVINGS**

This **reduction** reflects \$3,780 in operational savings in postal service expenses realized by the outsourcing of the collection of Delinquent Warrant Fines. Beginning in FY 2002, the Municipal Courts Department will use a collection agency to provide collection services for delinquent warrant fines. Expenses relating to the notification of delinquent warrant fines regularly incurred by the Department will become the responsibility of the Collection Agency.

VACANCY SAVINGS

This **reduction** will freeze one vacant position within the department. This position, an Assistant Municipal Court Director, has been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction in FY 2002 will total \$73,376 and will be redirected to support improvements in Council priority service delivery areas.

♦ IMPROVEMENTS \$450,765**PUBLIC SAFETY – DOCUMENT IMAGING SYSTEM**

This **one-time improvement** will continue funding for the Document Imaging System project. The imaging system will scan all documents related to court cases creating an electronic copy for later use by the Courts. The imaging system will allow Municipal Courts personnel to quickly recall any case and provide visual reproductions of all documents pertaining to the case. FY 2002 will be the third and final year of the development/implementation stages of the project. The FY 2002 cost of this improvement will be \$380,683.

PUBLIC SAFETY – ADD ONE PROGRAMMER ANALYST II

This **improvement** will add one Programmer Analyst II position for nine months to support the Document Imaging System project. The responsibilities of this position will include identifying system problems, training employees on scanning procedures, installing appropriate software, and interfacing with other software systems in the City. The cost of this improvement will be offset by a \$64,600 reduction in the cost of the current Document Imaging System support agreement. The FY 2002 cost of this improvement with nine months of funding will be \$46,467. Full-year funding of this improvement in FY 2003 will be \$52,825.

PUBLIC SAFETY – EXTENDED COURT HOURS

This **improvement** will provide extended evening courtroom hours until 8:00 PM three nights per week. The added positions will include one Judge, two Court Officers, two Administrative Aides, two Office Assistants, and two Court Clerks. The two Court Officers will be assigned to Adjudication and will assist the Judge and public. The two Administrative Aides will provide service to customers in the processing of defensive driving, probation, and community service orders. The two Office Assistants assigned to the Court section will provide direct customer service at the counter, complete computer and file updating and provide trial settings. The two Court Clerks assigned to Records will collect fine and bond payments. The FY 2002 cost of this improvement with three months funding will be \$23,615. In FY 2003, the full year funding will be \$94,452.

MUNICIPAL COURTS

PROGRAM CHANGES CONTINUED

♦ MANDATES \$84,600

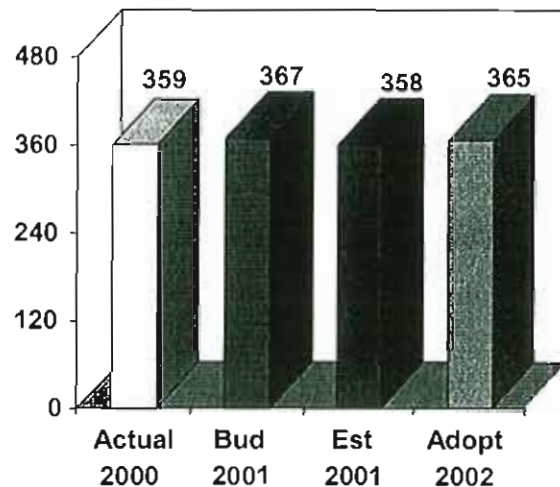
PUBLIC SAFETY – ADDITIONAL COURTROOM

This *mandate* will provide funding for the construction of an additional courtroom within the Municipal Court Building. The new court will assist citizens in expediting their court cases and alleviate some of the overcrowding that currently exists. The FY 2002 one-time cost of this mandate is \$84,600.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$6,479,061	\$7,191,492	\$7,048,325	\$7,320,434
CONTRACTUAL SERVICES	2,171,421	3,247,668	3,018,420	3,287,010
COMMODITIES	281,935	195,973	234,720	225,767
OTHER EXPENDITURES	67,060	50,010	50,010	83,492
CAPITAL OUTLAY	147,490	104,841	107,700	34,522
TOTAL EXPENDITURES	\$9,146,967	\$10,789,984	\$10,459,175	\$10,951,225
 AUTHORIZED POSITIONS	 212	 212	 212	 222
FULL-TIME EQUIVALENTS	201.15	201.00	201.00	206.50

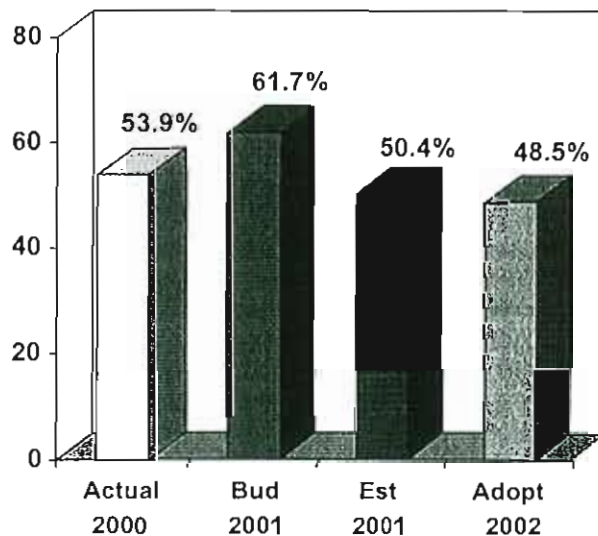
TOTAL NUMBER OF NEW CASES FILED (IN THOUSANDS)



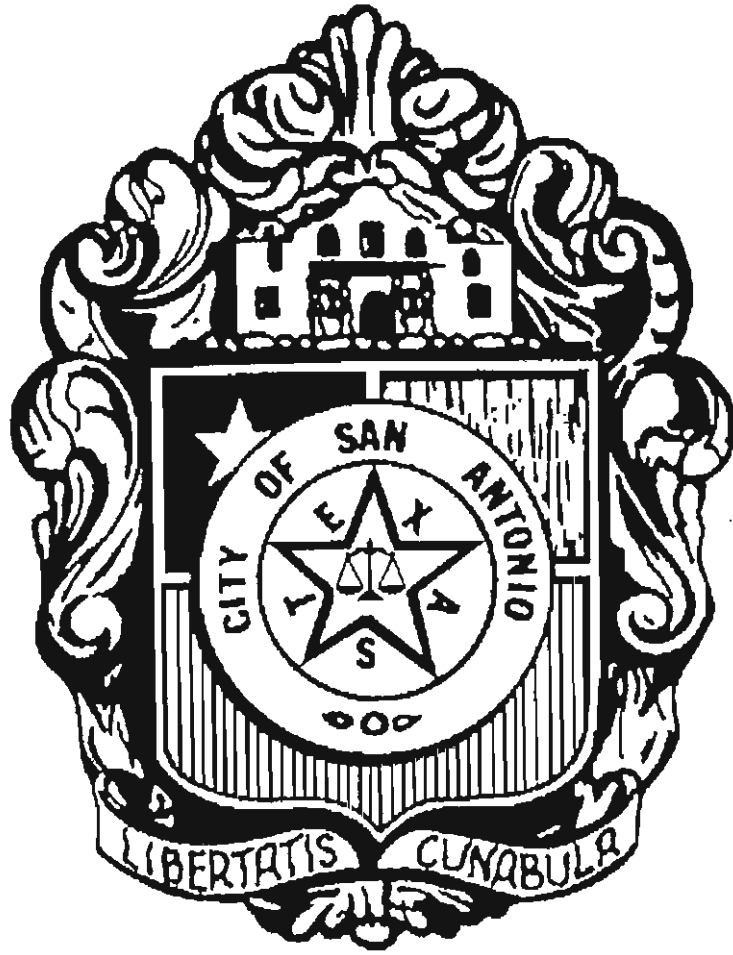
» Represents total court cases filed such as Traffic, Parking, and Juvenile violations.

» Adopted FY 2002 represents a 2% Increase from the FY 2001.

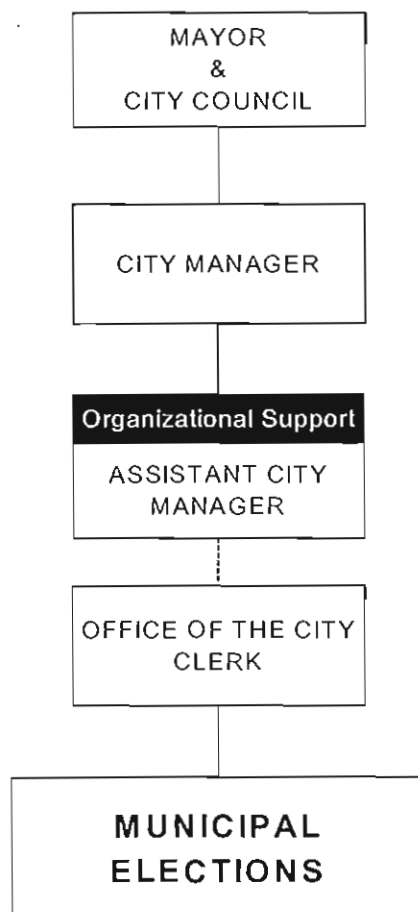
PERCENTAGE OF TRIALS RESET



» Additional court services added in FY 2001 and overall improved docket management are projected to result in a 6.4% decrease in trial resets in FY 2002 over FY 2000.



MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	0.00	\$728,000
Total Funding	0.00	\$728,000

MUNICIPAL ELECTIONS

GENERAL FUND

MISSION STATEMENT

The City Clerk's Office will conduct and administer all City elections including bond, city charter, referendum, initiative and Mayoral and Council elections and coordinate joint elections with various entities, whenever possible, in order to provide its citizens with the most efficient and cost effective elections.

PROGRAM INFORMATION

Municipal Elections is considered a special purpose office because its function is administered and staffed by the Office of the City Clerk. Expenditures reflect the cost of planning and implementing municipal elections for the City of San Antonio. Personnel expenditures reflect wages paid for temporary election workers including Presiding and Alternate Judges, Election Clerks and other specialized part-time workers who provide administrative support during the electoral process.

GOALS & OBJECTIVES

- ♦ To work closely with the Bexar County Clerk and its Election's Division and various school districts in a cooperative effort to present the most efficient and cost-effective elections procedures and voting methods available.
- ♦ To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots for municipal government positions of legislative authority and other measures as prescribed by the City Charter and state law.
- ♦ To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to ensure implementation of the latest elections procedures.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Total No. of election judges & officials paid	1,446	1,600	1,415	1,425
Total hours for coordinating and conducting elections:				
No. of hours worked by Judges/Clerks	22,970	50,872	54,919	50,500
No. of City Clerk staff overtime hours	246	1,000	408	425
No. of hours worked by City Clerk election officials	256	6,080	7,540	6,500
No. of hours worked by other City staff & non-City employees ¹	173	240	637	650
No. of election training hours	48	65	88	52

MUNICIPAL ELECTIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
No. of election training seminars	12	14	22	13
No. of election officials trained	1,254	1,500	1,225	1,425
No. of ballots processed and returned by mail	10,317	49,650	29,589	29,600
No. of ballots processed and tabulated	66,007	93,600	445,168	325,000
No. of candidate packets prepared	0	225	200	0
No. of polling locations secured	296	300	296	301

Efficiency:

Turnaround time for release of election results ²	4 hrs. 30 min.	2 hr. 30 min.	3 hrs. 30 min.	3 hrs.

EXPLANATORY INFORMATION

¹ The Office of the City Clerk did not hire any extra personnel for elections in FY 2000; all hiring was done by Bexar County.

² Turnaround time calculated at close-of-polls until official release of results to media.

PROGRAM CHANGES

♦ IMPROVEMENTS \$728,000

HUMAN DEVELOPMENT – BETTER JOBS ELECTION

This **improvement** will provide the necessary funds to hold an election in May for a referendum on Better Jobs sales tax. The FY 2002 cost for this improvement will be \$460,000

CHARTER REVIEW/GOVERNANCE – CITY CHARTER ELECTION

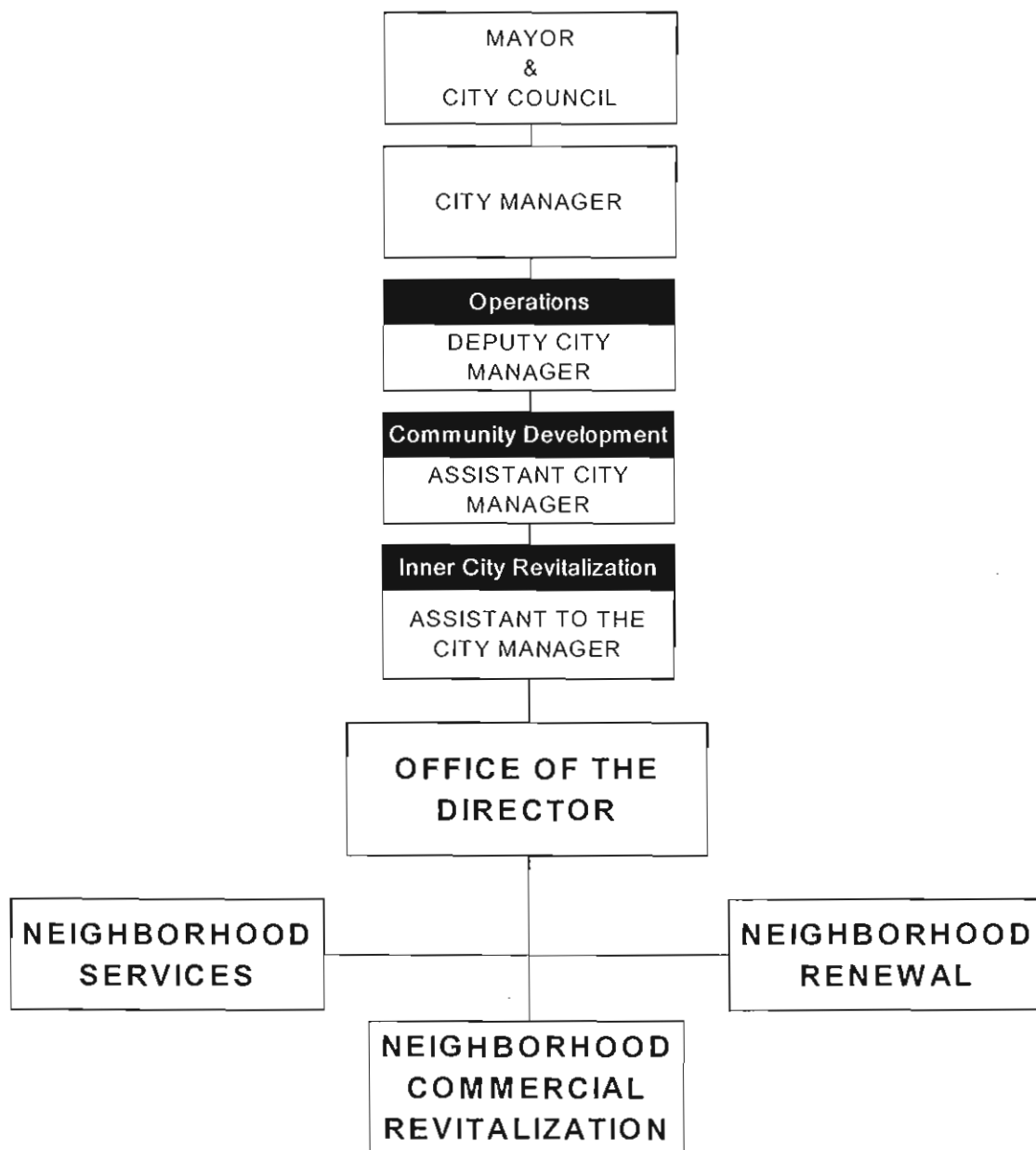
This **improvement** will provide the necessary funds to hold an election in November for a referendum on the City Charter. The FY 2002 cost for this improvement will be \$268,000.

MUNICIPAL ELECTIONS

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$7,916	\$434,482	\$363,600	\$260,880
CONTRACTUAL SERVICES	194,010	812,257	484,657	452,637
COMMODITIES	1,333	10,504	9,500	11,504
OTHER EXPENDITURES	3,730	1,464	1,464	2,979
CAPITAL OUTLAY	1,696	2,000	2,000	0
TOTAL EXPENDITURES	\$208,685	\$1,260,707	\$861,221	\$728,000
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	17.00	\$1,625,390
Community Development Block Grant	26.00	1,549,198
Lead Base Paint Hazard Reduction Program Grant	4.00	3,500,477
Capital Projects	0.00	1,400,000
Total Funding	47.00	\$8,075,065

MISSION STATEMENT

The mission of the Neighborhood Action Department is to enhance strategically the quality of life in San Antonio neighborhoods through the development and delivery of revitalization programs or services leveraged by dynamic partnerships in accordance with the goals of the City Council and City Manager.

PROGRAM INFORMATION

The Neighborhood Action Department programs require the creation and sustaining of partnerships with various City departments, profit/non-profit agencies and neighborhoods engaged in community revitalization. A recent re-organization has reassigned home repair and home-buying services adding one division and establishing the need for a total of four divisions. The divisions are – Office of the Director, Housing Renewal, Neighborhood Services and Neighborhood Commercial Revitalization – all of which are dedicated to service delivery which is result-oriented and community-driven. Housing programs such as Rental Rehabilitation, Owner-Occupied Rehabilitation and Reconstruction, Lead-Based Paint Hazard Reduction and Parade of Homes are managed by the Housing Resources Division. The newly formed Housing Operations Division offers the Homeownership Incentive Program, Down-payment Assistance Program and Home-buying Counseling Program for eligible individuals. The Neighborhood Services activity continues to utilize a neighborhood sweep concept to encourage public awareness and community problem solving. The sweeps involve a comprehensive package of resources from multiple departments aimed at assistance in enforcing code violations and animal control ordinances; collection and disposal of brush; removal of area mini-dump sites; vegetation control; repairs of streets, sidewalks, speed humps and existing traffic signal and sign systems. The Neighborhood Commercial Revitalization division works with neighborhood-based organizations in older commercial districts through customized revitalization plans, partnership projects and the NCR Networking Group to provide tools for success. In addition they provide programs and services designed to encourage reinvestment in the downtown and commercial neighborhoods.

GOALS & OBJECTIVES

- ♦ Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps.
- ♦ Achieve community empowerment through neighborhood-based problem solving techniques.
- ♦ Origination of partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units designated for low and moderate income families.
- ♦ Assist in revitalization and in-fill efforts in neighborhoods through various housing programs.
- ♦ Restoration and preservation of existing housing stock.
- ♦ Enable communities to determine and accomplish long-term property maintenance initiatives supported by neighborhood planning, community leadership development/training and financial assistance.
- ♦ Education and assistance to the community concerning home-buying.
- ♦ Encouragement of homeownership and the expansion of both affordable and marketable housing opportunities throughout the City.

NEIGHBORHOOD ACTION

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
OFFICE OF THE DIRECTOR				
Input:				
No. of Tax Increment Financing (TIF) Applications Received	8	4	5	7
Output:				
No. of TIF Related Housing Units	257	362	452	426
No. of TIF Projects Administered	7	4	10	13
No. of Affordable and Market Rate Housing Units Constructed ¹	35	147	135	45
Effectiveness:				
Additional Property Tax Valuation from Affordable and Market Rate Housing	\$2,345,000	\$3,250,000	\$8,425,000	\$2,500,000
NEIGHBORHOOD SERVICES				
Input:				
No. of Outside Organizations Partnering in Sweep Program	25	26	30	32
No. of Target Sweeps Conducted	24	24	24	24
No. of Super Sweeps	N/A	1	0	2
No. of Vacant/Boarded up Houses Evaluated	N/A	168	168	192
Output:				
No. of New Partnerships Resulting From Sweeps	5	5	10	10
No. of Vacant Lots Evaluated	N/A	130	120	134
No. of Lots Made Available for Development in Super Sweep Program	N/A	8	0	16
No. of Respondents to Surveys (Mailed)	8,863	9,307	9,680	10,164
No. of Respondents to Surveys	1,842	2,039	2,130	2,300
No. of Properties Enhanced ²	24	26	48	52
Efficiency:				
Avg. Cost per Target Sweep ³	\$74,160	\$76,385	\$76,385	\$78,057
Effectiveness:				
% of Respondents to Survey	20.8%	21.9%	22.0%	22.6%
% of Residents who were Satisfied with Appearance of Neighborhood after Sweep	75.0%	80.0%	75.0%	80.0%
NEIGHBORHOOD COMMERCIAL REVITALIZATION (NCR)				
Input:				
No. of Revitalization Projects (RP) Monitored ⁴	5	18	7	8
No. of Operation Facelift Projects Coordinated	N/A	N/A	0	24

NEIGHBORHOOD ACTION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
Private Investment in RP Areas	\$1,584,000	\$2,475,000	\$397,700	\$2,200,000
Net Jobs Created/Retained as a Result of Revitalization Projects (RP)	108	108	72	96
Net New Businesses in RP Areas	27	12	6	24
Efficiency:				
Avg. Investment/Target Area	\$316,800	\$275,000	\$56,814	\$275,000
Ratio Public/Private Investment (\$ of investments/\$100,000 per Target Area)	\$1:\$3.17	\$1:\$2.75	\$1:\$5.57	\$1:\$2.75

NEIGHBORHOOD RENEWAL

Input:				
No. of Units Designated for Rehabilitation and Reconstruction ⁵	164	250	263	300
No. of Homebuyer's Club Participants	N/A	N/A	338	800
Output:				
No. of Rehabilitation and Reconstruction Units Completed ⁶	163	250	70	272
No. of Houses Rehabilitated through HARP	N/A	N/A	12	30
No. of loan closings utilizing Home Incentive Program (HIP)	N/A	N/A	75	148
Ratio: Public/Private Investment-Multi- Family Units	\$1:\$5.59	\$1:\$6.40	\$1:\$4.72	\$1:\$5.56
Avg. Public Cost for Single Family Dwelling Unit	\$27,268	\$28,000	\$42,059	\$42,759
Avg. Amount of Down-Payment Assistance provided through HIP	\$6,809	\$7,074	\$7,074	\$7,149
Effectiveness:				
% of Review Recommendations Implemented—Independent Housing Review	N/A	90%	34%	55%
% of Units Completed	99%	100%	27%	91%

EXPLANATORY INFORMATION

¹ Actual represents 35 homes in Pasadena Heights. Re-estimate represents Habitat for Humanity at Hortencia (68 units), Springview (58 units) and Bonner St. (9 units). Adopted represents one Affordable Parade of Homes.

² Includes ADA, exterior painting, minor structural repair and property cleanup.

EXPLANATORY INFORMATION CONTINUED

- ³ Revised Budget represents cost of service delivery incurred by the Neighborhood Action Department and other participating Departments. The Revised Budget and Re-estimate included costs associated with partnering City departments.
- ⁴ Revised Budget number includes nine Partnership Projects, Actual reflects only seven Revitalization Projects minus two which were terminated.
- ⁵ "Designated" represents funding for Multi-Family and Single Family units in both the Owner-Occupied and Rental Rehabilitation Program.
- ⁶ Re-estimate represents 55 cases from SADA; ten from Harlandale and five from Indian Creek. Adopted represents completion of New Light Village and 88 units from the waiting list.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$31,208

REDUCE PARTNERSHIP PROJECT FUND

This program change will **redirect** \$22,208 in funding originally allocated for Neighborhood Commercial Revitalization (NCR) projects that have been subsequently discontinued. The redirected funds will contribute to the Future NCR Round Revitalization Project (2002) and to the NCR Program CERA New Light Village Revitalization Project.

REDUCE FEES TO PROFESSIONAL CONTRACTORS

This **reduction** will result in \$9,000 in savings due to increased efficiencies in operations. Cost related to staff training, maintenance agreements on office equipment, and courier services will be reduced throughout the year.

♦ IMPROVEMENTS \$120,000

EXISTING INFRASTRUCTURE – URBAN LAND INSTITUTE (ULI) PRE-PLANNING

The Community Revitalization Action Group (CRAG) has focused on the need for improvements and sustainability of neighborhoods through the redevelopment of infrastructure, housing community development and neighborhood services. The target area consists of the original 1940's city limit boundaries that encompass a 36 square mile area surrounding the inner city. This **improvement** provides \$50,000 for gathering and developing materials to support inner city revitalization efforts including land use planning and development projects, programs and policies. The preparation of materials is required prior to facilitating and attracting national urban planning professionals affiliated with the Urban Land Institute (ULI) to help develop a strategy for implementation and revitalization of the CRAG Target Area. The cost for this improvement in FY 2003 will be \$50,000.

NEIGHBORHOOD ACTION

PROGRAM CHANGES CONTINUED

◆ IMPROVEMENTS

HOUSING & NEIGHBORHOOD PLANNING - FUTURE NCR ROUND REVITALIZATION PROJECT (2002)

This *improvement* will provide \$70,000 to fund the fifth NCR Program 2002 Selection Round with award anticipated in July 2002. The goals of the NCR Program are to support economic reinvestment in the business corridors of San Antonio's urban core, create economic and employment opportunities in the inner city, and improve the physical appearance of these areas.

MANDATES

\$70,000

EXISTING INFRASTRUCTURE – NCR PROGRAM CERA NEW LIGHT VILLAGE REVITALIZATION PROJECT

This *mandate* will provide \$70,000 to the Community Economic Revitalization Agency (CERA) for developing and implementing revitalization plans for the New Light Village Revitalization Project as well as to pay for administrative and organizational expenses.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$740,495	\$890,087	\$790,087	\$1,000,094
CONTRACTUAL SERVICES	278,605	429,491	429,491	597,397
COMMODITIES	25,445	19,892	19,892	19,892
OTHER EXPENDITURES	3,990	3,938	3,938	2,987
CAPITAL OUTLAY	14,222	30,002	30,002	5,020
TOTAL EXPENDITURES	\$1,062,757	\$1,373,410	\$1,273,410	\$1,625,390
 AUTHORIZED POSITIONS	 13	 16	 16	 17
FULL-TIME EQUIVALENTS	13.00	16.00	16.00	17.00

NEIGHBORHOOD ACTION

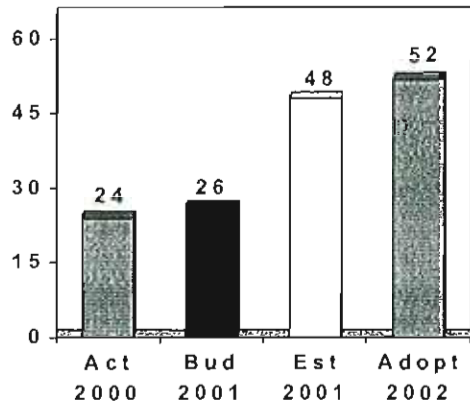
CDBG FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$378,010	\$842,075	800,683	\$1,188,462
CONTRACTUAL SERVICES	41,689	172,683	153,499	299,067
COMMODITIES	4,238	15,090	8,850	24,100
OTHER EXPENDITURES	0	0	3,480	3,500
CAPITAL OUTLAY	0	28,536	28,536	34,069
TOTAL EXPENDITURES	\$423,937	\$1,058,384	\$995,048	\$1,549,198
AUTHORIZED POSITIONS	11	26	26	26
FULL-TIME EQUIVALENTS	11.00	26.00	26.00	26.00

LEAD BASE PAINT HAZARD REDUCTION PROGRAM GRANT EXPENDITURES BY CHARACTER

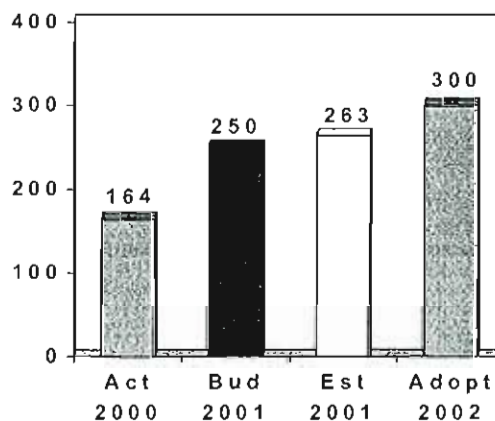
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	44,576	135,135	135,135	315,901
CONTRACTUAL SERVICES	2,635	122,861	122,861	3,125,147
COMMODITIES	1,837	1,666	1,666	3,097
OTHER EXPENDITURES	0	0	0	42,525
CAPITAL OUTLAY	3,906	2,332	2,332	13,807
TOTAL EXPENDITURES	52,954	261,994	261,994	3,500,477
AUTHORIZED POSITIONS	4	4	4	4
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	4.00

NO. OF PROPERTIES ENHANCED



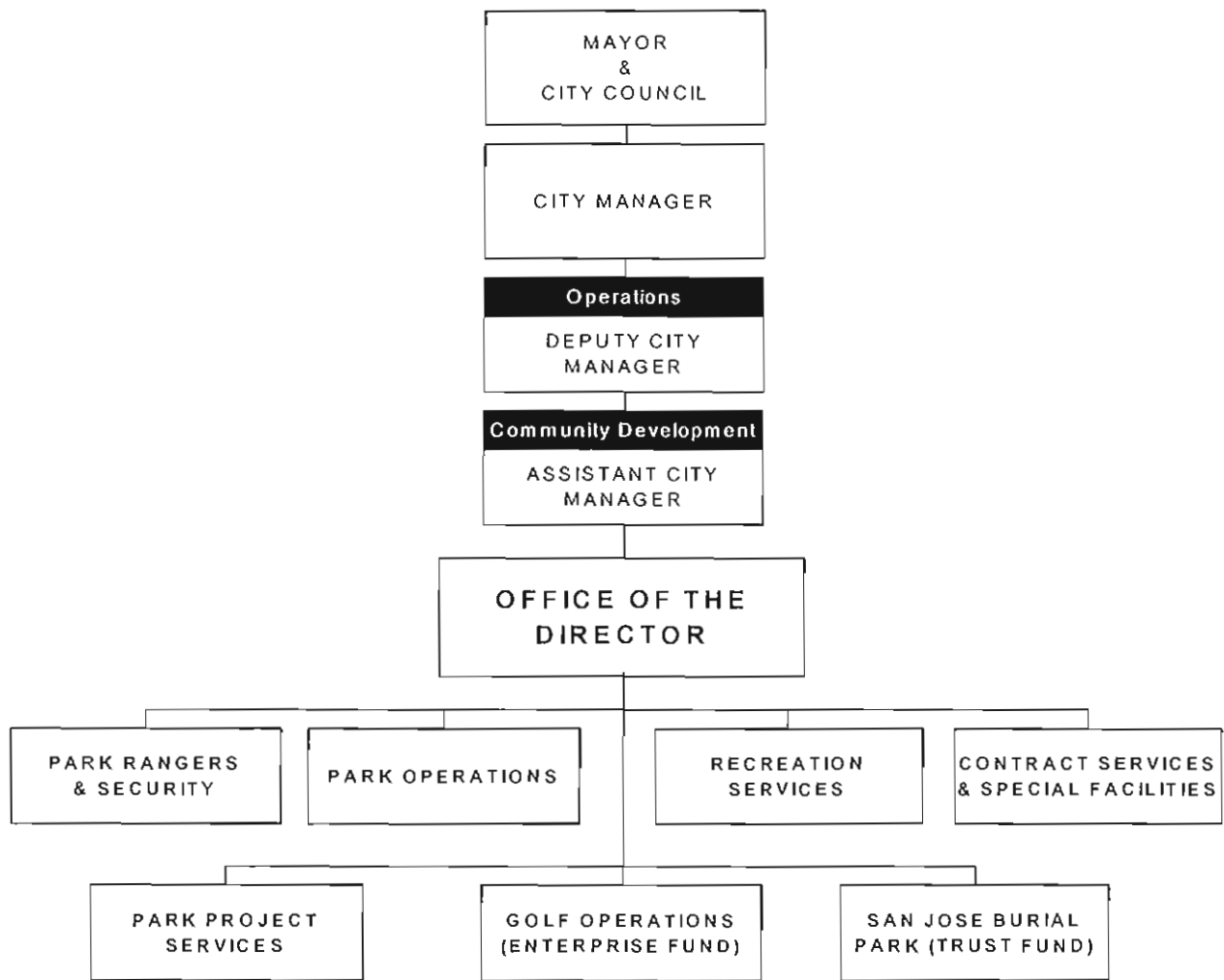
» Property enhancement projects performed during Neighborhood Sweep such as house painting, lot cleanup assistance for elderly/disabled, and graffiti abatement.

NO. OF NEIGHBORHOODS DESIGNATED FOR REHABILITATION AND RECONSTRUCTION



» Housing Units Associated with Owner-Occupied Rehabilitation & Reconstruction Program and Single-Family & Multi-Family Rental Rehabilitation Housing Projects.

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	973.57	\$48,975,186
Golf Operations Enterprise Fund	138.30	7,347,347
San Jose Burial Park (Trust Fund)	8.00	411,634
Community Development Block Grant	6.00	416,368
Categorical Grants	13.00	711,614
Parks Expansion O&M Fund	0.00	19,395,093
Capital Projects	0.00	48,270,000
Debt Service	0.00	628,110
Total Funding	1,138.87	\$126,155,352

MISSION STATEMENT

The mission of the Parks and Recreation Department is to develop and maintain a balanced, safe and easily accessible system of parks, recreational facilities and programs, as well as promote and maintain world-class facilities to further the City's prominence as a major tourist destination.

PROGRAM INFORMATION

The Parks and Recreation Department operates the City's recreational and cultural programs and develops and maintains all City-owned parks, swimming pools, gymnasiums, cemeteries, sports facilities, greenways, recreation centers, municipal golf courses, the Botanical Gardens, the River Walk, HemisFair Park, Tower of the Americas, historic facilities, downtown improvements and Market Square.

GOALS & OBJECTIVES

- ◆ Plan, develop and sustain a diversified, balanced, well-conditioned and accessible citywide system of public parks and recreation facilities.
 - Continue implementation of the Parks and Recreation System Plan.
 - Acquire and develop, as appropriate, new park and recreation facilities in under-served areas through bond programs, CDBG, donations, grants, sales tax (Proposition 3), and the potential for new sources such as parkland dedications. Coordinate changes to the Unified Development Code to implement a parkland dedication requirement with the Planning Department.
 - Coordinate with other public and private entities in the acquisition, development and shared use of existing and/or new park and recreation facilities when in the public's best interest. Continue enhancement of partnerships with school districts for joint school/park programs. Accomplish capital improvement projects and program partnerships with local school districts, Alamo Community College District, San Antonio River Authority, San Antonio Water System, Texas Parks and Wildlife, Parks Foundation, etc.
 - Complete the 1994 Parks Improvement Bond Program projects and initiate/continue completion of 1999 Bond improvements, to include coordination and partnerships with other City departments, i.e., Library, Public Works.
 - Coordinate completion of the Proposition 3 initiative, which provides for \$20 million to create linear parks along Leon Creek and Salado Creek and \$45 million to acquire parkland over the Edwards Aquifer Recharge Zone, and appropriately maintain and secure these sites.
 - Implement a system-wide maintenance plan, maximizing technology and contracts, for parks and recreation facilities appropriate to their classification. Enhance automated systems in order to quantify and qualify job tasks and specific job costs.
 - Increase park maintenance through community partnerships with individuals, corporations and government agencies by providing an enhanced Volunteer Services Program in conjunction with the Restitution Program and the detention facility trustee programs. Continue to improve automated methods to administer these programs.
- ◆ Implement quality enhancements to the After School Challenge Program, which support the Better Jobs initiative.
 - Evaluate appropriate staff to student ratios utilizing the Alliance Schools' Pilot Program's assessment.
 - Ensure compliance with self-monitoring standards as approved by the Texas Department of Protective and Regulatory Services.
 - Assess the academic achievement of students participating in the After School Challenge Program through coordination with school districts.

GOALS & OBJECTIVES CONTINUED

- ♦ Provide recreation and cultural program opportunities for all users.
 - Continue implementation of the Texas A&M University needs assessment of the Roving Leader Program.
 - Consider expansion of the Roving Leader Program by adding sites and increasing the types of programs offered to youth that develop positive relationships and lifestyles.
 - Cooperate with public and private agencies to encourage shared use of recreational facilities owned by the City, school districts, institutions and other public agencies to reduce duplication, and maximize resources.
 - Provide increased opportunities for youth and adults to participate in our athletic, aquatic, cultural and other recreational programs.
 - Continue development of a Teen Club (targeting 13-19 year olds), by working with the Girl Scouts, Boy Scouts, 4 - H Clubs, and other organizations at each Community Center which offers non-traditional programs that teach life skills and incorporates community service, which could lead to summer employment opportunities.
 - Modify programs to meet particular community/neighborhood needs by utilizing demographic data.
 - Plan, develop and expand our Cultural Program by offering opportunities for new cultural experiences, such as classes in sculpting, painting, drama, photography, dance, tumbling, nature and high adventure.
 - Expand our Therapeutic Recreation Program to include activities for youth with disabilities and implement a more diverse program of outdoor and adventure programming, to include golf, equestrian and water sports.
 - Increase the number of learn to swim and water aerobics class locations, and provide new programs/activities to encourage participation.
 - Expand the Nature Program, which offers classes that teach outdoor skills and provides high adventure activities.
 - Enhance program marketing efforts by continued coordination with other City departments in the development and dissemination of a Consolidated City Activity Guide.
- ♦ Ensure that municipal parks and recreation facilities are safe for all users.
 - Provide the level of Park Ranger presence needed to ensure safety and enforcement of existing ordinances in City parks.
 - Increase the number of Park Rangers to adequately patrol newly acquired park acreage and facilities; expand the responsibility of the Covert/Target Team to include increased partnerships with neighborhoods.
 - Implement a decentralized Park Ranger operation through the co-location of District (Field) Park Rangers at selected Golf Courses and/or other City facilities, recognizing park expansion from Proposition 3, bond issues, and other funding sources.
 - Reduce vandalism, graffiti and destruction at parks and recreation facilities through security measures, coordination with other local law enforcement entities and citizen awareness and partnership programs.
 - Implement the actions recommended in the City's Graffiti Abatement Plan and Graffiti Ordinance, to include the eleven Graffiti Abatement Corridors.
 - Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.
 - Prioritize City facilities with large amounts of graffiti for volunteer and summer youth employment program removal projects.
 - Encourage participation by neighborhood associations, schools, churches and youth groups to "Adopt a Park".
 - Enforce and monitor the Park Curfew Ordinance.

PARKS AND RECREATION

GOALS & OBJECTIVES CONTINUED

- ♦ Continue to ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair, Market Square, Witte Museum, San Antonio Zoo leases, and over 340 license agreements and contracts.
 - Continue on-going monitoring of financial and performance milestones as stipulated in these contractual obligations through automated systems.
 - Coordinate the negotiation and re-negotiation of essential department contracts with the newly formed contracts process in the City Attorney's Office and Asset Management Department.
 - Work cooperatively with lessees and tenants to ensure that the best interests of these contractual arrangements are met.

- ♦ Enhance the City's prominence as a major tourist destination.
 - Continue to maintain the River Walk as a world-class attraction, taking into account any improvements, linkages and expansions. Coordinate with the Convention and Visitors Bureau, Paseo del Rio Association, Centro San Antonio, contractors, businesses, and property owners.
 - Coordinate operations of the San Antonio River Expansion Project as those improvements are made during the next several years, to include maintenance, river operations, security, utilities, contracts, etc.
 - Promote and improve departmental tourist/cultural facilities, i.e., La Villita, Tower of the Americas, Spanish Governor's Palace, and Market Square, through program and interpretive enhancements.
 - Develop a comprehensive plan for future development, expansion, programming, and increased attendance for the Botanical Gardens.

PERFORMANCE MEASURES

Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002

PARK OPERATIONS DIVISION

Input:

No. of Parks/Facilities	168/70	191/70	179/70	203/71
No. of Automated Work Orders Generated ¹	N/A	5,838	7,144	6,515
No. of Hours Worked by Graffiti Wipeout Teams	8,640	8,784	8,790	8,998

Output:

Park Acreage/Proposition 3 Acreage ²	7,898	10,887	8,491/2,718	9,200/6,239
No. of Automated Work Orders Completed ¹	N/A	4,379	5,657	5,221
No. of Graffiti Wipeout Team Projects	3,979	4,595	4,607	4,840

Efficiency:

% Automated Work Orders Completed ¹	N/A	75%	79%	80%
No. of Public Graffiti Projects per Wipeout Team/Day	5.6	5.9	6.5	6.8

Effectiveness:

% Change in Park Acreage Acquired ²	4.4%	34.8%	63.2%	18.5%
% Automated Work Orders Completed On Time ³	N/A	50%	57%	70%
% Graffiti Repeat Occurrences	77%	70%	75%	72%

PARKS AND RECREATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
PARK PROJECTS DIVISION				
Input:				
No. of Capital Improvement Projects (CIP)				
Managed	112	121	135	120
Output:				
Capital Improvement Program (CIP)				
Expenditures (includes Proposition 3)	\$11,781,020	\$29,847,000	\$40,443,452	\$29,475,331
Efficiency:				
Avg. No. of Community Meetings Attended per Project Coordinator	19	30	25	25
Effectiveness:				
% Capital Improvement Projects Completed On Time ⁴	89%	90%	90%	90%
VOLUNTEER/RESTITUTION PROGRAM				
Input:				
No. of Restitution Program Enrollees ⁵	29,591	42,262	27,931	28,761
No. of Volunteer Program Workers ⁶	13,741	19,487	12,610	12,876
Output:				
Hours Worked by Restitution Program				
Enrollees ⁵	182,018	256,700	177,655	179,837
Volunteer Hours Worked ⁶	78,518	113,482	52,383	53,451
Efficiency:				
Dollar Value of Restitution Program ⁷	\$1,678,206	\$2,117,775	\$2,048,362	\$2,203,003
No. of Restitution Program FTE's ⁵	95.6	123.0	93.3	94.5
Dollar Value of Volunteer Program ⁷	\$723,936	\$936,227	\$603,976	\$654,775
No. of Volunteer Program FTE's ⁶	41.2	55	27.5	28.1
Effectiveness:				
% Personnel Complement Enhancement to Park Operations from Restitution Program	19.0%	23.6%	17.4%	17.7%
% Parks/Facilities Assisted by Volunteer Programs	24%/10%	50%/15%	40%/15%	40%/15%
RECREATION SERVICES DIVISION				
After School Challenge Program				
Input:				
No. of After School Challenge Program Sites ⁹	155	161	152	157
Output:				
After School Challenge Program				
Registration ¹⁰	28,267	38,881	28,368	28,937
After School Challenge Program Visits ¹⁰	1,942,167	2,660,364	2,367,930	2,415,288

PARKS AND RECREATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
RECREATION SERVICES DIVISION				
After School Challenge Program				
Continued				
Efficiency:				
Avg. Daily Attendance - After School Challenge Program	12,531	17,575	14,542	14,833
Avg. daily attendance per After School Challenge Site	98	108	102	105
Effectiveness:				
% School Days After School Challenge Program Operates (per site average) ¹⁰	(156/177) 88%	(153/177) 86%	(146/176) 83%	(153/177) 86%
% After School Challenge Program Parents Satisfied with Program/Pilot Program	93.0%/94.0%	95.0%/96.0%	88.0%/89.0%	90.0%/91.0%
% of Parental Survey Results Reflecting Improved Grades/Pilot Program	93.0%/94.0%	96.0%/95.0%	82.0%/88.0%	90.0%/91.0%
% Eligible Children Regularly Participating In After School Challenge Program ¹¹	44.3%	N/A	51.2%	51.2%
% Children Regularly Participating in After School Challenge Program with Improved Grades ¹²	70.8%/69.2%	N/A	73.0%/72.0%	75.0%/74.0%
Student-to-Staff Ratio Based on Activity (playground/tutoring and homework assistance)	25:1	25:1(40:1/15:1)	23:1(24:1/22:1)	23:1(25:1/20:1)
Community Centers/ Roving Leader/Youth Sports				
Input:				
No. of Community Centers:				
Year-round ¹⁴	25	25	26	26
Summer Program ¹⁴	68	78	73	73
No. of Roving Leader Areas	6	6	6	6
No. of Youth Sports Offered ¹⁵	21	N/A	27	27
Output:				
Community Center Registration:				
Year-round ¹⁴	27,056	29,780	25,137	29,615
Summer Program ¹⁴	21,409	22,965	23,569	22,806
No. of Community Center Visits:				
Year-round ¹⁴	1,595,889	1,558,400	1,214,831	1,672,550
Summer Program ¹⁴	169,706	219,045	219,359	201,672
Roving Leader Registration ¹⁶	1,057	2,255	1,236	1,250
No. of Roving Leader Visits ¹⁶	34,735	36,435	36,681	37,010

PARKS AND RECREATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Community Centers/ Roving Leader/Youth Sports Continued				
Efficiency:				
Avg. Daily Attendance per Community Ctr:				
Year-round ¹⁴	222	216	162	223
Summer Program ¹⁴	64	65	77	75
Avg. Daily Attendance per Roving Leader Site ¹⁶	20	22	21	21
Cost per Youth Sports Registrant per Year	\$16.08	N/A	\$14.33	\$14.28
Effectiveness:				
% Community Center Registrants Attending Daily (avg.):				
Year-round ¹⁴	20.5%	18.1%	16.8%	19.6%
Summer Program ¹⁴	20.3%	22.1%	23.8%	24.0%
% Change in Roving Leader Visits ¹⁶	16.0%	0.4%	5.6%	1.0%
% Change in Youth Sports Registration	37.4%	N/A	12.2%	0.4%
Pools				
Input:				
No. of City Pool Days Open (pools x days) ¹⁷	2,046	2,046	2,098	2,046
Output:				
Attendance at City Pools	239,418	235,010	250,252	254,225
Efficiency				
Avg. Daily Attendance per Pool	117	115	119	124
Effectiveness:				
% Change in Pool Attendance	20.2%	2.4%	4.5%	1.6%
Mentorship Program				
Input:				
No. of Schools Participating in Mentorship Program ¹⁸	5	5	6	7
Output:				
Employees Participating in City Mentorship Program ¹⁸	76	108	178	186
No. of Youth Served by Mentorship Program	71	95	173	181
Efficiency:				
% Turnover in Mentors	28%	N/A	10%	8%
Effectiveness:				
% Change in No. of Mentors	(28.3%)	42.1%	134.2%	4.5%

PARKS AND RECREATION

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
PARK RANGERS & SECURITY DIVISION				
Input:				
No. of Field Park Rangers (District patrol)	112 (57)	124 (69)	124 (69)	124 (69)
No. of Covert Target Team Hours ¹⁹	2,384	2,604	2,272	2,352
Output:				
No. of Park Ranger Calls for Service	12,496	14,400	13,655	15,820
No. of Covert Target Team Arrests ¹⁹	218	290	204	224
Efficiency:				
Avg. No. of Patrol Bys per Park Ranger (District Patrol)	219	208	198	229
Avg. no. of Covert Team hrs/arrest per Park Ranger ¹⁹	596/55	651/73	568/51	588/56
Avg. No. of Covert Team Arrests per Shift ¹⁹	1.46	2.70	1.44	1.51
CONTRACT SERVICES DIVISION				
Input:				
No. FTEs Assigned to Administer Vendor Permits and Ballfield license compliance ²¹	1	N/A	1	1
No. FTEs Assigned to Monitor Contracts ²²	1.5	N/A	2.0	2.0
Output:				
No. of Vendor Permits Issued	42	N/A	46	46
Revenue Collected from Vendor Permits ²³	\$12,600	N/A	\$12,600	\$12,600
No. of Licenses/Leases Monitored	271	N/A	301	305
Revenue Collected from Licenses/Leases Monitored ²⁴	\$6,091,002	N/A	\$5,993,920	\$6,546,638
Efficiency:				
Avg. No. of Scheduled Ballfield Compliance Site Visits per FTE	N/A	N/A	100	120
Avg. No. Licenses/Leases Monitored per FTE	181	N/A	150	153
Avg. Revenue Collected by FTE Assigned to Monitor Licenses/Leases	\$4,060,668	N/A	\$2,996,960	\$3,273,319
Effectiveness:				
% Rental Arrears Amounts ²⁵				
1-30 Days	23%	N/A	10%	10%
31-60 Days	15%	N/A	10%	5%
61-90 Days	1%	N/A	5%	3%
120+ Days	20%	N/A	10%	1%

EXPLANATORY INFORMATION

- ¹ Automated Work Order system implemented in FY 2000. Work orders generated are projected to decrease for Adopted FY 2002 due to a more comprehensive work scheduling effort by Park Maintenance, along with an improved screening process to eliminate duplicate requests.
- ² Increase in park acreage for Estimated FY 2001 includes acreage purchased as part of Proposition 3.
- ³ % of Work Orders completed on time is based on four priority areas with varying response times based on the nature of the situation, i.e., public safety, public health, security, interruption of departmental programs, repair to park facility, new construction, facility renovation.
- ⁴ % Capital Improvement Projects completed on time consists of projects without liquidated damages or penalties assessed to the contractor.
- ⁵ Reduction in Restitution Program enrollees and hours from Adopted FY 2001 is due to overestimating from the previous year's participation levels, Bexar County reducing the number of referrals to the Saturday Van Program, and a trend by municipal court judges to lower the number of hours assigned or even dismissing assigned hours. We do anticipate several courts wanting to participate in the Graffiti Abatement Program.
- ⁶ Reduction in Volunteer Program workers and hours worked is due to lack of a major United Way Days of Caring project as held in October 1999 (Rittiman Park-40,000 hours); October 2000's effort resulted in one-third of the scheduled projects in various parks being rained out, providing only 4,000 volunteer hours; FY 2000 PCB that provided a bus to double the number of trustees transported to the City Cemeteries wasn't received until November 2000; City Year (a regular volunteer group) reduced the number of projects to four from fifty-four (wanted more education projects); United Way reduced the number of projects due to a personnel change; and although the number of schools are growing, the size of the groups they are bringing is very small.
- ⁷ Dollar value has been changed to include fringe benefits: FY 2000 @ \$6.76/hour x 36.3% benefits = \$9.22/hour; FY 2001 and Adopted FY 2002 @ \$8.50/hour x 44.15% benefits = \$12.25/hour.
- ⁸ % Personnel complement enhancement to Park Operations from Restitution Program is the number of Parks and Recreation Restitution workers (FTE's) as a percentage of the Park Operations field complement.
- ⁹ Reduction in the number of After School Challenge Program sites for Estimated FY 2001 and Adopted FY 2002 is due to several schools not receiving funding to operate the program.
- ¹⁰ After School Challenge Program data is now being reported on a school year basis (August-May) for increased accuracy. The Program operated an average of 156 days in FY 2000, 146 days in FY 2001 and 153 in FY 2002 based on preliminary school start dates.
- ¹¹ % of Eligible Children that regularly participate in After School Challenge Program is calculated by dividing the average daily attendance by the total number of registered students.
- ¹² Grades were not available due to confidentiality issues with school districts; parental permission forms were developed to authorize staff access, but school districts refused to accept them. Surrogate measure reflects % of children who passed the TAAS at After School Challenge Program campuses (TAAS Test administered in late April, with results available in late May).
- ¹³ Attendance data not available due to confidentiality issues with school districts; parental permission forms being developed.
- ¹⁴ Ward, Garza, Cuellar, Denver Heights, Dawson, Lockwood, Palm Heights, Southside Lions, Bode and Lincoln Community Centers were closed for renovations during a portion of FY 2001; a new community center opened in May - Lackland Terrace. During FY 2002, construction will close Southside Lions Community Center for a portion of the year. Decrease in the number of summer program sites for FY 2001 is due to the inability to use school sites because of construction.
- ¹⁵ Increase in No. of Youth Sports offered is due to the inclusion of six individual Inner City Games activities.
- ¹⁶ Adopted FY 2001 Roving Leader registration data reflected duplicate counts of registrants at one site.
- ¹⁷ Increase in No. of City pool days open for Estimated FY 2001 is due to the District 5 extended pool season funded by Councilman Garcia.

EXPLANATORY INFORMATION CONTINUED

- ¹⁸ Estimated FY 2001 and Adopted FY 2002 data incorporates the National Forum for Black Public Administrators' (NFBPA) mentoring program which began in February 2001. Twenty-six local chapter members mentor at Martin Luther King Middle School.
- ¹⁹ Reduction in number of Covert Target Team arrests is due to media attention, signage & enforcement and restrooms at McAllister Park and Woodlawn Lake have been closed due to construction for a portion of FY 2001.
- ²¹ Vendor permits-42, ballfields-30 that requires compliance site visits.
- ²² Total of all other contracts less vendor permits; includes ballfield licenses.
- ²³ Eight new vendor permits are for new Woodlawn Lake Park (3 mos. at \$150 each) estimated in FY 2001. Vendor permits include year-round and Woodlawn Lake Park summer vendors (new in FY 2001). Net increase in number of vendors from Actual FY 2000 is due to a decrease of four year-round vendors and an increase of the eight new Woodlawn Lake Park vendors. Revenue collected remains the same due to difference in permit costs.
- ²⁴ Decrease in contract revenue is due to inclement weather affecting percentage-based concession contracts, i.e., Yanaguana, Golf food and beverage, and capital improvement recovery for Tower Foods. In addition, the Brackenridge Train was not operational for over a year (began operation 6/14/01).
- ²⁵ Measurement began with completion of database in September 1998, which indicated arrears of 19% for 30 days; 11% for 60 days; 8% for 90 days; 34% for 120+ days. This excludes litigation past due amounts in the Riverwalk lawsuit. Percentages are calculated on rental amounts past due over total rental received for the period.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$1,332,769**

TRANSFER SAN JOSE BURIAL PARK OPERATING COSTS TO SAN JOSE BURIAL FUND

This **reduction** will transfer \$210,026 of General Fund operating expenses associated with San Jose Cemetery to the San Jose Burial Trust Fund. This redirection will move one Park Maintenance Crew Leader, one Cemetery Operations Superintendent, one Cemetery Services Crew Leader, and one Equipment Operator II position from the General Fund to the San Jose Trust Fund.

ELIMINATE FOUR POSITIONS FROM GROUND SANITATION MAINTENANCE

This **reduction** will redirect the sanitation maintenance function at the Alamodome from the General Fund to the Alamodome Fund. One filled Maintenance Crew Leader position and three filled Maintenance Worker positions will be eliminated. The ground sanitation maintenance will be provided within the Alamodome's existing operations. This reduction provides a savings of \$101,840.

ELIMINATE FOUR POSITIONS FROM LANDSCAPE MAINTENANCE

This **reduction** will redirect the landscape maintenance service function at the Alamodome and Convention Center from the General Fund to the Alamodome and Hotel/Motel Funds. This reduction will eliminate one filled Equipment Operator II position, two filled Gardener I positions, and one filled Maintenance Worker position. The Landscape Maintenance Service will be provided within the Alamodome's and Convention Center's existing operations. This reduction provides a savings of \$109,577.

PROGRAM CHANGES CONTINUED

ELIMINATE ONE POSITION FROM SANITATION MAINTENANCE

This **reduction** will redirect the sanitation maintenance services at the Convention Center from the General Fund to the Hotel/Motel Fund. This reduction will eliminate one filled Maintenance Worker position. The sanitation maintenance will be provided within the Convention Center's existing operations. This reduction provides a savings of \$23,988.

ELIMINATE 47 SEASONAL POSITIONS

This **reduction** will eliminate 47 seasonal recreational positions for a cost savings of \$172,974. Of the 47 eliminated positions, 30 are connected with summer recreation programs conducted at school sites. Due to conflicting school construction project schedules, sites that normally would have been available will not be in FY 2002. Therefore the elimination of the 30 summer recreation positions will not adversely impact the delivery of recreation programs in the summer of 2002. The remaining 17 positions to be eliminated work in the Night Owl basketball program which operates night time basketball activities at 17 sites across the City. With this reduction, one position will remain to support each Night Owl site with minimal impact on the program. Included in the total 47 eliminated positions are 29 Recreation Assistants, ten Community Center Leader II's and eight Senior Community Center Leaders. All positions will be vacant by October 1, 2001.

REDUCE RECREATION SERVICES BUDGET

This **reduction** will reduce the funds for professional contractors services by \$15,160. These funds provide contract staff to provide recreation classes such as golf, tennis, and basketball clinics at community centers. With this reduction, in-house staff will provide these services.

ELIMINATE BUDGET FOR FRIEDRICH WILDERNESS PARK NEWSLETTER

This **reduction** will eliminate the financial support for printing and mailing the Friends of Friedrich Wilderness Park Newsletter. Future financial support for the newsletter will be sought through private sector sponsorship. This reduction will result in savings of \$2,060.

ELIMINATE PRINTING BUDGET FOR BOTANICAL GARDENS BROCHURE

This **reduction** will eliminate the funds to print the Botanical Gardens Brochure. The Botanical Garden periodically prints a four-color rack brochure at a cost of \$4,000 that can be distributed locally and displayed at the garden as a promotional tool. Future financial support for the brochure will be sought through private sector sponsorship.

PERSONNEL COST SAVINGS

This **reduction** will reduce associated personnel costs through the management of vacant positions. This reduction provides savings of \$46,503.

PROGRAM CHANGES CONTINUED**VACANCY SAVINGS – ELIMINATE 15 POSITIONS**

This *reduction* will eliminate 15 vacant positions within the department. These positions (one Building Maintenance Officer, four Community Center Leader I's, one Community Center Supervisor, one Electrician, one Equipment Operator I, one Facilities Operations Coordinator, one Landscape Irrigator, one Maintenance Worker, one Plumber, one Recreation Specialist, one Senior Recreation Specialist, and one Swimming Pool Mechanic, have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. This reduction will result in savings of \$420,109.

♦ IMPROVEMENTS**\$1,052,277****EXISTING INFRASTRUCTURE – PROVIDE GROUND MAINTENANCE TO BROOKS CITY-BASE**

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This *improvement* includes \$437,109 in added expenditures to provide contractual park maintenance services to Brooks City-Base for eight months. The full year cost in FY 2003 will be \$655,663.

PARKS & LIBRARIES - ADD TWO POSITIONS FOR MCFARLIN TENNIS CENTER MANAGEMENT REORGANIZATION

This *improvement* will add one Tennis Program Coordinator and one Senior Recreation Specialist position for nine months. These positions will manage and operate the McFarlin Tennis Center. The total cost of adding these positions in FY 2002 totals \$130,359. The full year funding for these positions will cost \$139,950. Increased revenues of \$147,535 will offset the cost of the improvement.

PARKS & LIBRARIES - ADD MAINTENANCE FUNDS AND SEVEN UNFUNDED POSITIONS

This *improvement* will add maintenance funds for the parks system and seven unfunded positions. These funds will add materials and equipment for increased parks maintenance activities along with seven unfunded positions: one Concrete Finisher, two Maintenance Workers, one Welder, two Tree Maintenance Workers, and one Gardner II. The unfunded nature of the positions gives the department the flexibility of continuously advertising and filling maintenance positions that have been difficult to recruit. The cost of this improvement will be \$59,209.

PARKS & LIBRARIES - PARK RANGERS OPERATIONS & PERFORMANCE REVIEW

The amount of \$1 million will be set aside in the Adopted Budget for implementation of *improvements* related to the Park Rangers Division of the Parks & Recreation Department. Specifically, these funds are set aside for implementation of the final results of the operations and performance review of the Park Rangers Division in FY 2002.

PROGRAM CHANGES CONTINUED

PARKS & LIBRARIES – ALTERNATE WORKFORCE COMPENSATION ENHANCEMENT

The Parks and Recreation Department rely upon temporary, or alternative workforce, employees throughout the year to assist with various departmental operational needs. In order to bring those alternative workforce employees to the new living wage of \$8.50, \$430,300 has been added to the Parks and Recreation Department General Fund FY 2002 Adopted Budget.

♦ MANDATES

\$1,395,380

ENVIRONMENT - GROUNDWATER SAMPLING FUNDING

This **mandate** will provide for groundwater sampling within Brackenridge Park. Leaking underground fuel storage tanks in Brackenridge Park were removed by Public Works in December 2000. Texas Natural Resources Conservation Commission regulations require the groundwater to be sampled quarterly for a period of three years. The funding will provide funding to pay for professional testing at a cost of \$3,000 four times per year for three years. The cost of this mandate in FY 2002 will total \$12,000.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION - ADD ONE SENIOR PLANNER POSITION

This **mandate** will add one Senior Planner position at nine months funding. Also included is \$67,500 to support additional maintenance requirements arising from new parkland anticipated to be added to the City's inventory in FY 2002 as a result of the park dedication requirements contained in the revised Unified Development Code. The total cost of this mandate in FY 2002 will total \$105,194. The full year cost for FY 2003 will total \$134,008.

PARKS & LIBRARIES - ADD FIVE POSITIONS FOR RAINBOW HILLS COMMUNITY CENTER

This **mandate** will add one Senior Community Center Leader, one Community Center Leader II, two Community Center Leader I, and one Maintenance Worker position for three months. The Rainbow Hills Community Center was included in the 1999 Bond Program and is scheduled to open in July 2002. The cost of this mandate in FY 2002 will total \$64,460. The full year cost for FY 2003 will total \$145,875.

PARKS & LIBRARIES - ADD SIXTEEN POSITIONS FOR SUPPORT SERVICES

This **mandate** will add one Equipment Operator II, two Equipment Operator I, six Maintenance Worker, one Horticulturist II, four Tree Maintenance Worker, one Landscape Irrigator, and one Plumber Helper position at nine months funding. These sixteen positions maintain 24 park facilities that are receiving improvements under the 1999 Parks General Obligation Bond program and other capital projects funding sources. The cost of this mandate for FY 2002 will total \$579,356. The full year cost for FY 2003 will total \$443,202.

PARKS & LIBRARIES - ADD THREE POSITIONS FOR SALADO CREEK

This **mandate** will add one Maintenance Worker, one Maintenance Crew Leader, and one Equipment Operator I position at nine months funding. These positions will be detailed to Salado Creek to mow and to trim. The cost of this mandate in FY 2002 will total \$91,857. The full year cost for FY 2003 will total \$63,436.

PARKS AND RECREATION

PROGRAM CHANGES CONTINUED

PARKS & LIBRARIES - ADD THREE POSITIONS FOR LEON CREEK

This *mandate* will add one Maintenance Worker, one Maintenance Crew Leader, and one Equipment Operator I position at nine months funding. These positions will be detailed to Leon Creek to mow and to trim. The cost of this mandate in FY 2002 will be \$90,227. The full year cost for FY 2003 will total \$61,806.

PARKS & LIBRARIES - ADD THREE POSITIONS FOR MEDINA RIVER

This *mandate* will add one Nature Preserve Coordinator and two Maintenance Worker positions at nine months funding. The western portion of the Medina River's properties that was developed as the Applewhite Reservoir is now able to be developed as a City park. The positions will provide operations and maintenance support. The cost of this mandate in FY 2002 will be \$111,397. The full year cost for FY 2003 will total \$103,288.

PARKS & LIBRARIES - ADD SIX POSITIONS FOR EDWARDS AQUIFER & DEVELOP UTILIZATION PLAN FOR OPEN SPACE LANDS

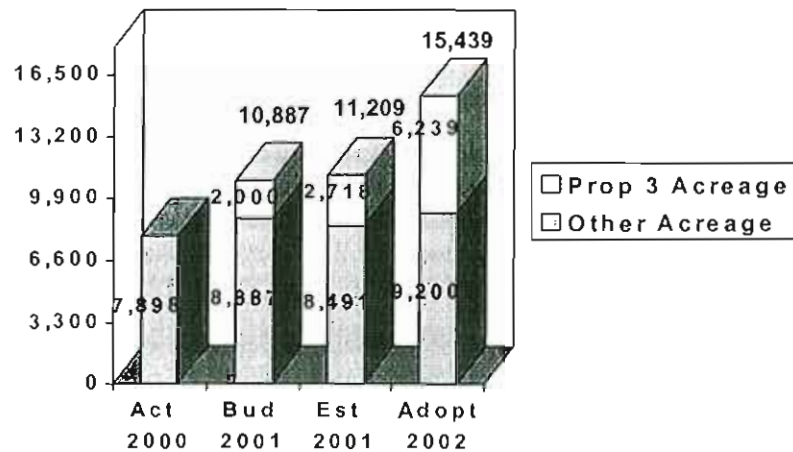
This *mandate* will add one Parks Operation Supervisor and one Parks Naturalist position for 6 months and four Maintenance Workers positions for five months. The mandate is programmed in the Proposition 3 Edwards Parkland staffing proposal. In addition, \$50,000 will be used to develop a Utilization Plan for the open space lands being acquired by the City from the Proposition 3 resources. The cost of this mandate will be \$340,889 and will be completely offset with Proposition 3 funding.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$29,332,631	\$34,770,114	\$33,149,817	\$30,292,133
CONTRACTUAL SERVICES	7,596,733	7,933,348	8,664,585	14,371,616
COMMODITIES	2,742,836	2,706,426	2,653,757	2,693,449
OTHER EXPENDITURES	710,275	535,874	535,874	776,878
CAPITAL OUTLAY	575,526	612,787	625,951	841,110
TOTAL EXPENDITURES	\$40,958,001	\$46,558,549	\$45,629,984	\$48,975,186
 AUTHORIZED POSITIONS	 1,209	 1,255	 1,255	 1,226
FULL-TIME EQUIVALENTS	911.62	951.74	951.74	973.57

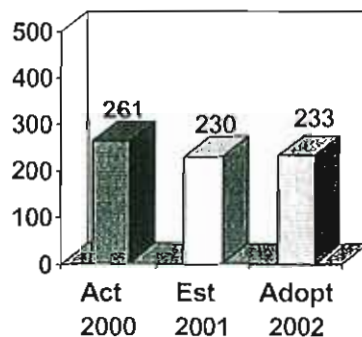
PARKS AND RECREATION

TOTAL PARK ACREAGE



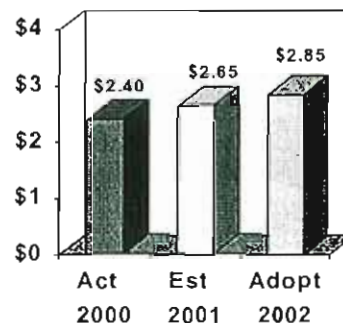
VOLUNTEER/RESTITUTION PROGRAM HOURS & DOLLAR VALUE

Hours In Thousands



HOURS WORKED

Dollars In Millions



DOLLAR VALUE

Adopted FY 2002 based on Entry Level Maint. Worker (\$8.50 hr plus fringe benefits)

PARKS AND RECREATION - GOLF OPERATIONS

GOLF COURSE REVENUE FUND

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 Revenue Fund was established to record all revenues and expenditures associated with 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 these facilities, staff is responsible for the maintenance and provision of the golf car fleet.

GOALS & OBJECTIVES

To serve the maximum number of golf patrons, with due consideration given to recreational and tournament golf. To maintain all golf facilities at the highest standards, within a reasonable fee-based revenue system.

- ♦ Continue implementing the recommendations of the Golf Performance Review.
- ♦ Strengthen the financial condition, short and long-term, of the Golf Enterprise Fund.
- ♦ Continue selective upgrading and renovating of golf facilities.
- ♦ Replace maintenance equipment on a regular basis.
- ♦ Modify, based upon effectiveness, special population programs to include Junior, Senior and Disabled golf.
- ♦ Enhance an aggressive golf promotional program with hotels, convention business, and local golf tournaments.
- ♦ Implement the use of recycled water for irrigation at all golf facilities.
- ♦ Implement automated technologies for tee time reservations, collections, etc.
- ♦ Convert selected fairways from common to hybrid Bermuda grass.
- ♦ 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.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Golf Facilities ¹	6/2/4	6/2/4	6/2/3	6/2/3
O & M Costs ²	\$6,415,525	\$7,038,161	\$6,283,498	\$6,710,901
Total Costs - O & M, Capital & Transfers ²	\$7,035,730	\$7,654,665	\$6,879,483	\$7,347,347
Golf Revenue (less golf cars)	\$5,560,141	\$6,008,354	\$5,382,871	\$5,756,554
Golf Car Revenue	\$1,578,839	\$1,605,000	\$1,527,640	\$1,633,000
Gross Food and Beverage Sales ³	\$1,128,562	\$1,400,000	\$1,064,848	\$1,300,000
O & M Costs - Golf Cars	\$648,035	\$711,749	\$681,183	\$589,611
No. of Golf Cars	460	460	460	460

PARKS AND RECREATION - GOLF OPERATIONS

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
No. of Regulation Rounds Played - 18 Hole Equivalent	311,271	325,480	279,667	305,100
No. of Executive 9 Hole Rounds Played	63,098	60,214	55,081	65,098
Contract Food/Beverage Sales Revenue to City	\$167,805	\$213,500	\$194,413	\$208,500
No. Registered in Jr. Golf Program	942	935	936	942
No. of Student Rounds Played	30,400	28,404	29,500	29,854
No. of Senior Rounds Played	65,875	66,143	59,000	61,777
Discount Card Sales - City	6,369	6,745	6,225	6,411
Discount Card Sales - County	812	890	620	837
Discount Card Sales - Outside County	183	188	151	188
No. of Golf Car Rentals -18 Hole Equivalent	110,774	118,800	95,477	99,907
Efficiency:				
All Revenue per Round (including car)	\$22.93	\$23.39	\$24.71	\$24.60
Operating Expense per Round (O & M only)	\$20.63	\$21.62	\$22.47	\$22.00
All Operating expense per round (O & M, capital and transfers)	\$22.62	\$23.52	\$24.60	\$24.08
Annual Revenue per Car	\$3,432	\$3,489	\$3,321	\$3,550
Operating expense per Car (O & M only)	\$1,409	\$1,547	\$1,481	\$1,282
Food and Beverage Sales per 18 Hole Rounds:				
Gross/Revenue to City	\$3.63/\$.54	\$4.30/\$.66	\$3.81/\$.70	\$4.26/\$.68
Effectiveness:				
% Change in Regulation 18 Hole Rounds Played	(4.7%)	1.8%	(10.2%)	9.1%
% City Resident Discount Card Holders	86.5%	86.2%	89.0%	86.2%
% County Resident Discount Card Holders	11.0%	11.4%	8.9%	11.3%
% Outside County Discount Card Holders	2.5%	2.4%	2.2%	2.5%
% Discount Card Play	58.8%	61.0%	60.0%	60.0%
% Student Rounds Played	9.8%	8.7%	10.5%	9.8%
% Senior Rounds Played	21.2%	20.3%	21.1%	20.2%
% Golfers Using Golf Cars	35.6%	36.5%	34.1%	32.7%

EXPLANATORY INFORMATION

¹ Six eighteen hole regulation, two nine hole regulation, and four driving ranges in of FY 2001 due to lease with FY 2000 and a portion Golf San Antonio for use of Polo Field Driving Range.

² Excludes Polo Field Driving Range in Adopted FY 2002.

³ New Food and Beverage concession contract began December 1, 1999.

PARKS AND RECREATION - GOLF OPERATIONS

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$207,668

This **reduction** will decrease the temporary services budget throughout all golf operations. This reduction will result in a savings of \$207,668 due to increased efficiencies in operations.

♦ IMPROVEMENTS \$137,114

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Golf Course Revenue Fund budget. The combined cost will total \$136,841. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

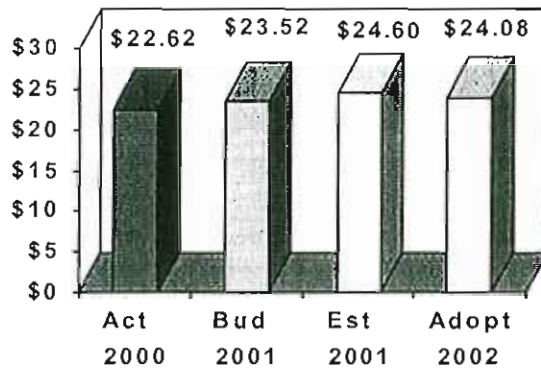
This **improvement** will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$273 in the FY 2002 budget.

GOLF COURSE REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	\$3,823,410	\$4,190,450	\$3,914,131	\$3,524,829
CONTRACTUAL SERVICES	1,375,187	1,681,806	1,457,381	2,070,778
COMMODITIES	1,035,282	851,262	642,294	840,136
OTHER EXPENDITURES	141,564	252,415	210,379	236,577
CAPITAL OUTLAY	40,081	62,228	59,313	38,581
TRANSFERS	620,205	616,504	595,985	636,446
TOTAL EXPENDITURES	\$7,035,729	\$7,654,665	\$6,879,483	\$7,347,347
 AUTHORIZED POSITIONS	 153	 153	 153	 153
FULL-TIME EQUIVALENTS	138.70	138.30	138.30	138.30

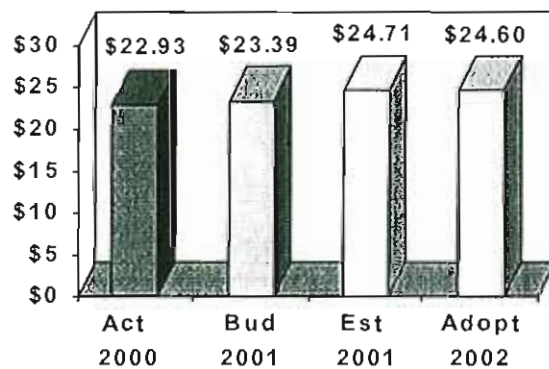
PARKS AND RECREATION - GOLF OPERATIONS

TOTAL EXPENSES PER 18-HOLE ROUND



» Expenses are those costs incurred by the Parks Department to manage and operate the City's municipal golf courses.

TOTAL REVENUE PER 18-HOLE ROUND



» Revenues are derived from golf fees, food/beverage and pro shop sales.

PARKS AND RECREATION - SAN JOSE BURIAL PARK

SAN JOSE BURIAL TRUST FUND

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 daily operation of this fund is maintained by the Parks and Recreation Department staff.

GOALS AND OBJECTIVES

Goals and objectives and related performance measures for the San Jose Burial Park Fund have been accounted for in the Parks and Recreation Department's overall General Fund summary.

PROGRAM CHANGES

♦ IMPROVEMENT \$230,265

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the San Jose Burial Fund budget. The combined cost will total \$3,366. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance incentive pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS - TRANSFER SAN JOSE BURIAL PARK OPERATING COSTS TO SAN JOSE BURIAL TRUST

This *improvement* will transfer \$210,026 of General Fund operating expenses to the San Jose Burial Trust Fund. This improvement will move one Park Maintenance Crew Leader, one Cemetery Operations Superintendent, one Cemetery Services Crew Leader, and one Equipment Operator II position from the General Fund to the San Jose Trust Fund. These positions currently provide service to the San Jose Cemetery grounds.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$16,873 in the FY 2002 budget.

PARKS AND RECREATION - SAN JOSE BURIAL PARK

SAN JOSE BURIAL TRUST FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$111,061	\$115,358	\$115,880	\$251,208
CONTRACTUAL SERVICES	137	0	65	79,129
COMMODITIES	18,220	9,330	12,565	20,588
OTHER EXPENDITURES	460	343	343	7,339
CAPITAL OUTLAY	0	0	0	35,820
TRANSFERS	9,012	13,796	13,858	17,550
TOTAL EXPENDITURES	\$138,890	\$138,827	\$142,711	\$411,634
 AUTHORIZED POSITIONS	 4	 4	 4	 8
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	8.00

**DEPARTMENT OF PARK AND RECREATION
GRANT SUMMARY**

The Department of Parks and Recreation provides nutritional meals during the summer months to children age eighteen and below who would not otherwise have available the food assistance they receive during the school year through the National School Lunch and Breakfast Program.

Listed below is a detail of the grant the Department of Parks and Recreation is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Summer Food Service Program	\$711,614	\$0	\$0	\$0	\$711,614
Totals	\$711,614	\$0	\$0	\$0	\$711,614

SUMMER FOOD SERVICE PROGRAM

PARKS & RECREATION

Activity Number:

26-14-09

Division:

Recreation Services

Program Dates:

6/3/02 to 7/26/02

Funding Year:

(31 of 32)

Authorized Positions:

13

PROGRAM DESCRIPTION

This grant provides nutritional meals during the summer months to children age eighteen and below would not otherwise have available the food assistance they receive during the school year through the National School Lunch and Breakfast Program.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	671,006	682,043	711,614
Total	\$671,006	\$682,043	\$711,614

FINANCIAL

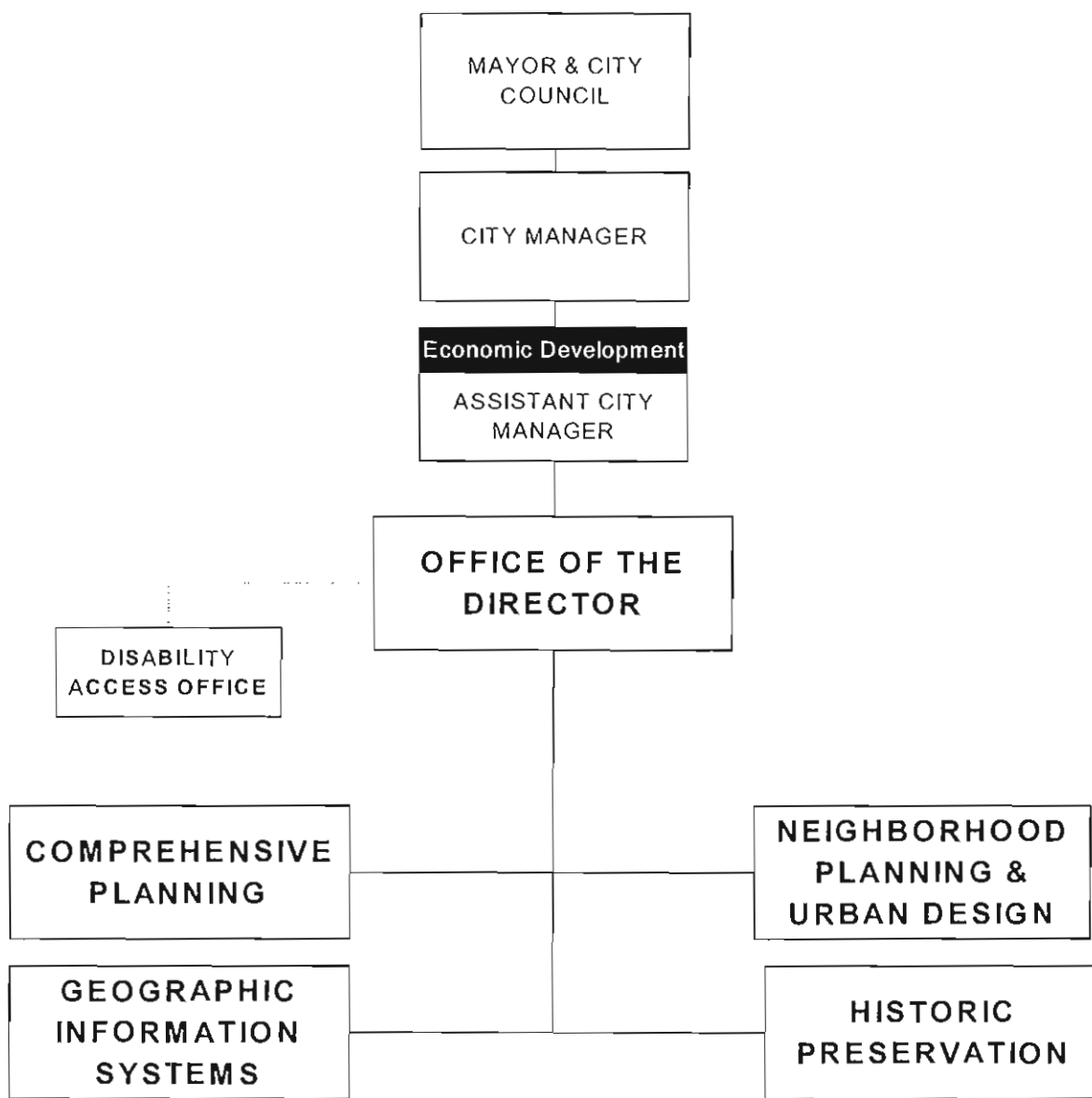
	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$43,333	\$46,675	\$48,000
Contractual	6,090	7,599	8,000
Commodities	618,065	623,945	651,683
Indirect Costs	3,518	3,824	3,931
Total	\$671,006	\$682,043	\$711,614

PERFORMANCE MEASURES

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Input:			
No. of Food Sites	123	125	127
No. of Serving Days	38	39	39
Output:			
No. of Meals Served	421,554	515,541	528,450
Efficiency:			
Average No. of Meals per Site per Day	91	95	97
Effectiveness:			
Annual Percent Increase/Decrease			
Meals Served	(18.5%)	22.30%	2.50%



PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	44.00	\$2,704,878
Community Development Block Grant	3.00	142,695
Categorical Grants	1.00	60,000
Capital Projects	0.00	128,000
Total Funding	48.00	\$3,035,573

MISSION STATEMENT

The Planning Department's mission is to promote (within the City and its extraterritorial jurisdictions) the development of livable communities and an enhanced quality of life through a framework of orderly growth and development that reflects the unique history, culture & diversity of San Antonio in a manner consistent with the Master Plan Policies, policies established by the City Council, the Commissions appointed by City Council and the Community-at-large.

PROGRAM INFORMATION

Through outreach, communication and education, the Planning Department implements the Master Plan policies comprehensive plans, neighborhood plans, perimeter plans, development plans, historic preservation, urban design, and disability access. The department strives to predict infrastructure and service needs in advance of demand through transportation plans, open space plans, and annexation plans. The Department also reviews land development proposals to minimize conflicts between land uses and to coordinate public and private investments.

GOALS & OBJECTIVES

- ♦ Continue to make the Unified Development Code (UDC) more effective and consistent with the Master Plan.
 - Complete the development and implement the revised UDC.
 - Develop ordinances that expand on the concept of the Unified Development Code.
- ♦ Prepare and implement long-range comprehensive plans that establish a land use policy direction for the City.
 - Continue the development of a long-range comprehensive plan by implementing perimeter plans.
 - Review and update the land use data provided by the Bexar Appraisal District to reflect the most current and uses.
 - Implement annual annexation programs.
 - Update comprehensive plans as prescribed by the UDC.
 - Develop an Annual Report on status of Master Plan Implementation.
- ♦ Continue to coordinate the implementation of the Master Plan.
- ♦ Develop and implement Neighborhood and Community Plans and programs to build strong, self-sustaining and revitalized neighborhoods.
 - Continue planning services requested by neighborhood interests as part of the City's Community Building and Neighborhood Planning program through the development of goals and strategies reports and special studies.
 - Create Development Plans to implement the CRAG policies and the Housing Master Plan.
 - Implement the Neighborhood Conservation Program.
 - Expand the area of the City covered by Neighborhood and Community Plans.
 - Utilize Neighborhood Challenge Program to enhance neighborhood-based organizations.
 - Encourage the formation of new neighborhood-based organizations & strengthen existing neighborhood organizations which include all stakeholders.
- ♦ Protect and enhance the City's historic resources including landmarks, historic districts, the River Walk and City-owned facilities
 - Continue to complete and publish a comprehensive list of landmarks and historic properties in San Antonio.
 - Create two additional historic districts.
 - Initiate a comprehensive historic survey of the original 36 square miles of the City.

PLANNING

GOALS & OBJECTIVES CONTINUED

- ◆ Coordinate the development of programs and policies to promote the development of facility modifications necessary to ensure City of San Antonio's compliance with the 1973 Rehabilitation Act, the Fair Housing Amendments Act, and the Americans with Disabilities Act.
 - Implement through Task Force, Team, and Coalition coordination and participation.
 - Maintain, update, and monitor the Building Access Modification Program.
 - Implement a voluntary Universal Housing Design Options Program to be available to new homebuyers.
- ◆ Expand and promote the use of Geographic Information Systems (GIS) and new technologies.
 - Develop, update and maintain GIS data bases.
 - Enhance staff skills to utilize GIS in planning applications.
 - Promote the use of GIS applications through the internet.
 - Utilize new technologies to analyze and demonstrate planning and design alternatives.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
City's Population	1,192,300	1,217,200	1,212,500	1,226,250
No. of City Square Miles	417.10	428.84	430.02	430.24
No. of Comprehensive Planners	8	7	8	8
No. of Neighborhood Groups Registered with City	298	320	316	320
No. of Neighborhood Planners (Total Staff)	11	11	11	11
No. of Unified Development Code Plans Reviewed	N/A	N/A	212	397
No. of Historic Preservation Customers	10,000	11,000	11,384	14,230
No. of Properties in Review Jurisdiction of Historic Division	10,093	10,093	10,255	12,500
No. of Drafting Technicians in Data Management	7	7	7	9
No. of Customers requesting American Disability Act (ADA) Assistance	1,280	1,251	1,290	1,300
Output:				
No. of Plans Approved by City Council	9	8	5	5
No. of Plans Submitted for Planning Commission Action	9	7	4	5
Population Included in Plans Approved by City Council	128,000	81,706	58,970	95,557
Population Included in Plans Considered for Planning Commission Action	128,000	80,826	48,913	113,348
No. of Neighborhood Conservation Districts Approved by City Council	N/A	N/A	N/A	3

PLANNING

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output continued:				
No. of Neighborhood Conservation Districts Submitted for Planning Comm. Action	N/A	N/A	N/A	3
No. of Neighborhood Conservation Districts in Workload	N/A	N/A	N/A	6
No. of Special Studies and Goals and Reports Completed	N/A	N/A	N/A	3
No. of Special Projects in Workload	N/A	N/A	N/A	35
No. of Neighborhood Challenge Program Projects Funded	N/A	N/A	N/A	63
No. of HDRC Cases & Admin. Approvals Processed	1,306	1,250	1,542	1,619
No. of Annexation Study Areas in Square Miles	N/A	N/A	N/A	58.78
No. of Aerial Photographs Produced	900	1,376	1,326	1,450
No. of Maps Produced - City Use	9,500	13,044	11,600	12,500
No. of Maps Produced - Non-City Use	1,500	1,597	1,520	1,450
No. of formal (ADA) Sidewalk Variance Processed ²	N/A	24	10	12
Efficiency:				
Population Included in Plans Approved by City Council per Planner	N/A	7,428	5,361	8,687
Population Included in Plans Submitted to the Planning Commission per Planner	N/A	7,348	4,446	10,304
Avg. No. of Historic Preservation Cases per Planner	325	313	385	404
Avg. Minutes for Historic Customer Visit	:09	:08	:09	:09
Avg. No. of Maps Produced per Drafting Technician	1,833	2,440	1,874	1,992
Effectiveness:				
Avg. No. of Days for Processing UDC Reviews ³	N/A	N/A	30 days	30 days
Avg. No. of Days for GIS Posting of Approved Zoning Cases	N/A	N/A	5 days	5 days
% of Historic Cases Processed Within 10 Days	90%	85%	92%	89%
% of Demolition Requests Reviewed Within 3 Days	97%	97%	97%	97%
% of Building Access Modification Plan Facilities Completed ⁴	44%	48%	60%	65%

PLANNING

EXPLANATORY INFORMATION

- ¹ Implementation of New Unified Development Code requirement which includes Master Development Plan; Master Planned Community District; Planned Unit Development; Manufactured Home Park Plan; Traditional Neighborhood Development; Infill Development Zone; Pedestrian Plan; Military Airport Overlay Zone; and Plats.
- ² Variances processed changed in 2001-2002 to reflect only formally processed variances heard by Planning Commission.
- ³ Implementation of New Unified Development Code requirement - Master Development Plan, Master Planned Community District, Planned Unit Development; Manufactured Home Park Plan; Traditional Neighborhood Development; Infill Development Zone; Pedestrian Plan; Infill Development Zone; Pedestrian Plan; Military Airport Overlay Zone.
- ⁴ Percentages are cumulative.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$41,485**

OPERATIONAL SAVINGS

This **reduction** will provide savings of \$3,000 as a result of efficiencies in operations. This reduction will be realized from a more efficient use of mail delivery services.

VACANCY SAVINGS – ELIMINATE ONE POSITION

This **reduction** will eliminate one vacant position within the Planning Department resulting in a savings of \$38,485. This position, a Planner II, has been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas.

♦ **IMPROVEMENTS** **\$38,558**

EXISTING INFRASTRUCTURE - ADD ONE SENIOR PLANNER FOR HISTORIC SURVEY

This **improvement** will add one Senior Planner position for nine months to conduct a comprehensive architectural survey of the institutions, commercial corridors and historic neighborhoods within the original 36 square miles of the City. The cost of the position will be offset entirely by Capital Projects funding (50%) and grant funding (50%) provided by the San Antonio Conservation Society. The survey, when complete, will facilitate timely review and approval of building and demolition permits issued by the City. The cost for this improvement in FY 2002 will total \$38,558. The full-year cost for this improvement in FY 2003 will be \$45,070.

PLANNING

PROGRAM CHANGES CONTINUED

♦ MANDATES	\$74,139
<i>UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PLANNER II POSITION FOR HISTORIC PRESERVATION</i>	

This *mandate* will add one Planner II position for six months for Historic Preservation to be responsible for the administrative and Historic Design Review Board review of historic-related development applications arising from within the revised UDC-authorized additional Riverwalk overlay districts. In October 2001 the zones will be approved by Council. This will increase the workload for staff by 25% due to an increase in the service area. The cost for this mandate in FY 2002 will total \$24,796. The full-year cost for this mandate in FY 2003 will be \$39,549.

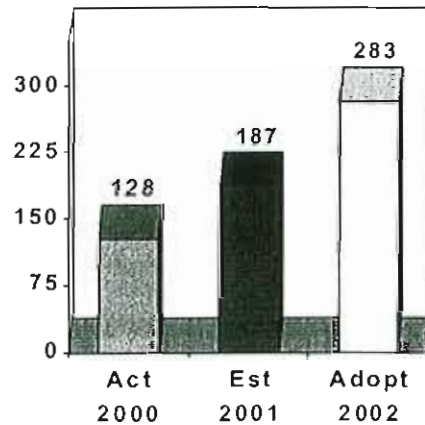
UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – ADD ONE PLANNER II POSITION FOR NEIGHBORHOOD PLANNING PROGRAM

This *mandate* will add one Planner II position for six months to develop formal neighborhood plan updates as required by the revised Unified Development Code. This requires notification to all property owners within the boundaries of the proposed plans. Notification entails meetings to process plan updates and urban indicator reports, cost of printing notices and postage. The cost for this mandate in FY 2002 will total \$49,343. The full-year cost for this mandate in FY 2003 will be \$64,886.

GENERAL FUND EXPENDITURES BY CHARACTER

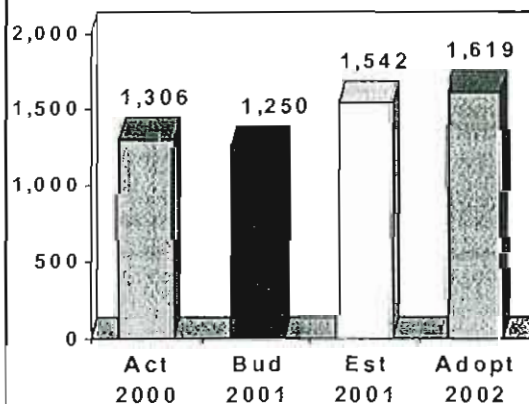
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$1,780,832	\$1,900,155	\$1,806,614	\$2,056,546
CONTRACTUAL SERVICES	396,911	546,739	550,063	578,558
COMMODITIES	58,860	45,584	51,696	48,704
OTHER EXPENDITURES	8,716	7,293	7,292	8,890
CAPITAL OUTLAY	17,218	1,575	1,575	12,180
TOTAL EXPENDITURES	\$2,262,537	\$2,501,346	\$2,417,240	\$2,704,878
 AUTHORIZED POSITIONS	 58	 40	 40	 44
FULL-TIME EQUIVALENTS	58.00	40.00	40.00	44.00

POPULATION INCLUDED IN PLANS APPROVED BY CITY COUNCIL (IN THOUSANDS)



» Population included in plans approved by Council has more than doubled from FY 2000 to FY 2002.

NO. OF HDRC CASES & ADMINISTRATIVE APPROVALS PROCESSED



» There will be a 24% projected increase from FY 2000 to FY 2002 due to expansion of the River Overlay Zones.

» River Overlay Zones include the headwaters at Hildebrand Avenue to the City limits at Espada Mission.

**PLANNING
GRANT SUMMARY**

The Planning department receives a Metropolitan Planning Organization (MPO) transportation planning grant that funds one Planner II and two MPO transportation studies. These studies cover various transportation issues that are all eligible for funding under the Transportation Equity Act (TEA). Each year the MPO along with Planning Department decide on which studies to fund.

Listed below is detail on the grant the Planning Department is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
TEA 21 Planning Program	\$60,000	\$0	\$0	\$0	\$60,000
TOTALS	\$60,000	\$0	\$0	\$0	\$60,000

Activity Number: 50-10-02
 Division: TRANSPORTATION
 Program Dates: 10-01-01 to 09-30-02
 Funding Year: 1
 Authorized Positions: 1

PROGRAM DESCRIPTION

Annually the City of San Antonio applies for transportation planning grants through the Metropolitan Planning Organization (MPO) to conduct various transportation studies eligible under the Transportation Equity Act for the 21st Century (TEA 21), formally known as Intermeddle Surface Transportation Efficiency Act (ISTEA). Studies vary from year to year. Additionally, funds for Consultant work for City requested projects are funded under the MPO's budget.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - U.S. Department of Transportation	\$48,000	\$55,000	\$60,000
Total	\$48,000	\$55,000	\$60,000

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$41,651	\$47,985	\$52,000
Contractual	0	0	0
Commodities	100	125	250
Other Expenditures	3,155	3,515	3,886
Capital Outlay	0	0	0
Indirect Costs	3,094	3,375	3,864
Total	\$48,000	\$55,000	\$60,000

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Full time equivalents	1.25	1.25	1.00
Output:			
No. of Adopted Studies/Plans	3	3	2
Efficiency:			
No. of Plans per full-time equivalents	2.4	2.4	2.0
Effectiveness:			
Unified Planning Work Program plans completed	100%	100%	100%

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 implementation of the first year of the Department's Rolling Staffing Plan.
- ◆ Respond to "life threatening" emergency calls for service within five minutes.
- ◆ Increase the annual Patrol Availability Factor to 44.89%.
- ◆ 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.
- ◆ Develop and implement policing strategies that will involve joint efforts with local, county, state and federal law enforcement agencies. Examples include:
 - The High Intensity Drug Trafficking Area (HIDTA) initiatives
 - The Regional Auto Crimes Team (ReACT)
 - The Aggressive Driving campaign
- ◆ Continue to improve the relationship between the police and the community by enhancing communication, and customer satisfaction.
- ◆ Maintain accreditation compliance standards by implementing a proactive staff inspection and audit program.
 - Reaccreditation is scheduled for the early part of 2002.
- ◆ Reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased Traffic Law enforcement.

POLICE

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Patrol Officers Assigned to Patrol Duties	1,131	1,151	1,151	1,165
No. of Patrol Officers Assigned to Substations	1,000	1,017	1,017	1,060
No. of Traffic Officers	108	108	108	108
No. of Uniform Grant Positions	42	52	52	52
No. of Sworn Personnel	1,963	1,978	1,978	2,013
No. of Murder, Rape, Robberies (Violent Crimes) Reported ¹	2,224	2,101	2,433	2,555
No. of Aggravated Assaults (Violent Crimes) Reported ¹	5,524	5,512	6,153	6,461
No. of Burglary, Theft, Vehicle Theft (Property Crimes) Reported ²	76,778	73,344	83,593	87,806
No. of Calls Dispatched Citywide	814,524	820,602	847,105	880,989
No. of Calls Dispatched to Substation Officers	688,886	691,830	716,441	745,099
No. of Volunteers	307	400	402	435
No. of False Alarm Calls	99,901	100,898	99,061	96,980
Output:				
No. of Volunteer Hours per Year	23,139	42,156	23,581	24,760
No. of Citizens Police Academy Graduates	142	220	224	200
No. of New Citizens Participating in Cellular on Patrol program	662	720	720	720
No. of Reports Sold to Public	85,309	84,963	92,785	87,935
No. of Murder, Rape, Robberies (Violent Crimes) Cleared ¹	587	728	344	353
No. of Aggravated Assaults (Violent Crimes) Cleared ¹	895	1,102	326	334
No. of Property Crimes Cleared ³	7,040	7,407	6,017	6,167
No. of Juvenile Murder, Rape, Robbery, Aggravated Assault Arrests (Violent Crimes)	533	483	493	476
No. of Fatal Traffic Accidents	126	121	134	141
No. of DWI Arrests	4,136	4,415	4,811	5,051
No. of Nuisance Abatement Cases Investigated	101	90	92	95
No. of Graffiti Arrests	350	416	221	263
No. of Scheduled Audits ⁴	49	42	32	38

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency:				
Avg. No. of Calls for Service Per Patrol Officer Assigned to Patrol Duties	720.2	713.0	735.9	756.2
Avg. No. of Calls for Service Per Patrol Officers at Substations	688.9	680.3	704.5	702.9
Avg. No. of Murder, Rape, Robberies (Violent Crimes) 1,000 population ¹	1.87	1.76	1.98	2.08
Avg. No. of Aggravated Assaults (Violent Crimes) ¹	4.63	4.62	5.02	5.27
Avg. No. of Property Crimes Per 1,000 Population	64.39	61.51	68.17	71.61
Avg. Juvenile Violent Crime Arrests Per 1,000 Population	0.45	0.41	0.40	0.39
Avg. No. of FTE's for Volunteers	11.1	20.3	11.3	11.9
Effectiveness:				
Avg. Total No. of Mins. to Respond to Code-3 (Emergency) Calls ⁵	5.14	5.00	5.00	5.00
Avg. Total No. of Mins. to Respond to Regular Calls ⁶	14.57	14.50	14.50	14.50
% Change in False Alarm Calls	(3.50%)	(1.50%)	(0.80%)	(2.10%)
Patrol Availability Factor	36.73%	42.50%	38.79%	44.89%
% Change in Patrol Availability Factor	(3.30%)	14.30%	5.60%	8.30%

EXPLANATORY INFORMATION

¹ Violent Crimes. This category is being divided into two separate performance measures to accurately reflect the numbers of crimes being recorded and differentiated between "murder, rape and robbery" and aggravated assaults". This is due to the UCR definition being used (as per the Austin UCR office) to classify "aggravated assaults." The numbers for "aggravated assaults" are still being audited and refined to assure compliance with the UCR definitions. Currently, there is an across the board increase in all violent crimes.

² "No. Of Property Crimes Reported." The trend indicates a continued increase for FY 2002.

³ "No. Of Property Crimes Cleared." The decrease in this area is due to the high number of Auto Burglaries that have occurred and that are difficult to clear. Additionally, due to new, stricter FBI/UCR parameters for defining a "cleared crime," numbers have declined slightly.

⁴ "No. Of Scheduled Audits." Accreditation is based on a three-year cycle in which the Department must meet set standards. In order to do this, all units must be audited before the end of the cycle. Re-Accreditation is scheduled to begin towards the end of FY 2001 and the beginning of FY 2002. Consequently all scheduled audits will be completed and the Re- Accreditation process begun. This will therefore slightly lower the number of audits for FY 2001 and FY 2002. This will NOT affect reaccreditation.

⁵ "Avg. Total No. Of Mins. to Respond to Code-3 Calls." Time from receipt of call with life threatening implications by dispatcher to arrival of officer on scene.

EXPLANATORY INFORMATION CONTINUED

⁶ Avg. Total No. Of Mins. to Respond to Regular Calls." Time from receipt of call without life threatening implications by dispatcher to arrival of officer on scene.

BALANCED SCORECARD

Strategic Objective		Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Customer	Provide for safety and welfare of San Antonio				
	Reduce UCR Crimes				
	Maintain Violent Crime levels within + or - 10% of adopted or proposed	Violent Crime: Murder, Rape & Robbery	2,224	2,433	2,555
	Maintain Violent Crime levels within + or - 10% of adopted or proposed	Violent Crime: Aggravated Assault	5,524	6,153	6,461
	Maintain Violent Crime Clearance levels within + or - 5% of adopted or proposed	Violent Crime Cleared: Murder, Rape & Robbery	587	344	353
	Maintain Violent Crime Clearance levels within + or - 5% of adopted or proposed	Violent Crime Cleared: Aggravated Assault	895	326	334
	Maintain Property Crime levels within + or - 10% of adopted or proposed	Property Crimes	76,778	83,593	87,806
	Maintain Property Crime Clearance levels within + or - 5% of adopted or proposed	Property Crimes Cleared.	7,040	6,017	6,167
	Respond to Emergency calls within 5 minutes	Improve Code 3 response time	5.14	5.00	5.00
	Increase PAF to 44.89%	Increase PAF to 44.89%	36.76%	38.79%	44.89%
	Reduce Incidence of Fatal Traffic Accidents through increased DWI/Traffic enforcement	Maintain traffic fatality levels within + or - 10% of adopted or proposed			
		Fatal Traffic Accidents	126	134	141
		No. of DWI arrests	4,136	4,811	5,051
	Continue to improve the relationship between the police and the community by enhancing communications and customer satisfaction	No. of CPA Graduates	142	224	200
		No. of New Citizens Participating in COP	662	720	720
	Continue to provide and improve citizens convenient access to information at the Police Substations	No. of Reports Sold to public	85,309	92,785	87,935

BALANCED SCORECARD CONTINUED

	Strategic Objective	Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Financial	Leverage other funding sources				
	Maximize use of Volunteers to reduce workload and personnel requirements	Average approximately 10 to 15 FTE per year Avg. No. of FTE's for Volunteers program	11.1	11.3	11.9
Internal Processes	Provide for safety and welfare of San Antonio				
	Maintain Accreditation Compliance Standards by a proactive inspection and audit program	No. of Scheduled Audits	49	32	38
Employee Learning and Growth	Provide Employee Training				
	Continue employee training practices to insure compliance with changing technology and law enforcement practices.	No. of Officers "In-Service" Training	1,850	1,933	1965
	Provide training for officers in the newly implemented Field Entry Reporting System (FERS).	No. of Officers Trained in FERS, per year	N/A	N/A	350

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$352,969

OPERATIONAL SAVINGS

This **reduction** will provide savings of \$157,821 through improved operational efficiencies. The efficiencies are primarily the result of improvements in the management of resources and savings generated from new maintenance contracts for the Auto Mug Shot System.

ELIMINATE ONE FINGERPRINT CLASSIFIER

This **reduction** will eliminate one vacant Fingerprint Classifier position assigned to the Identification unit. The division will be able to absorb the workload currently assigned to this position. No decrease in the level of service is expected from this reduction. The FY 2002 savings from this reduction will be \$27,755.

ELIMINATE ONE TRANSPORTATION INSPECTOR II POSITION

This **reduction** will eliminate one vacant Transportation Inspector II position assigned to the Ground Transportation unit. The division will be able to absorb the workload currently assigned to this position. No decrease in the level of service is expected from this reduction. The FY 2002 savings from this reduction will be \$31,604.

PROGRAM CHANGES CONTINUED

ELIMINATE ONE OFFICE ASSISTANT POSITION

This **reduction** will eliminate one vacant Office Assistant position assigned to the Vehicle Storage unit. The division will be able to absorb the workload currently assigned to this position. No decrease in the level of service is expected from this reduction. The FY 2002 savings of this reduction will be \$23,984.

ELIMINATE ONE ADMINISTRATIVE ASSISTANT I POSITION

This **reduction** will eliminate one vacant Administrative Assistant I position assigned to the Office of the Chief. The job duties of the Administrative Assistant I will be distributed among remaining staff. No decrease in the level of service is expected from this reduction. The FY 2002 savings of this reduction will total \$31,158.

ELIMINATE ONE GRAPHICS DESIGNER AND ONE ADMINISTRATIVE ASSISTANT II POSITIONS

This **reduction** will eliminate one filled Graphics Designer position and one filled Administrative Assistant II position assigned to the Research & Planning section. These personnel will be reassigned to other areas within the City. This section will be able to absorb the job duties of both positions. The FY 2002 savings of this reduction will total \$80,647.

♦ IMPROVEMENTS

\$1,107,619

EXISTING INFRASTRUCTURE - ADD ONE POLICE OFFICER POSITION FOR THE BROOKS CITY-BASE

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designed to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This adopted **improvement** includes the addition of one police officer for eight months in FY 2002 at a total cost of \$47,120. The full year cost in FY 2003 will be \$67,097.

PUBLIC SAFETY - POLICE ROLLING STAFFING PLAN

This **Police Rolling Staffing Plan improvement** will add a total of 24 new sworn officer positions. Of the 24 new positions, eight will be directed to patrol units. The remaining 16 new positions will be allocated as recommended in the 2001 Rolling Staffing Plan to the following investigative units as indicated: two to Narcotics, three to the Integrity Unit, three to the Repeat Offenders Program, two to the Financial Crimes Unit and six to Property Crimes. The 2001 Rolling Staffing Plan recommended the added resources in these units because crime trends point to increased workloads in the crime categories addressed by these units. In addition to these new police officer positions, the plan calls for the redeployment of 29 officers from the SAFFE program, 27 officers from the SCAT unit, and 5 officers from administrative units back to patrol units. With the implementation of this plan, the Police Department projects that 44.89% PAF will be achieved in FY 2002. The FY 2002 cost of funding the uniform component of this improvement will total \$1,036,704.

This **Police Rolling Staff Plan improvement** will add ten civilian positions to provide essential support to police operations. The added positions include four Secretary II positions, two Office Assistant positions, three Administrative Assistant I positions and one Management Analyst position. The FY 2002 cost of this improvement with one month of funding will total \$23,795. In FY 2003, the full year funding will total \$285,523.

PROGRAM CHANGES CONTINUED

♦ MANDATES

\$7,189,888

PUBLIC SAFETY - COPS MORE GRANT MATCH

This ***mandate*** will address the absorption of positions originally funded by the COPS MORE grant into the General Fund. In FY 1999, the Police Department received a \$181,388 grant to hire eleven expeditors devoted to handling telephonic police reports for property crimes where there are no suspects and taking a telephonic report is more cost effective than dispatching an officer. As the grant expires in FY 2002, the General Fund will assume full funding responsibilities. The added cost for this mandate in FY 2002 will be \$163,926. The full year cost in FY 2003 will be \$341,135.

PUBLIC SAFETY - 1999 UNIVERSAL HIRING GRANT MATCH

This ***mandate*** funds the General Fund contribution for the 1999 Universal Hiring Program (UHP) grant. The grant assists in offsetting the costs associated with hiring ten additional police officers and deploying a like number of current experienced officers to community policing (SAFFE). The grant funds do not pay for equipment, overtime, and in the case of this Department, retiree prepaid health insurance, CLEAT insurance, and personal leave buyback. Grant funds will end in April 2002 and the positions will be moved to the General Fund. The added cost for this mandate will be \$72,385.

PUBLIC SAFETY - 2000 UNIVERSAL HIRING GRANT MATCH

This ***mandate*** will fund the General Fund contribution for the 2000 Universal Hiring Grant. The grant assists in offsetting the costs associated with hiring ten additional police officers and deploying a like number of current experienced officers to community policing (SAFFE). This program funds up to \$75,000 per officer for approved expenses over a three-year grant period. The grant funds do not pay for equipment, overtime, and in the case of this Department, retiree prepaid health insurance, CLEAT insurance, and personal leave buyback. The additional cost for funding this mandate in FY 2002 will be \$53,965.

PUBLIC SAFETY - 2001 UNIVERSAL HIRING GRANT MATCH

This ***mandate*** will fund the General Fund contribution for the 2001 Universal Hiring Grant. The grant assists in offsetting the costs associated with hiring ten additional police officers and deploying a like number of current experienced officers to community policing (SAFFE). This program funds up to \$75,000 per officer for approved expenses over a three-year grant period. The grant funds do not pay for equipment, overtime, and in the case of this Department, retiree prepaid health insurance, CLEAT insurance, and personal leave buyback. The added cost of this mandate in FY 2002 will be \$130,621.

PUBLIC SAFETY - 2000 LOCAL LAW ENFORCEMENT BLOCK GRANT

This ***mandate*** will fund operating expenses for equipment purchased with the FY 2000 LLEBG grant funds. The annual Federal Government Omnibus Appropriations Acts for the last five years authorized the Bureau of Justice Assistance to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. The grant purchased ten patrol cars and ten administrative cars and paid for six months operating expenses. In FY 2002 this mandate will total \$110,700 to cover the additional six months of operating expenses.

PROGRAM CHANGES CONTINUED

OTHER MANDATES - POLICE COLLECTIVE BARGAINING AGREEMENT

On November 23, 1999 the City Council approved a new collective bargaining agreement with the San Antonio Police Officer's Association. The agreement was effective October 1, 1998 and ends September 30, 2002. The FY 2002 incremental cost of the contract is \$5,989,273. According to this *mandate*, in FY 2002, all uniformed police officers will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the ranks of Patrol Officer and Detective.

OTHER MANDATES - LONGEVITY PAY

The 1998 collective bargaining agreement stipulates that the City must provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The estimated incremental increase for this mandate in FY 2002 for all uniformed employees in the Police Department will total \$363,553.

OTHER MANDATES - PUBLIC SAFETY INTEGRATED TECHNOLOGY SYSTEM MAINTENANCE

This *mandate* will fund the FY 2002 costs associated with maintaining new police services technology enhancements acquired through the 1999 Bond Program. The Public Safety Integrated Technology System will provide a comprehensive information management system to increase police officer and detective effectiveness while enhancing customer service. This mandate will provide for the maintenance and wireless data transmission service and one-time activation charges for 200 Field Entry Reporting System (FERS) units. Components of the system will enable officers to enter reports from the field as well as improve the filing, preparation and storage of important case information. The FY 2002 cost of this mandate will total \$266,465.

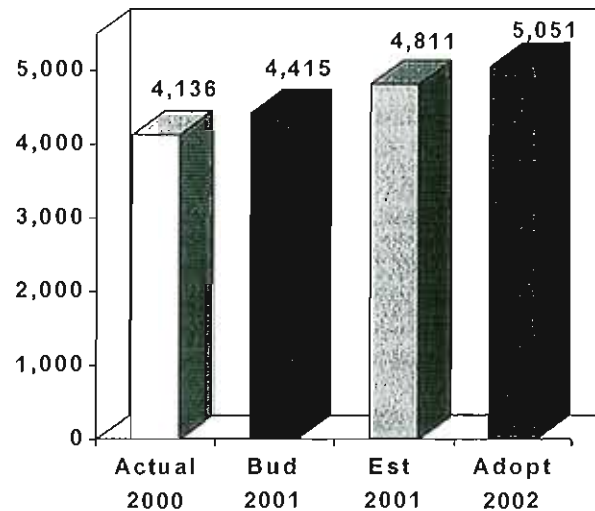
OTHER MANDATES - SUBSTATION EXPANSION

This *mandate* will fund increased operational and maintenance costs for substation expansions funded in the 1999 Bond Program. This expansion was made necessary because of annexation, population growth, and crime trends. The total cost of funding this mandate in FY 2002 will be \$39,000.

GENERAL FUND EXPENDITURES BY CHARACTER

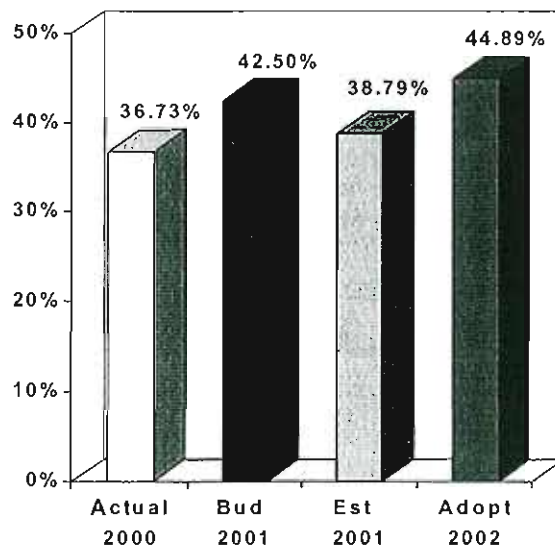
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$163,642,272	\$173,829,819	\$171,720,830	\$184,863,547
CONTRACTUAL SERVICES	19,368,424	22,430,716	23,966,806	24,634,788
COMMODITIES	4,407,249	4,114,536	4,694,220	4,865,038
OTHER EXPENDITURES	2,693,758	1,590,023	1,590,023	1,836,448
CAPITAL OUTLAY	863,108	167,562	167,562	248,620
TOTAL EXPENDITURES	\$190,974,811	\$202,132,656	\$202,139,441	\$216,448,441
 AUTHORIZED POSITIONS	 2,789	 2,802	 2,802	 2,852
FULL-TIME EQUIVALENTS	2,637.42	2,650.42	2,650.42	2,700.42

NO. OF DWI ARRESTS



- » In FY 2001 arrests are estimated to increase by 16.3% from FY 2000.
- » Increased arrests result from a more aggressive approach to apprehending DWI offenders.

PATROL AVAILABILITY FACTOR



- » 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.

**POLICE DEPARTMENT
GRANT SUMMARY**

In FY 2002, the San Antonio Police Department projects a total of \$9,944,315 in grant funding with 72 authorized positions. Of the total, \$4,083,927 will be Federally funded, \$1,504,196 State funded, \$2,694,262 City Cash Match, and \$1,661,930 Other funds. The 72 authorized positions are in the following grants: San Antonio HIDTA (12)¹, HIDTA – Intelligence Center (8), ReACT (15), Bexar Metro 911 (5), CATA (2), 1999 Universal Hiring Programs (10)², 2000 Universal Hiring Programs (10), and 2001 Universal Hiring Programs (10).

Listed below is a comprehensive listing of all the grants the Police Department is anticipating to receive in FY 2002.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2002
Regional Auto Crimes Team	\$0	\$1,424,437	\$424,407	\$1,321,783	\$3,170,627
San Antonio HIDTA	1,307,328				1,307,328
Local Law Enforcement Block Grant	687,739			76,415	764,154
COPS 1999 Universal Hiring Program	750,000		918,962		1,668,962
COPS 2000 Universal Hiring Program	430,405		819,626		1,250,031
COPS 2001 Universal Hiring Program	395,175		531,267		926,442
HIDTA – Intelligence Center	513,280				513,280
Bexar Metro 911				238,807	238,807
Crisis Assistance Team Admin.		79,759		24,925	104,684
TOTAL	\$4,083,927	\$1,504,196	\$2,694,262	\$1,661,930	\$9,944,315

EXPLANATORY INFORMATION

¹ One Detective-Investigator position will be eliminated effective 1/1/02 as a result of decreased funding from the Office of National Drug Control Policy.

² The COPS 1999 grant will terminate by March 31, 2002. The 10 positions are being counted in both Fund 26 (Grants) and Fund 11 (General Fund) to allow the General Fund to absorb the positions when the grant ends.

Activity Number:

17-10-48

Division:

Investigations

Program Dates:

9/01 to 8/02

Authorized Positions:

15

PROGRAM DESCRIPTION

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that allows authorities to focus all their resources into the fight against auto theft and other vehicle related crimes. It eliminates the problems of redundancy and increases the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit works to eliminate the market for stolen vehicles and stolen vehicle parts.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
State - Automobile Theft Prevention Authority (ATPA)	1,000,000	1,000,000	1,424,437
City - General Fund Cash Contribution	\$326,391	\$390,950	\$424,407
Other - In-Kind Contribution	1,481,005	1,453,658	1,321,783
Total	\$2,807,396	\$2,844,608	\$3,170,627

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$1,019,927	\$1,096,607	\$1,255,975
Contractual	297,014	279,543	582,529
Commodities	4,950	4,400	10,340
Capital Outlay	4,500	10,400	0
Other Expenditures	1,481,005	1,453,658	1,321,783
Total	\$2,807,396	\$2,844,608	\$3,170,627

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Supervisory Staff	2	2	2
No. of Sworn Staff	10	10	10
No. of Civilian Staff	2	2	3
No. of Man-Hours	29,120	29,120	31,200
No. of Vehicles Reported Stolen per UCR ¹	5,868	5,736	5,856
Output:			
No. of Actual Cases Investigated	1,105	1,430	1,473
No. of Cases Cleared	525	611	617
No. of Cases Unfounded ²	220	276	280
Efficiency:			
Avg. No. of Cases Investigated per Officer	111	143	147
Avg. No. of Cases Cleared per Officer	53	61	62
Avg. No. of Cases Unfounded per Officer	22	28	28
Avg. No. of Vehicles Stolen per 1000 Population	5.2	4.9	4.8

PERFORMANCE MEASURES CONTINUED

Effectiveness:

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
% Change in Cases Investigated per Officer	8.8%	28.8%	3.0%
% Change in Cases Cleared per Officer	(7.0%)	15.1%	1.0%
% Change in Cases Unfounded	0.0%	27.3%	1.4%
% Change of Vehicles Stolen per 1000 Population	0.0%	(5.8%)	(2.0%)

EXPLANATORY INFORMATION

¹ Based on calendar year data.

² Unfounded is defined as a vehicle that was possibly repossessed, towed from unauthorized parking, suspect was given permission to drive the vehicle, misplaced by the owner, community property or various other scenarios that lead the investigator handling the case to cancel the stolen report.

Activity Number:
 Division:
 Program Dates:
 Authorized Positions¹:

17-10-31
 Investigations
 01/02 to 12/02
 12

PROGRAM DESCRIPTION

The High Intensity Drug Trafficking Area (HIDTA) Grant is designed to enhance the Police Department's narcotics enforcement efforts by allowing the unit task force concept to target narcotics organizations. This grant targets both organizational and financial aspects of the narcotics organizations by focusing on middle to upper level traffickers and on the money laundering and assets obtained with proceeds from the sale of narcotics.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Office of National Drug Control Policy	\$1,239,276	\$1,305,885	\$1,307,328
Total	\$1,239,276	\$1,305,885	\$1,307,328

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$877,368	\$927,367	\$932,838
Contractual	343,249	369,290	356,850
Commodities	18,659	9,228	17,640
Total	\$1,239,276	\$1,305,885	\$1,307,328

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Sworn Personnel	10	10	9
No. of Non-Sworn Personnel	2	2	2
Total of Man-Hours	24,960	24,960	22,880
Output: (In Thousands)			
Retail Value of Narcotics Seized ²	\$217,329	\$230,000	\$250,000
Dollar Value of Assets/Holdings Seized ²	\$1,471	\$1,550	\$1,675
Efficiency: (In Thousands)			
Avg. Retail Value of Narcotics Seized per Officer	\$21,733	\$23,000	\$27,778
Avg. Dollar Value of Assets/Holdings Seized per Officer	\$147	\$155	\$186
Effectiveness:			
% Change of Retail Value of Narcotics Seized	(16%)	5.8%	8.7%
% Change of Dollar Value of Assets/Holdings Seized	29%	5.4%	8.1%

EXPLANATORY INFORMATION

¹ The grant will be reduced to 11 positions effective 1/1/02 with the loss of one Detective-Investigator position that could not be funded by the Office of National Drug Control Policy.

² Due to the effectiveness of the package interdiction and with the US Interstates being opened to Mexican trucks drug couriers are changing the method of importing drugs into the country. This caused the decrease of drugs seized during 1999-2000 from the prior year. During January 2001 the Unit changed from package interdiction (checking packages from various terminals to highway interdiction.) It is anticipated that narcotic seizures and dollar value of assets and holdings will increase, so measures for FY 2001 and FY 2002 will reflect slight increases.

LOCAL LAW ENFORCEMENT BLOCK GRANT

POLICE DEPARTMENT

Activity Number:

17-10-46

Division:

Resource Management

Program Dates:

10-01 to 12-03

Authorized Positions:

0

PROGRAM DESCRIPTION

The Omnibus FY 2000 Appropriations Act authorized the Bureau of Justice Assistance, U.S. Department of Justice, to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. San Antonio's award for FY 2001 is \$687,739 with a cash match of \$76,415. Funds must be spent within two years of receipt. This grant will fund the Police Department equipment requirements.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Bureau of Justice Assistance	521,892	630,304	687,739
City - General Fund Cash Contribution	\$15,745	\$0	\$0
Other - Fund 29, Asset Forfeiture Account	0	70,034	76,415
Total	\$537,637	\$700,338	\$764,154

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Contractual	\$0	\$99,132	\$90,745
Commodities	17,476	97,706	90,604
Capital Outlay	520,161	503,500	582,805
Total	\$537,637	\$700,338	\$764,154

COPS 1999 UNIVERSAL HIRING PROGRAM**POLICE DEPARTMENT****Activity Number:****17-10-55/56****Division:****Resource Management****Program Dates:****01-99 to 12-01****Funding Year:****3 of 3****Authorized Positions¹:****10****PROGRAM DESCRIPTION**

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to \$75,000 for approved (by the COPS Office) expenses over a three-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers were deployed to community policing (SAFFE).

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Community Oriented Policing Services	270,025	591,655	750,000
City - General Fund Cash Contribution	\$430,863	\$846,577	\$918,962
Total	\$700,888	\$1,438,232	\$1,668,962

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$609,189	\$999,132	\$1,227,658
Contractual	28,264	97,867	100,071
Commodities	15,937	58,773	58,773
Capital Outlay	47,498	282,460	282,460
Total	\$700,888	\$1,438,232	\$1,668,962

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Patrol Officers Assigned to Substations	1,011	1,028	1,028
No. of SAFFE officers in grants	20	30	30
No. of Calls Dispatched to Substation Officers	686,099	691,830	712,997
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	665	654	674

EXPLANATORY INFORMATION

¹ The grant will terminate by 3/31/02. The 10 positions are being counted in both Fund 26 (Grants) and Fund 11 (General Fund) to allow the General Fund to absorb the positions when the grant ends.

Activity Number:
 Division:
 Program Dates:
 Funding Year:
 Authorized Positions:

17-10-63/64
 Resource Management
 5-00 to 4-03
 2 of 3
 10

PROGRAM DESCRIPTION

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to \$75,000 for approved (by the COPS Office) expenses over a three-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers will be deployed to community policing (SAFFE). This is the second in a series of three UHP grants.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Community Oriented Policing Services	52,435	403,975	430,405
City - General Fund Cash Contribution	\$0	\$765,661	\$819,626
Total	\$52,435	\$1,169,636	\$1,250,031

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$52,435	\$727,393	\$804,818
Contractual	0	94,290	95,334
Commodities	0	88,053	89,979
Capital Outlay	0	259,900	259,900
Total	\$52,435	\$1,169,636	\$1,250,031

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Patrol Officers Assigned to Substations	1,011	1,028	1,028
No. of SAFFE officers in grants	20	30	30
No. of Calls Dispatched to Substation Officers	686,099	691,830	712,997
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	665	654	674

COPS 2001 UNIVERSAL HIRING PROGRAM

POLICE DEPARTMENT

Activity Number:

17-10-22/23

Division:

Resource Management

Program Dates:

01-01 to 12-03

Funding Year:

1 of 3

Authorized Positions:

10

PROGRAM DESCRIPTION

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to \$75,000 for approved (by the COPS Office) expenses over a three-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers will be deployed to community policing (SAFFE). This is the third in a series of three UHP grants.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Community Oriented Policing Services	N/A	211,267	395,175
City - General Fund Cash Contribution	N/A	\$400,648	\$531,267
Total	N/A	\$611,915	\$926,442

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	N/A	\$220,330	\$527,009
Contractual	N/A	51,922	57,234
Commodities	N/A	71,463	73,999
Capital Outlay	N/A	268,200	268,200
Total	N/A	\$611,915	\$926,442

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Patrol Officers Assigned to Substations	1,011	1,028	1,028
No. of SAFFE officers in grants	20	30	30
No. of Calls Dispatched to Substation Officers	686,099	691,830	712,997
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	665	654	674

Activity Number:
 Division:
 Program Dates:
 Authorized Positions:

17-10-44
 Investigations
 1/02 to 12/02
 8

PROGRAM DESCRIPTION

The South Texas HIDTA Intelligence Center Grant 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.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Office of National Drug Control Policy	\$437,487	\$437,487	\$513,280
Total	\$437,487	\$437,487	\$513,280

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$247,801	\$237,941	\$267,507
Contractual	123,486	168,030	193,992
Commodities	16,200	4,016	11,811
Capital Outlay	50,000	27,500	39,970
Total	\$437,487	\$437,487	\$513,280

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
No. of Non-Sworn Personnel	7	7	8
Total of Man-Hours	14,560	14,560	16,640
Output:			
No. of Analytical Cases Requiring Support	175	185	195
No. of Deconfliction Cases Requiring Support ¹	2,163	2,300	2,500
No. of Inquiries	16,216	16,500	16,800
Efficiency:			
Avg. No. of Analytical Cases Requiring Support	25	26	24
Avg. No. of Deconfliction Cases Requiring Support	309	329	313
Avg. No. of Inquiries	2,317	2,357	2,100
Effectiveness:			
% Change of Analytical Cases Requiring Support	(4.0%)	5.7%	5.4%
% Change of Deconfliction Cases Requiring Support	93.0%	6.3%	8.7%
% Change of Inquiries	100.0%	1.8%	1.8%

EXPLANATORY INFORMATION

¹ For FY 2000, the No. of Deconfliction Cases Requiring Support increased 93% and the No. of Inquiries increased 100.01% from the previous year due to the emphasis placed on involvement by the local, state, and federal agencies. For FY 2001 and FY 2002, due to the increase in deconfliction cases and inquiries the measures have been revised to reflect the anticipated growth. For FY 2002, an increase of personnel is being proposed to the executive committee due to the increase mentioned above.

Activity Number:

17-10-21

Division:

Support Services Division

Program Dates:

10/01/01 through 09/01/02

Funding Year:

1 of 1

Authorized Positions:

5

PROGRAM DESCRIPTION

This is a grant from the Bexar Metro 911 Network District for the funding of five temporary call taker positions, communications equipment maintenance, maintenance for the back-up Public Safety Answering Point (PSAP), equipment purchases, and training. This project enhances the Police Department's efforts at combating personal and property crimes activity and provides better service delivery to the public.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Other - Bexar Metro 911 ¹	\$154,000	\$212,966	\$238,807
Total	\$154,000	\$212,966	\$238,807

FINANCIAL

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$100,000	\$141,366	\$145,607
Contractual	54,000	71,600	93,200
Total	\$154,000	\$212,966	\$238,807

PERFORMANCE MEASURES

	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Number of Staff	5	5	5
Number of Man-Hours	10,400	10,400	10,400
Output:			
No. of 911 Calls ²	91,335	91,335	110,000
Efficiency:			
Avg. No. of 911 Calls Taken Per Call Taker	18,267	18,267	22,000
Effectiveness:			
% Chg. In No. of 911 Calls Taken Per Call Taker	4.0%	0.0%	20.4%

EXPLANATORY INFORMATION

¹ FY 2002 figures are projected based on the request submitted to Bexar Metro 911 Board.

² Number of calls is total 911 calls handled by call takers. The Department handles approximately 1,025,400 911 calls per year. This number is Total 911 Calls and Not the same as Calls Dispatched.

CRISIS ASSISTANCE TEAM ADMINISTRATION

POLICE DEPARTMENT

Activity Number:

17-10-49

Division:

Support Services Division

Program Dates:

06/0/00 through 05/31/02

Authorized Positions:

2

PROGRAM DESCRIPTION

This is a grant from the Office of the Governor, Criminal Justice Division, under the Violence Against Women Act (VAWA). This grant funds two administrative positions who train, coordinate and manage all Crisis Assistance Team volunteers. The program is currently in its fourth year with projected fifth year funding.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Federal - Federal funding source	0	0	0
State- Criminal Justice Division Office of the Governor	\$80,000	\$79,759	\$79,759
Other - In Kind (Volunteer hours)	26,667	24,925	24,925
Total	\$106,667	\$104,684	\$104,684

FINANCIAL

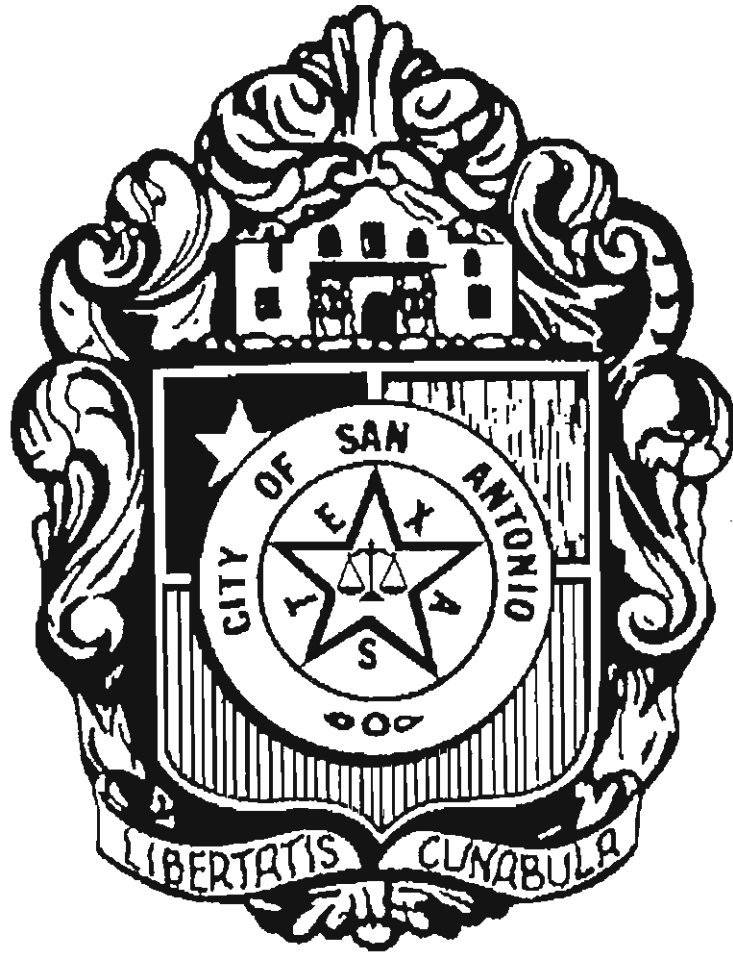
	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
Personnel	\$78,750	\$75,381	\$75,381
Contractual	1,250	4,378	4,378
Commodities	0	0	0
Capital Outlay	0	0	0
In-Kind (Volunteer Hours)	26,667	24,925	24,925
Total	\$106,667	\$104,684	\$104,684

PERFORMANCE MEASURES

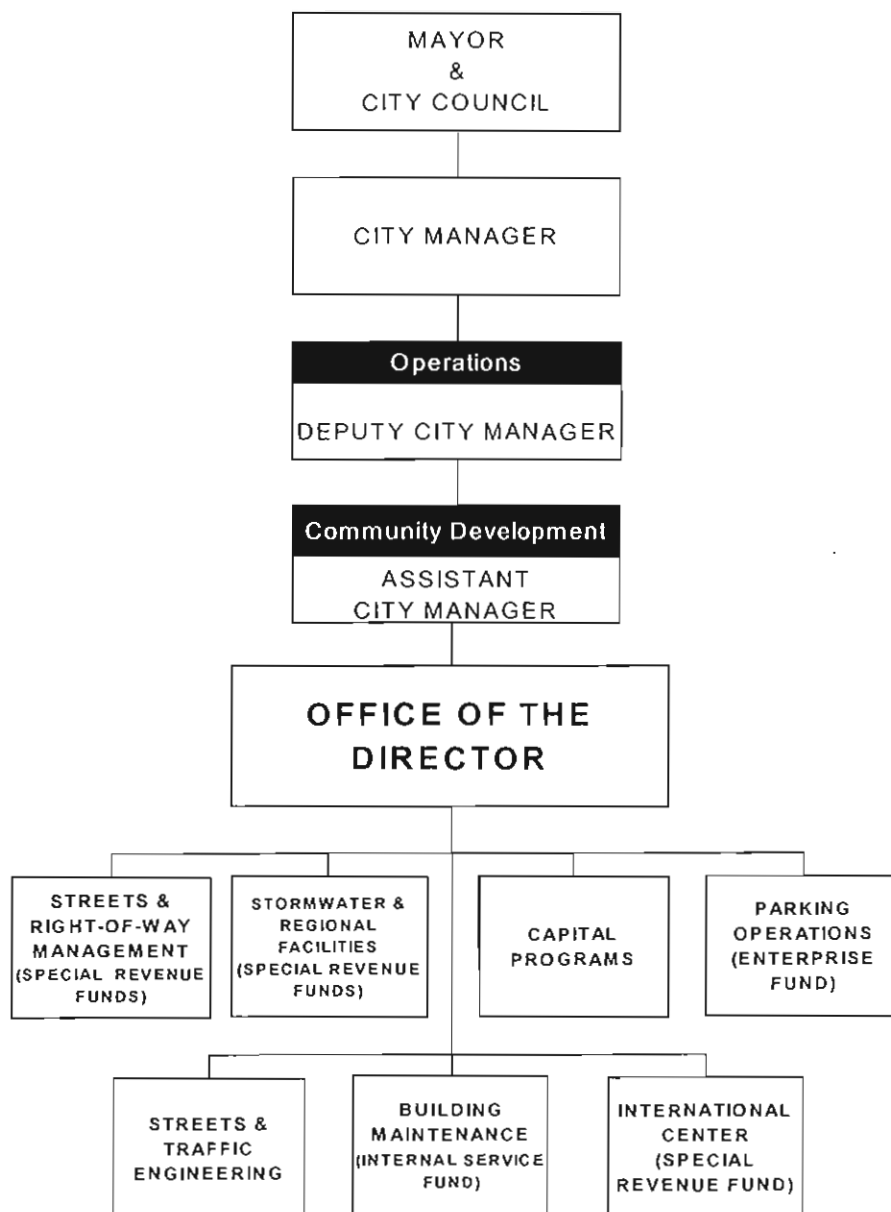
	Actual 1999-2000	Estimated 2000-2001	Adopted 2001-2002
Input:			
Number of Staff	2	2	2
Number of Man-Hours	4,160	4,160	4,160
Output:			
No. of Crisis Assistance Volunteers Recruited/trained	124	130	135
Efficiency:			
No. of Crisis Assistance Volunteers Hours Worked ¹	5,312	5,350	5,350

EXPLANATORY INFORMATION

¹ Due to turnover in the ranks of volunteers, as well as the maintenance of staff levels, it is expected that this program will continue to provide approximately 5,350 hours of volunteer time.



PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	258.00	\$14,906,686
Street Maintenance & Improvement Fund	301.00	31,657,408
Street Right-Of-Way Management Fund	18.00	3,541,676
Stormwater Operating Fund	253.00	16,513,926
Stormwater Regional Facilities Fund	10.00	5,211,558
Parking Operating & Maintenance Fund	131.50	9,578,962
Building Maintenance Fund	126.00	7,592,708
Building Maintenance Improv. & Contingency Fund	0.00	525,425
Community Development Block Grant	0.00	29,100
Capital Projects	0.00	95,188,000
International Center	7.00	552,507
Debt Service Funds	0.00	3,249,476
Total Funding	1,104.50	\$188,547,432

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 much of the publicly owned infrastructure of the City. The Department has operating divisions in eight funds. Areas of responsibility assigned to this department include:

General Fund

Office of Director - provides oversight and direction for the Department

City Architect's Office - design, construction, and renovation of City buildings

Capital Programs - design and construction of street and drainage improvements and real-estate acquisition

Transportation Group – plan, design, construct, operate, and maintain traffic engineering functions, traffic control devices, transportation engineering, and multi modal intelligent transportation systems

Engineering – engineering, surveying, Geographic Information System (GIS), construction, inspection, and materials testing services

Street Maintenance Special Revenue Fund

Street Maintenance - maintenance of City street pavements, sidewalks and building demolition

Right-of-Way Management Special Revenue Fund

Administration, inspection, compliance, enforcement, and utility coordination of the right-of-way management ordinance

Stormwater Special Revenue Fund

Stormwater Management - management of drainage system, vegetation and graffiti control, street sweeping, stormwater engineering, drainage, and flood plain management

Regional Stormwater Detention Pond Fund

Detention Pond Program - management of local and regional stormwater detention facilities

Parking Enterprise Fund

Parking Operations - management of downtown City-owned and leased parking facilities and parking meters

Building Maintenance Fund

Building Maintenance - maintenance and operation of City Buildings

International Center Special Revenue Fund

Fund accounts for Building Maintenance services provided at the International Center Facility

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, streets and drainage facilities; operate traffic network safely, efficiently and economically in a timely manner with fundamentally sound, pragmatic and economical solutions.

- ♦ Increase customer service effectiveness through analysis of existing processes, identify possible conflicts and technologies to increase efficiencies, and ensure a uniform response to requests.
- ♦ Expand current recruitment efforts of female and minority applicants in both technical and professional areas.
- ♦ Initiate the conceptual design for an Emergency Traveler Information Program utilizing TransGuide to provide real-time navigational information to motorists when inclement weather disrupts the street network.

GOALS & OBJECTIVES CONTINUED

- ♦ Privatization of the in-house material testing lab in order to utilize the rapidly changing technology and meet industry standards.
- ♦ Work with the Office of Management and Budget to implement an integrated Capital Budget information system by FY 2003. The integrated system would be able to provide project status and fiscal information for all projects within the six year Capital Budget.
- ♦ Conduct a performance review of the Capital Improvement Program process, including the City Attorney functions. The performance review would utilize external and in-house consultants.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Capital Programs Authorized Positions ¹	80	101	50	55
Traffic Sign (Manufacturer) FTE	6	6	6	6
Traffic Sign Technician (Installer)/Admin FTE	16	18	18	18
Traffic Engineer (Filled) FTE	27	27	27	27
Capital Improvement Projects authorized ²	244	264	231	229
No. of Citizen Inquiries ³	127,000	133,440	146,784	71,988
No. of City Council Inquiries ³	1,444	1,531	1,684	1,624
Traffic Signal Repair – Calls Per Year	5,406	N/A	5,844	6,150
Output:				
Capital Improvement Projects under design	166	93	163	115
Capital Improvement Projects under Construction ⁴	67	162	50	80
CIP designed and pending construction Funding ⁵	11	9	20	34
Public Buildings CIP Contracts awarded / ongoing	103	104	100	98
Public Buildings CIP Contracts awarded / ongoing - \$ Million	\$84	\$102	\$105	\$92
Signalized Intersections & Flasher Locations Maintained	1,401	1,530	1,659	1,769
Traffic & Other Signs Installed	23,287	N/A	28,088	28,288
Traffic & Other Signs Produced	24,616	22,852	29,515	29,663
Traffic Studies Conducted	2,133	N/A	2,160	2,268
Efficiency:				
CIP under design and under construction per project team ⁵	58.25	63.75	53.25	39.00
Traffic & Other Signs Installed / FTE ⁶	1,455	1,270	1,560	1,568

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency Continued:				
Traffic & Other Signs Produced FTE	4,103	N/A	4,919	4,944
Traffic Studies Completed per FTE	79	88	80	84
Effectiveness:				
Emergency traffic signal repair - downtime hours per call	1.61	1.63	1.78	1.82
Percent actual vs. anticipated CIP Contracts	93%	94%	94%	94%
Citizen inquiries response time ³				
% 1-7 Days	17%	17%	25%	27%
% 8-30 Days	78%	78%	70%	70%
% 31+ Days	5%	5%	5%	3%
Council Requests - % responded within 10 days	40%	80%	70%	80%
Direct Requests - % responded within 10 Days	60%	80%	70%	80%

EXPLANATORY INFORMATION

¹ Estimated FY 2001 figure reflects the shift of 51 employees to the Engineering Division. Adopted FY 2002 figure reflects additional project team improvement.

² Figures include all Bond Projects, CDBG Projects, and MPO Projects.

³ Adopted FY 2002 figure reflects the removal of Environmental Services Department or 74,796 citizen requests and 60 Council requests respectively.

⁴ Projects "Under Construction" include projects that have been advertised pending award of the construction contract.

⁵ A majority of these projects are "Design Only" CDBG Projects.

⁶ Streets and Drainage CIP under design and construction divided by CIP project teams. Adopted FY 2002 figure reflects an additional project team for a total of five teams.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$252,132

OPERATIONAL SAVINGS

This **reduction** will eliminate three vacant positions consisting of one Engineering Technician position, one Maintenance Worker position, and one Administrative Assistant II position from the Traffic Operation Section. There will be no impact to service delivery in FY 2002 as a result of this reduction. The total savings in FY 2002 from this reduction will be \$89,514.

PROGRAM CHANGES CONTINUED**PROFESSIONAL SERVICES SAVINGS**

This **reduction** will eliminate a professional service contract from the Traffic Management Division. Existing traffic management staff will perform the functions currently provided by the professional service contract. The reduction will provide a savings of \$50,500.

VACANCY SAVINGS – ELIMINATE THREE POSITIONS

This **reduction** will eliminate three vacant positions within the Public Works Department. These positions, (one Auditor, one Construction Inspector I, and one Construction Inspector II), have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. Total savings for FY 2002 will be \$112,118.

♦ **IMPROVEMENTS** **\$322,895**

EXISTING INFRASTRUCTURE – BROOKS CITY-BASE PROJECT

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designated to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This **improvement** includes \$36,666 in added expenditures to replace and maintain traffic signs and markings at Brooks City-Base for eight months. One-time costs of \$30,933 are included for the replacement of the traffic signs. The full year cost in FY 2003 will be \$8,599.

EXISTING INFRASTRUCTURE – ENHANCE CIP PROJECT MANAGEMENT

This **improvement** will add five positions with nine months funding for an additional Capital Improvement Project Management Team. The five positions consist of one Senior Engineer, one Engineer, one Engineer Associate, one Capital Projects Officer, and one Engineering Technician. This additional team will reduce the workload currently assigned to the existing four Project Management Teams in the Capital Programs section. Faster delivery of capital projects will be accomplished with this improvement. There will be no cost to the General Fund in FY 2002 for this improvement as all costs will be charged to the appropriate bond projects. The total cost for this improvement in FY 2002 will be \$286,229. The full year funding in FY 2003 will be \$283,562.

♦ **MANDATES** **\$169,667**

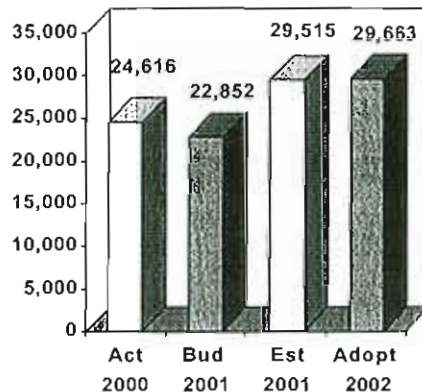
OTHER MANDATES – GASB 34

This **mandate** will add one Special Projects Coordinator position and two Engineering Technician positions with nine months funding. These positions will maintain and update all requirements of the General Accounting Standards Board. One-time costs of \$65,432 are included for computer hardware and software, office furniture, and special equipment. The total cost for this mandate in FY 2002 will be \$169,667. The full year cost in FY 2003 will be \$213,754.

PUBLIC WORKS**GENERAL FUND EXPENDITURES BY CHARACTER**

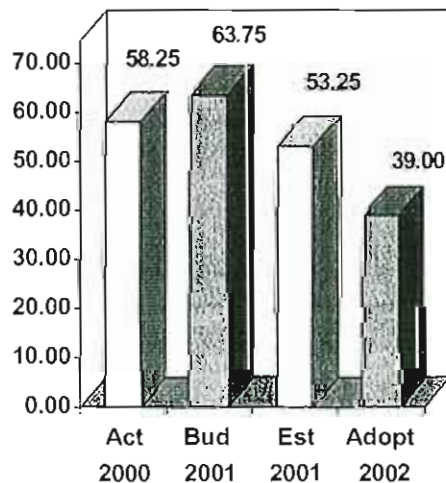
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$12,867,195	\$10,755,276	\$10,582,418	\$11,125,292
CONTRACTUAL SERVICES	3,995,258	\$2,191,155	\$2,349,583	2,185,052
COMMODITIES	897,105	\$1,241,279	1,237,682	1,279,298
OTHER EXPENDITURES	159,963	124,547	124,547	159,896
CAPITAL OUTLAY	301,307	155,153	152,179	157,148
TOTAL EXPENDITURES	\$18,220,828	\$14,467,410	\$14,446,409	\$14,906,686
AUTHORIZED POSITIONS	396	256	256	258
FULL-TIME EQUIVALENTS	396.00	256.00	256.00	258.00

TRAFFIC & OTHER SIGNS PRODUCED



» The anticipated 20% increase in Traffic signs produced in FY 2002 over FY 2000 is a result of the traffic sign enhancement improvement added in FY 2001.

CIP UNDER DESIGN AND UNDER CONSTRUCTION PER PROJECT TEAM



» The projected decrease in the number of projects per team in FY 2002 is a result of a new team approved in the FY 2002 Adopted Budget. This reduced number will help increase delivery time and enhance the quality of projects completed.

PUBLIC WORKS - STREET MAINTENANCE

STREET MAINTENANCE AND IMPROVEMENT FUND RIGHT-OF-WAY MANAGEMENT FUND

PROGRAM INFORMATION

The Street Maintenance Division of Public Works is responsible for the overall planning and coordination of the City's street maintenance. Tasks of the Street Maintenance Division include street resurfacing and rehabilitation, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way Management Section was established in January 2001. The Right-of-Way Management Section is responsible for standardizing the street cut process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination. This Section will become a Division of Public Works in FY 2003.

GOALS & OBJECTIVES

To perform the functions of planning & 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.

- ◆ Implement the Right-of-Way (ROW) Management ordinance and e-commerce business platform.
- ◆ To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- ◆ To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's street infrastructure.
- ◆ Enhance the quality, effectiveness, and efficiency by which Street's services are delivered by conducting systematic reviews of selected services provided.
- ◆ Identify additional grant opportunities available to Streets and Public Works, thereby leveraging the City's resources and achieving an increase in grant funding.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Street Total Inventory – CL Miles ¹	3,732	3,786	3,791	3,818
Number of Street Maintenance & Rehab. Positions – FTE's ²	205	205	205	199
Requests for Service ³	44,779	46,219	46,681	46,915
Total Street Resurfacing & Rehab. Budget	\$7,614,077	\$7,877,050	\$7,877,050	\$8,398,000
Contractual Street Maintenance Budget ⁴	\$10,316,745	\$11,716,746	\$11,716,746	\$11,716,746
No. of Pothole Crews	14	14	14	14
Output:				
Number of potholes patched ⁵	128,863	129,100	130,391	130,652
Total City Force Street Resurfacing & Rehabilitation – CL miles	99.79	103.45	86.98	124.10
Street Base Failure Repairs – City Crews – sq. yd. ⁶	351,184	347,240	347,240	348,976
Total Street Contract Maint. – CL miles	133.7	163.5	163.5	163.5

PUBLIC WORKS - STREET MAINTENANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output Continued:				
Sidewalk Construction – City Crews – Linear ft. ⁶	280,409	265,000	263,320	310,000
Speed Hump Locations – Each	44	45	71	72
Buildings Demolished ⁷	396	295	240	180
Street Cut Permits – Each ⁸	10,154	12,750	13,863	19,692
Efficiency:				
Pothole Patching – number per crew ⁵	9,205	9,221	9,314	9,332
Cost of Street Resurfacing per CL mile ⁹	\$76,301	\$76,301	\$90,562	\$67,671
CL Miles of City Force resurfacing & rehab per FTE	0.49	0.50	0.42	0.62
Effectiveness:				
% Potholes repaired within 48 hours	94.87%	94.95%	92.00%	94.00%
Street Repairs Response Time (Repaired & Corrected) ¹⁰				
% 1-7 Days	90%	94%	91%	92%
% 8-30 Days	92%	90%	94%	94%
% >30 Days	93%	85%	84%	93%

EXPLANATORY INFORMATION

- ¹ Adopted FY 2002 figure includes Brooks and Kelly street inventory. Revised FY 2001 figure includes 38.26 CL miles from annexations
- ² Full Time Equivalents calculated from number of staff involved in Street Maintenance and Rehabilitation.
- ³ Revised figure assumes a 2% increase in request for service as a result of the 311 system.
- ⁴ Revised, Estimated, and Adopted FY 2002 figures reflect a VIA contribution of \$2.0 million.
- ⁵ A standard pothole for this measure is considered to be one square yard in surface area and 4 inches deep.
- ⁶ Based on 3' wide sidewalk. Increase in output is due to the increase in funding in the FY 2002 NAMP. Units based on approximately \$200,000 per Council District for construction.
- ⁷ Actual FY 2000 figure includes demolition of October 1998 flood buy-outs. Adopted FY 2001 figure returns to base program level.
- ⁸ Increase in Adopted FY 2002 figure is based on Right Of Way ordinance adopted in FY 2001 that segments larger projects into smaller units.
- ⁹ Measure includes average cost per CL Mile for Contract and City Crew including: asphalt overlay, base failure repair, seal coat, micro-surface, slurry seal, rehabilitation, and asphalt recycling applications.
- ¹⁰ Response time is measured in working days. Measure will begin to track effectiveness based on categorical project response time-levels. For example, Base Failure Repairs are categorized as 1-7 Day Projects.

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$455,032****OPERATIONAL SAVINGS**

This *reduction* will decrease funding that is associated with Crisis Management Services provided in response to flooded roadways and hazardous materials spills. Currently, these services are being addressed in a more proactive manner which has created a more efficient operation resulting in operational savings. The total savings in FY 2002 will be \$200,322.

VACANCY SAVINGS – ELIMINATE EIGHT POSITIONS

This *reduction* will eliminate eight vacant positions within the Street Maintenance Division of the Public Works Department. These positions (one Carpentry Supervisor, three Equipment Operator I, two Equipment Operator II, one Maintenance Worker, one Senior Equipment Operator), have been vacant for more than a year. There will be no impact to service and delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. The total savings in FY 2002 will be \$220,710.

RENTAL SAVINGS

This *reduction* will reduce the Rental of Facilities budget in the Right-Of-Way Management Division by \$34,000. These funds are not currently necessary due to the use of existing office space. The total savings in FY 2002 will be \$34,000.

♦ IMPROVEMENTS \$1,045,094**EXISTING INFRASTRUCTURE – STREETS RECLAMATION PROGRAM ENHANCEMENT**

This *improvement* includes funding to acquire equipment and materials to establish a complete full-depth streets reclamation program. The equipment includes a reclamation machine, a heavy-duty truck with trailer, and a double drum roller. This equipment will be acquired through a lease-purchase agreement. As opposed to having to apply new asphalt to build the base of a street, the full-depth reclamation concept removes and recycles existing street overlay materials. Use of the reclaimer will reduce the time needed for base applications by half as compared to using a standard milling machine for the reclamation process. The first year lease payment will total \$96,277. Combined with six months of operating needs of \$180,915, the total improvement cost will be \$277,191 for the first year. This cost will be offset by a reduction in the asphalt materials budget of \$155,000 for a net improvement cost of \$122,191.

EXISTING INFRASTRUCTURE – FUNDING INCREASE FOR NEIGHBORHOOD ACCESSIBILITY & MOBILITY PROGRAM

In accordance with the City Council's high priority ranking for sidewalks, streets and curb reconstruction, and traffic calming strategies in neighborhoods, this *improvement* will add \$67,000 to each Council Districts' Neighborhood Accessibility & Mobility Program (NAMP) budget. The NAMP program has been expanded to include providing small street repairs and medians, sidewalk and pedestrian walks, speed humps, street lights, traffic signals, and school flashers. This increases each Council districts total NAMP budget from \$133,000 to \$200,000 per district. The total cost of this improvement in FY 2002 will be \$670,000.

PROGRAM CHANGES CONTINUED

EXISTING INFRASTRUCTURE – PROVIDE STREET MAINTENANCE AT BROOKS CITY-BASE

The Brooks City-Base Project is a first-of-its kind cooperative effort between the Air Force and the City designated to improve Air Force mission effectiveness, reduce the cost of providing quality installation support, and promote and enhance economic development on Brooks AFB and in the surrounding community. Once the final agreement becomes effective, the City will be responsible for providing basic municipal services to the base. This **improvement** includes \$86,544 in added expenditures to provide street maintenance service to Brooks City-Base for eight months. The full year cost in 2003 will be \$129,816.

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Right-of-Way Management Section budget. The combined cost will total \$11,359. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team Members will receive a two percent salary increase. The one-time performance pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

♦ **MANDATES** **\$26,254**

OTHER MANDATES - STREET WASTE DISPOSAL COSTS

This **mandate** will provide for scheduled disposal contract increases based on the Consumer Price Index (CPI). Contractual terms with Browning-Ferris Incorporated (BFI) and Waste Management Incorporated (WMI) Covell Gardens Landfill allow for an annual price increase per ton based on CPI growth percentage not to exceed five percent annually. The total cost of this mandate for FY 2002 will be \$26,254.

PUBLIC WORKS – STREET MAINTENANCE

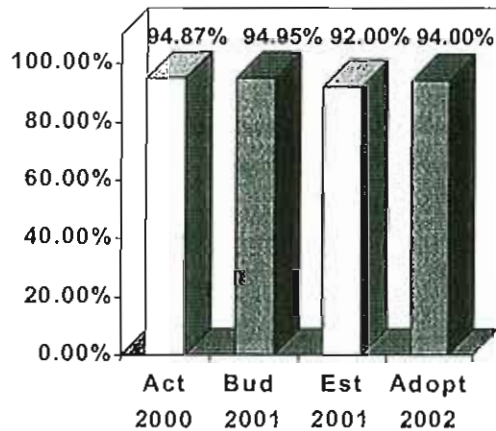
STREET MAINTENANCE & IMPROVEMENT FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$9,549,519	\$10,171,895	\$10,105,220	\$10,032,443
CONTRACTUAL SERVICES	4,357,554	4,150,395	4,140,786	4,341,625
COMMODITIES	6,817,271	5,966,161	6,065,264	6,730,420
OTHER EXPENDITURES	326,160	293,517	293,517	506,174
CAPITAL OUTLAY	678,160	285,000	261,700	330,000
TRANSFERS	10,450,994	9,799,092	9,799,092	9,716,746
TOTAL EXPENDITURES	\$32,179,658	\$30,666,060	\$30,665,579	\$31,657,408
 AUTHORIZED POSITIONS	 324	 324	 324	 316
FULL-TIME EQUIVALENTS	309.00	309.00	309.00	301.00

RIGHT-OF-WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER

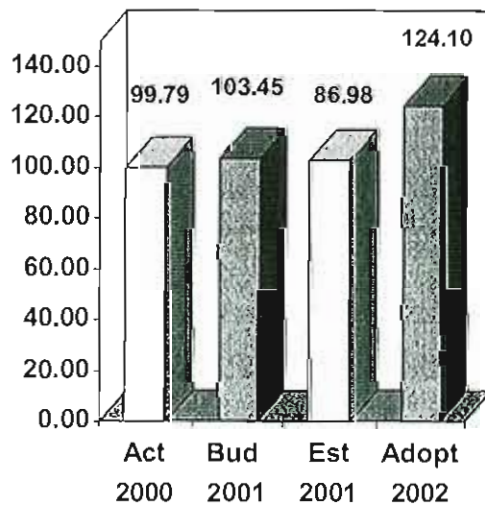
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	N/A	\$266,926	\$161,734	\$687,134
CONTRACTUAL SERVICES	N/A	353,133	132,514	275,648
COMMODITIES	N/A	56,750	44,128	71,464
OTHER EXPENDITURES	N/A	0	0	0
CAPITAL OUTLAY	N/A	454,335	433,920	0
TRANSFERS	N/A	1,044,402	155,000	2,507,430
TOTAL EXPENDITURES	N/A	\$2,175,546	\$927,296	\$3,541,676
 AUTHORIZED POSITIONS	 N/A	 18	 18	 18
FULL-TIME EQUIVALENTS	N/A	18.00	18.00	18.00

PERCENT OF POTHOLES REPAIRED WITHIN 48 HOURS



» The FY 2001 Estimate was a result of unusual weather patterns which hampered repair efforts.

TOTAL STREET MAINTENANCE CITY CREWS



» Represents the total centerline miles of City Force street resurfacing and rehabilitation. The projected increase in FY 2002 is due to a Street Reclaimer improvement enhancement.

PROGRAM INFORMATION

The Stormwater Utility of Public Works, which is funded by the Stormwater Fee, performs the following primary functions:

- Administration – Direction and planning
- River Maintenance – Channel De-silting/Lake Dredging
- Vegetation Control – Mowing/Herbicide Applications/Tree Maintenance
- Street Cleaning – Street Sweeping/Graffiti Removal/Event Cleanups
- Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System
- Engineer Design – Project specific solutions
- Engineering Management – Regional Stormwater Management, Watershed Master Planning
- Engineer Review – Development/CIP, MPO, and Special Projects
- Floodplain Management – 100 – year Floodplain/ Ultimate Development Floodplain

The Stormwater Utility performs various tasks associated with the City's National Pollution Discharge Elimination System (NPDES) permit. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private drainage facility plans, leads the master planning effort for regional drainage issues. This includes implementing regional flood control facilities, engineering stormwater detention systems, and floodplain regulation and administration. Construction and maintenance of regional flood control facilities are activities associated with the Regional Stormwater Management Program.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and stormwater systems. To continue to execute the tasks required for compliance with the City's NPDES permit and the Stormwater Compliance for Construction Activities Ordinance. To develop a comprehensive watershed approach to plan and implement regional stormwater 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.

- ♦ Continue to take corrective course of action to ensure the reliability and functionality of the existing High Water Detection System and the Early Flood Warning System through system upgrades.
- ♦ Perform a complete organizational review of the Stormwater Utility to maximize efficiency and customer service. Including a review and evaluation of the Federal Stormwater Fee and the Fee In-Lieu of Detention Fee Policies and Fee structure.
- ♦ Continue the de-silting program to alleviate excessive silting problems in the City's lakes and ponds. Planned FY 2002 projects include completion of Davis Lake and starting Elmendorf Lake.
- ♦ Establish a maintenance program for unimproved and natural waterways to improve stormwater conveyance.
- ♦ Begin the mapping and assessment of the City's stormwater infrastructure to establish a priority for the stormwater master planning effort.
- ♦ Continue to evaluate, consider, and pursue all available resources for improved performance of the regional stormwater infrastructure.
- ♦ Educate the public about watershed management and stormwater related issues.
- ♦ Enhance and improve enforcement of all drainage ordinances with an emphasis on strict regulation of floodplain activities.

PUBLIC WORKS - STORMWATER

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Street Inventory - Gutter Miles ¹	7,524.6	7,519.6	7,614.8	7,777.3
River, Channel and Parkway Inventory – Acres ²	4,751	4,751	5,026	5,238
Stormwater Requests for Service ³	3,087	5,600	5,885	7,500
SAR Channel Improvement Program Inventory – Acres	470	470	470	470
Current Lake De-Silting Projects Inventory - cy ⁴	66,700	170,000	65,887	172,250
No. of Authorized Vegetation Control Maintenance Positions ⁵	30	30	30	33
Output:				
Street Cleaning - Gutter Miles ⁶	38,456	40,466	42,368	42,621
Street Cleaning Debris Collected - Tons	16,995	15,970	14,319	14,535
River, Channel and Parkway Maintained – Acres	14,779	21,548	16,706	18,174
SAR Channel Improvement Program Maintained - Acres	99	235	235	235
Current Lake & River De-Silting - cy	50,797	95,000	65,887	172,250
Herbicide Applications - Gallons (Annually)	1,150	1,400	1,400	1,220
Stormwater Engineering CIP/MPO Project Reviews Completed	148	265	239	275
Stormwater Engineering Cost Estimates Processed	N/A	N/A	N/A	220
Efficiency:				
Street Cleaning - Tons Collected /Gutter Mile	0.44	0.39	0.36	0.36
River / Channel / Parkway Maintained – Acres/Maintenance Position	493	718	557	551
Effectiveness:				
311 Requests Response Time- Street Cleaning or Drainage				
% within 1-7 days	64%	50%	75%	30%
% within 8-30 days	33%	40%	15%	55%
% over 30 days	3%	10%	10%	15%
San Antonio River Channel Improvement Program - % Maintained	21%	50%	50%	50%
Current Lake and River De-Silting Program - % Completed	76%	56%	40%	75%

EXPLANATORY INFORMATION

- ¹ Adopted inventory includes streets associated with Kelly and Brooks AFB. Estimated inventory includes NAD sweeps and special projects involving street sweeping.
- ² Adopted inventory includes drainage infrastructure associated with Kelly and Brooks AFB.
- ³ Written responses associated with Stormwater Utility related activities. Requests for service include E-mail, 311 requests, Blue Blazers, TSPW, and phone calls.
- ⁴ Estimated figure includes Woodlawn Lake (52,137 + a portion of Davis Lake 13,750; Adopted figure = remaining 126,250 cy Davis Lake + 46,000 cy Elmendorf Lake).
- ⁵ Authorized positions includes: operators and maintenance workers within Vegetation Control responsible for mowing/maintaining grass areas.
- ⁶ Cleaning cycles per category are as follows: Residential – 2 Cycles, Arterial/Collectors – 4 Cycles, Central Business District – 360 cycles.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$646,870

SAWS EDUCATION SAVINGS

This **reduction** will decrease the education budget allotted to SAWS by \$500,000. This budget provides for educational literature, presentations, and training to teach pre-school through adult aged individuals in San Antonio about the dangers involved with polluting water supplies. This reduction is associated with a corresponding improvement of \$206,256 to Stormwater for one Graphics Designer position, one Customer Services Representative position, and one Special Projects Officer position funded at nine months to provide the educational activities currently conducted by SAWS. These educational activities will help the City of San Antonio meet its National Pollution Discharge Elimination System permit requirements and assist the Stormwater Utility in reaching its goals and objectives related to both the qualitative and quantitative aspects of drainage. The total savings net of the corresponding improvement in FY 2002 will be \$293,744.

REDUCE MOWING CYCLES

This **reduction** will decrease the number of mowing cycles of open rivers, drainage channels, and rights-of-way from four cycles to three cycles per year. The cycle being eliminated will be the cycle performed after October when the vegetation is dormant. Therefore, this reduction will have minimal impact on service delivery. The total savings for FY 2002 will be \$98,150.

VACANCY SAVINGS – ELIMINATE TWO POSITIONS

This **reduction** will eliminate two vacant positions within the Stormwater Utility Division. These positions (one Equipment Operator I, one Truck Driver) have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas. Total savings in FY 2002 will be \$48,720.

PROGRAM CHANGES CONTINUED**♦ IMPROVEMENTS****\$297,844*****CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT***

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the Stormwater and Regional Facilities Fund's budget. The combined cost will total \$292,205. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and executive team members will receive a two percent salary increase. The one-time performance pay will be provided to eligible full-time and part-time civilian city employees in April, 2002.

OTHER IMPROVEMENTS – WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this *improvement* will set aside \$5,639 in the FY 2002 budget.

♦ MANDATES**\$487,701*****EXISTING INFRASTRUCTURE – KELLY / BROOKS AFB***

This *mandate* will allow the Stormwater Utility the ability to maintain 345 acres on Kelly AFB and 255 acres on Brooks AFB. This mandate will provide the Stormwater Utility with four positions funded for nine months. The positions include: one Equipment Operator I position, one Equipment Operator II position, one Maintenance Worker position, and one Maintenance Crew Leader position. This crew will be responsible for mowing, weed eating, and debris pick up. The total cost for this mandate in FY 2002 will be \$255,122.

UNIFIED DEVELOPMENT CODE (UDC) IMPLEMENTATION – STORMWATER REGIONAL FACILITIES

Stormwater management requires the Stormwater Engineering section (SWE) to administer, plan, and oversee the design and construction of regional stormwater facilities using a watershed management approach. Currently, developers are required to do extensive drainage impact reports for only their development. The requirements of the new Unified Development Code limits the extent of the developers study to 2,000 feet and tasks the SWE section to provide guidance on how each development will effect the overall watershed development plan. This *mandate* will provide the SWE section with eight positions. Four positions, one Engineer position, one Engineer Associate position, and two Engineer Technician positions will be funded at six months. Four additional positions, one Engineer position, one Engineer Associate position, one Engineer Technician, and one Administrative Assistant position will be funded for three months. The total cost for this mandate in FY 2002 will be \$215,969.

OTHER MANDATES – DISPOSAL CONTRACT INCREASE

This *mandate* will provide for scheduled disposal contract increases based on the Consumer Price Index (CPI). Contractual terms with Browning-Ferris Incorporated (BFI) and Waste Management Incorporated (WMI) Covell Gardens Landfill allow for an annual price increase per ton based on CPI growth percentage not to exceed five percent annually. The total cost of this mandate for FY 2002 will be \$16,610.

PUBLIC WORKS - STORMWATER

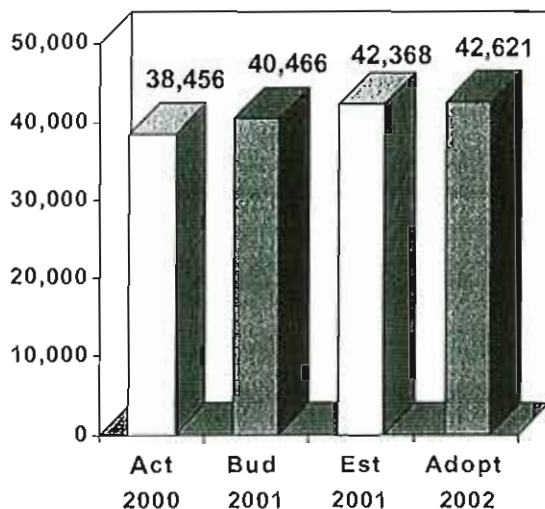
STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$6,733,514	\$7,782,682	\$7,189,584	\$8,188,440
CONTRACTUAL SERVICES	7,137,596	5,794,142	6,080,070	5,662,829
COMMODITIES	1,247,453	909,787	1,293,637	1,192,846
OTHER EXPENDITURES	121,491	98,417	98,417	128,723
CAPITAL OUTLAY	1,068,253	102,136	128,369	144,418
TRANSFERS	2,502,069	2,753,164	2,734,356	1,196,670
TOTAL EXPENDITURES	\$18,810,376	\$17,440,328	\$17,524,433	\$16,513,926
 AUTHORIZED POSITIONS	 279	 280	 280	 283
FULL-TIME EQUIVALENTS	249.00	250.00	250.00	253.00

REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER

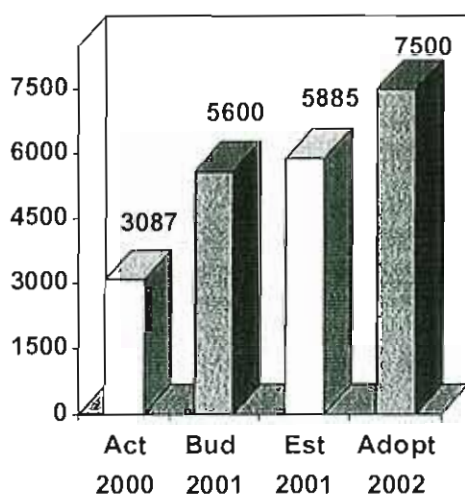
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$123,771	\$130,852	\$128,237	\$256,562
CONTRACTUAL SERVICES	21,970	17,380	29,361	39,846
COMMODITIES	1,568	3,010	1,577	17,399
OTHER EXPENDITURES	8,980	5,832	5,832	7,371
CAPITAL OUTLAY	0	0	0	64,192
TRANSFERS	84,448	3,490,014	11,774	4,826,188
TOTAL EXPENDITURES	\$240,737	\$3,647,088	\$176,781	\$5,211,558
 AUTHORIZED POSITIONS	 2	 2	 2	 10
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	10.00

STREET CLEANING IN GUTTER MILES



» The increase in gutter miles cleaned from FY 2000 to FY 2001 results primarily from additional miles acquired through annexations. The increase in the Adopted figure results from miles serviced from Brooks City, Base and Kelly USA.

STORMWATER REQUESTS FOR SERVICE



» Requests for Service include: Grass mowing, Concrete Channel Clearance, and Stormwater Sewer Maintenance. The projected 43% increase is primarily due to the addition of Brooks City Base and Kelly USA.

PARKING OPERATING & MAINTENANCE FUND
PROGRAM INFORMATION

This Public Works Division manages twenty-five parking facilities in the downtown area. These include structures such as the Central Library, HemisFair, Marina, Mid-City, St. Mary's, and Riverbend garages as well as many surface lots. This Division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with State and Federal government owned parking lots are also coordinated through this division.

GOALS & OBJECTIVES

To perform the functions of planning & coordination, implementation, development and management of the City's infrastructure system of public parking, and facilities to the highest safety and most cost effective standards possible.

- ♦ Implement the customer friendly trailblazer program through the use of electronic and static signs to help direct motorists to City parking facilities and promote additional revenues during off peak hours from the added downtown traffic while reducing car emissions.
- ♦ Efficiently operate the St. Mary's Garage and lease 13,950 square feet of retail space thus providing a profitable return on investment.
- ♦ Complete the renovation of the Marina Garage (interior colors and landscaping) to provide a more aesthetically pleasing and inviting facility.
- ♦ Continue to review and assess existing procedures in the fiscal office to provide improved information and efficiency.
- ♦ Reallocate expenses to appropriate activity codes in order to obtain a precise financial standing of each facility thereby establishing separate business units.
- ♦ Implement recommendations from the Performance Review Report.
- ♦ Continue to research and implement new ideas to encourage employees to participate in the carpool program.
- ♦ Continue ongoing research advertising potential in the interior of parking garages.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Spaces in Parking Garages & Lots ¹	7,765	7,730	7,730	8,434
Office & Retail Space (inventory) (sq. ft.) ²	42,001	42,001	42,001	36,096
Parking Meters	2,124	2,124	2,124	2,124
Parking Enforcement Officers – FTE's	10	10	10	10
Output:				
Vehicles parked (garages & lots) ³	2,349,367	2,321,631	2,414,400	2,607,552
Parking Tickets Issued	63,482	65,000	59,756	66,000
Vehicles booted	731	850	550	600
Office & retail space Leased sq. ft ⁴	34,339	34,339	34,339	26,054
Office & retail space revenue ⁵	\$507,819	\$317,288	\$439,286	\$394,723
Total revenue – garages ⁶	\$4,432,197	\$4,616,017	\$4,724,359	\$5,668,246
Total revenue – lots ⁶	\$1,321,056	\$1,354,689	\$1,164,616	\$1,156,088
Total revenue – Garages & Lots ⁶	\$5,753,253	\$5,970,706	\$5,888,975	\$6,824,334
Total revenue – Parking meters	\$977,758	\$1,309,470	\$1,262,470	\$1,262,470

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Efficiency:				
Garage & Lot Revenue/Space	\$714	\$772	\$762	\$809
Garage & Lot Expense/Space	\$585	\$603	\$525	\$553
Garage & Lot Net Income/Space	\$156	\$169	\$237	\$256
Parking Meter Revenue/Space	\$460	\$617	\$594	\$594
Parking Meter Expense/Space	\$233	\$95	\$90	\$109
Parking Meter Net Income/Space	\$227	\$522	\$504	\$485
Effectiveness:				
Office & retail space occupancy rate ⁴	82%	82%	82%	72%
Revenue / square foot leased	\$14.79	\$9.24	\$12.79	\$15.15
% of Review Recommend. Completed	N/A	N/A	N/A	75%

EXPLANATORY INFORMATION

¹ Adopted figure includes the addition of 704 spaces from the St. Mary's Garage.

² Adopted figure includes the addition of 13,950 sq. ft. from retail space at St. Mary's Garage and the deletion of 19,855 sq. ft. from the HemisFair Garage.

³ Revised figure is lower due to the closure of Commerce Lot in October of 2000. Adopted figure includes additional spaces from St. Mary's Garage.

⁴ Decrease in Adopted figure is due to the deletion of space leased at HemisFair Garage (16,655) offset by the addition of St. Mary's Garage leased space of (8,370).

⁵ Estimated figure is higher due to accrued revenue that is still outstanding.

⁶ All figures are net of sales tax.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$277,864

OVERTIME AND TEMPORARY SERVICES SAVINGS

This **reduction** will reduce the amount of overtime funds budgeted for operations in the HemisFair Garage by \$4,000 and decrease the Division's funding for temporary services by \$10,000. These funds are no longer necessary due to operational improvements and the workload can be absorbed by existing staff. The total savings for FY 2002 will be \$14,000.

PROGRAM CHANGES CONTINUED

ELIMINATING ONE PARKING ATTENDANT POSITION

This **reduction** will eliminate one Parking Attendant position for operations at the HemisFair Garage. This vacant position is no longer required due to operational efficiencies and the workload can be absorbed by existing staff. The total savings for FY 2002 will be \$23,988.

VACANCY SAVINGS

This **reduction** will freeze ten vacant positions within the Division. Ten Parking Attendant positions have been selected in accordance with the recommendations of the draft Parking System Performance Review. There will be no impact to service delivery in FY 2002 as a result of this reduction. The total savings in FY 2002 will be \$239,876.

♦ **IMPROVEMENTS** **\$133,947**

CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$128,799. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team Members will receive a two percent salary increase. The one-time performance pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

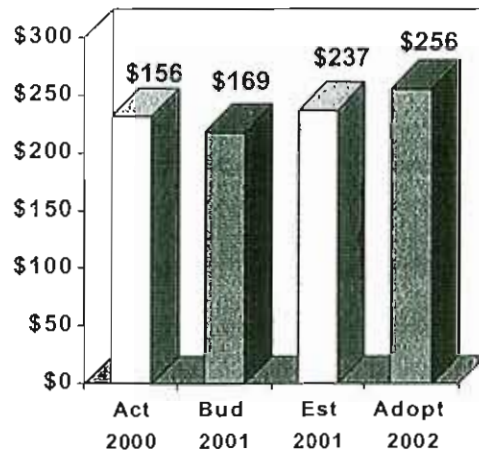
OTHER IMPROVEMENT – WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This **improvement** will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$5,148 in the FY 2002 budget.

PUBLIC WORKS - PARKING**PARKING FACILITIES REVENUE FUND EXPENDITURES BY CHARACTER**

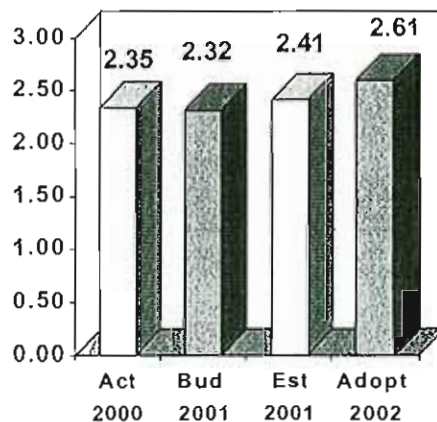
	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$3,507,466	\$3,870,359	\$3,316,133	3,925,457
CONTRACTUAL SERVICES	1,131,676	1,032,094	1,132,708	1,199,245
COMMODITIES	207,275	214,679	247,073	275,690
OTHER EXPENDITURES	225,008	133,188	186,267	259,680
CAPITAL OUTLAY	325,448	0	0	78,908
TRANSFERS	6,138,713	3,263,667	3,338,842	3,839,982
TOTAL EXPENDITURES	\$11,535,586	\$8,513,987	\$8,221,023	\$9,578,962
AUTHORIZED POSITIONS	147	146	146	145
FULL-TIME EQUIVALENTS	132.50	132.50	132.50	131.50

GARAGE & LOT NET INCOME PER SPACE



» The projected increase in Net Income per Space from FY 2000 to FY 2002 is due, in part, to the increased rates for the Riverbend and Mid-City Garages adopted in FY 2001 and increasing number of vehicles parked at garages and lots.

VEHICLES PARKED (MILLIONS PER YEAR)



» The number of vehicles parked is projected to increase 11% in FY2002 over FY 2000.

PROGRAM INFORMATION

The Building Maintenance Division of Public Works is responsible for providing skilled trade (plumbing, electrical, carpentry, painting, HVAC) and general maintenance services for facilities under the jurisdiction of the Fire, Police, Health, Library, Community Initiatives, Public Works, and Purchasing and General Services Departments. Over 270 facilities are supported comprising over four million square feet. In addition, this Division provides janitorial and daily housekeeping support to approximately 1,076,620 square feet of municipal office space in nine major downtown buildings, the Police Academy, and five Police Substations. This Division also purchases, stores, and distributes a wide variety of maintenance, construction, and janitorial supplies to all City Departments.

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, efficiently and economically; and maintain, operate, and clean City buildings efficiently and economically; in a timely manner and with fundamentally sound, pragmatic, and economical solutions.

- ◆ Continue to increase the efficiency and effectiveness of the Building Maintenance services by raising the actual work performance towards the goal level of 85% of the man-hours available.
- ◆ Twice a year implement a customer satisfaction survey for Building Maintenance services (Trade & Custodial)

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
Facilities maintained by skilled trades -sq. ft. (Inventory)	4,585,584	4,585,584	4,585,584	4,585,584
Office space cleaned-sq. ft. (Inventory)	1,076,620	1,076,620	1,076,620	1,076,620
Total number of custodial staff	71	71	71	71
Total number of maintenance staff	49	49	49	49
Available staff hours for Plumbing	13,424	16,640	16,307	16,307
Available staff hours for Electrical	16,576	16,640	16,307	16,307
Available staff hours for Carpentry	24,220	27,040	26,499	26,499
Available staff hours for Painting	20,264	20,800	20,384	20,384
Available staff hours for HVAC	3,896	6,240	5,066	6,115
Available staff hours for Downtown	11,972	12,480	14,268	14,268
Total Available staff hours (skilled Trade)	90,352	99,840	98,831	99,880
Output:				
Cost of custodial service	\$1,499,453	\$1,655,727	\$1,617,477	\$1,657,914
Total square footage maintained by skilled labor	4,585,584	4,585,584	4,585,584	4,585,584
Office space cleaned daily – sq. ft. (inventory)	1,076,620	1,076,620	1,076,620	1,076,620
Plumbing staff hours applied to actual work	10,180	N/A	13,369	13,861

PUBLIC WORKS - BUILDING MAINTENANCE

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output Continued:				
Electrical staff hrs applied to actual work	11,752	N/A	13,643	13,861
Carpentry staff hrs applied to actual work	19,554	N/A	22,460	22,524
Painting staff hrs applied to actual work	16,714	N/A	17,182	17,326
HVAC staff hrs applied to actual work	2,274	N/A	4,296	5,198
DSM staff hrs applied to actual work	9,787	N/A	11,561	12,128
Total staff hrs applied to actual work	70,261	N/A	82,509	84,898
Efficiency:				
Sq. ft. Skilled Labor Trade	93,583	93,583	93,583	93,583
Sq. ft. cleaned / custodian / day	15,164	15,093	15,164	15,164
Cost of custodial svcs - cost/sq.ft./year ¹	\$1.39	\$1.54	\$1.50	\$1.54
% of actual plumbing time applied to work	75.8%	N/A	82.0%	85.0%
% of actual electrical time applied to work	70.9%	N/A	83.7%	85.0%
% of actual carpentry time applied to work	80.7%	N/A	84.8%	85.0%
% of actual painting time applied to work	82.5%	N/A	84.3%	85.0%
% of actual HVAC time applied to work	58.4%	N/A	84.8%	85.0%
% of actual Downtown/General Maintenance time applied to work	81.7%	N/A	81.0%	85.0%
% of actual all skilled trade time applied to requests	77.8%	N/A	83.5%	85.0%
Effectiveness:				
National avg sq. ft./custodian/day ¹	15,000	15,000	15,000	15,000
Variation from ntl avg sq ft /Custodian/day	101.09%	100.62%	101.09%	101.09%
National avg cost per sq. ft. Custodial ²	\$1.56	\$1.56	\$1.45	\$1.49
Variation from national average/ Custdl. ²	89%	99%	104%	103%
SA average skilled trade labor / sq. ft.	68,000	68,000	68,000	68,000
Variation from SA average (Skilled Labor)	138%	138%	138%	138%

EXPLANATORY INFORMATION

¹ Publications from the Building Owners and Managers Association (BOMA) state the national average cost for custodial services is \$1.45/sq. ft./yr. The figure shown is a comparison of our cost divided by the national average.

² Variations are based on National Average of 15,000 square feet per custodian per day, San Antonio average of 68,000 square feet per trade laborer, and National Average cleaning cost per square foot. Percentages exceeding a 100% indicate a number higher than the specified average.

PROGRAM CHANGES**♦ IMPROVEMENTS****\$195,947*****CUSTOMER SERVICE – WORKFORCE COMPENSATION ENHANCEMENT***

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$159,582. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team Members will receive a two percent salary increase. The one-time performance pay will be provided to eligible full-time and part-time civilian City employees in April, 2002.

OTHER IMPROVEMENTS – ADD MANAGEMENT ANALYST POSITION

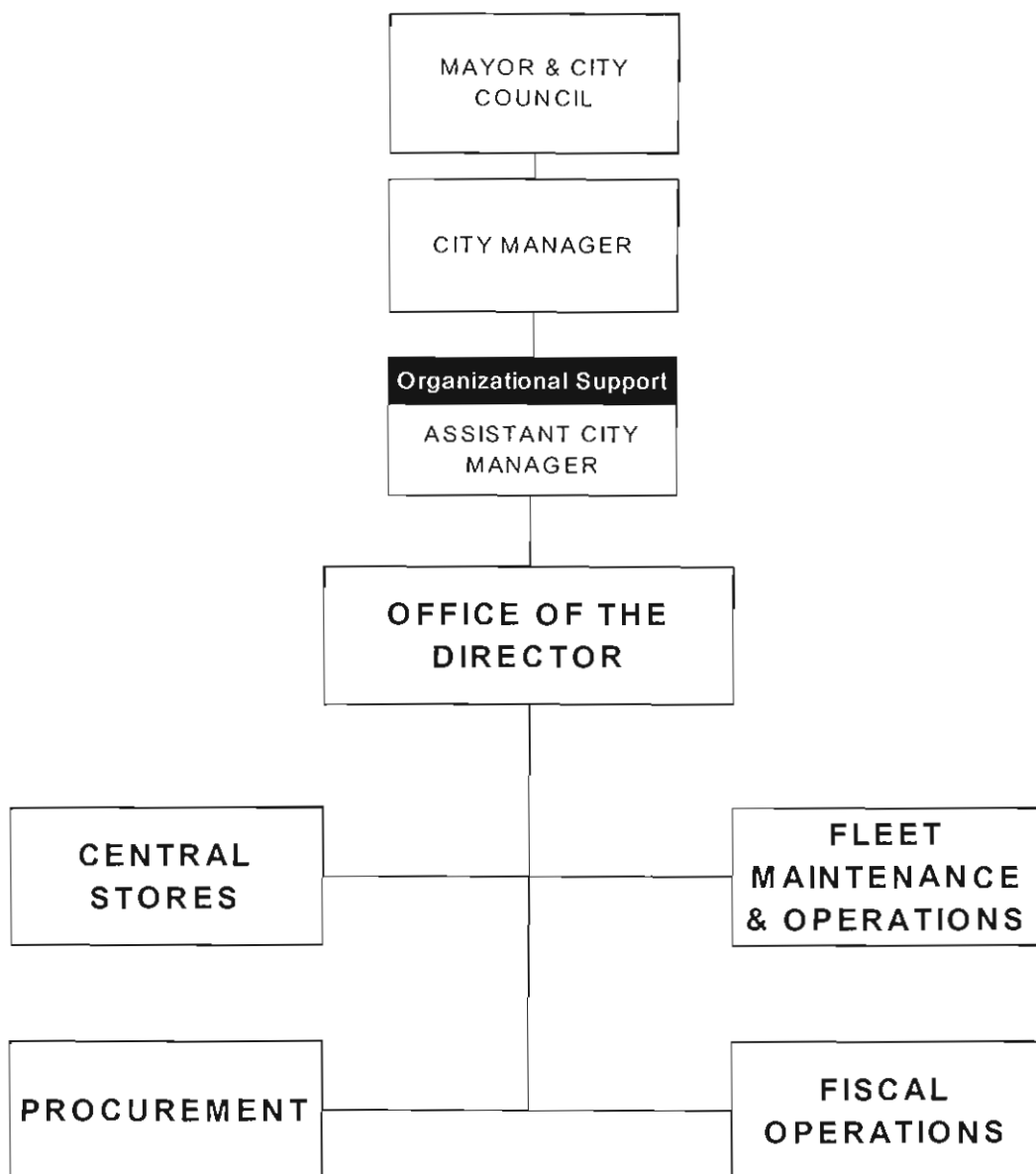
This *improvement* will add one Management Analyst position responsible for drafting a professional services Request For Qualification (RFQ) for security services, monitoring the City of San Antonio's consolidated Security Contract, conducting financial analysis, creating rate structures, and assisting in the accounting needs of the Building Maintenance Division. This position will be funded for nine months for a total cost of \$36,065 in FY 2002. The full year funding for this position will be \$42,431 in FY 2003.

OTHER IMPROVEMENTS – WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$300 in the FY 2002 budget.



PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
Purchasing & General Services Fund	230.00	\$26,555,108
Equipment Replacement & Renewal Fund	0.00	\$24,435,056
Capital Projects	0.00	\$4,000,000
Total Funding	230.00	\$54,990,164

MISSION STATEMENT

The mission of the Purchasing & General Services Department is to provide high quality, low cost support services to City departments and outside governmental agencies to achieve maximum efficiency of services and accountability of costs in the areas of vehicle fleet maintenance, printing, office supplies and procurement of goods and services. The department will provide for the availability of funds for the acquisition and replacement of vehicles in the fleet on a scheduled basis.

PROGRAM INFORMATION

This department has five divisions within the Internal Services Fund: Administration, Fiscal Management, Procurement, Central Stores, and Automotive Maintenance. These divisions provide support services on a charge-back basis to other City Departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail and messenger services; central acquisition and distribution of office supplies; acquisition and maintenance of the City's vehicle and heavy equipment fleet; and management of a centralized motor pool.

GOALS AND OBJECTIVES

- ◆ Procure products and services at the best price and quality in a timely fashion, with maximum opportunities for Small, Minority- and Women-owned businesses, in accordance with City Council policies.
 - Decrease processing time for all bids through increased utilization of automated systems for bids.
 - Increase opportunities for participation in the Small Business Economic Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.
 - Automate the requisition/purchase order process for City Departments.
 - Pursue E-Commerce technology for application to procurement functions.
 - Implement a Purchasing Card Program for small dollar purchases.
- ◆ Support City departments by providing printing, mail services and office supplies in an efficient and convenient manner.
 - Expand the process of ordering, receiving and billing for office and printer supplies to include offering an online office supply catalog with site delivery.
 - Continue enhancement of postal screening and security system through additional employee training with the U.S. Postal Service and law enforcement officials.
 - Seek greater efficiency for mail processing discounts.
 - Realign office copiers to network and strategically place printers and/or copiers throughout the City to reduce costs, expand services and increase efficiency.
 - Evaluate current mail routes to assure efficiency in the delivery and processing of U.S. and departmental mail.
- ◆ Provide professional fleet management by incorporating high employee safety standards, quality fleet service and unprecedented customer satisfaction while protecting the environment.
 - Provide City Departments with vehicle maintenance at the lowest possible cost.
 - Monitor van conversion to alternative fuel to determine the feasibility of expansion to the entire van fleet.
 - Continue the air quality inspection and maintenance programs and expand emission testing to other governmental agencies.

PURCHASING & GENERAL SERVICES

GOALS & OBJECTIVES CONTINUED

- Develop pilot programs that explore the use of alternative fuel vehicles for use in City operations.
- Explore the use of alternative transportation methods in Motor Pool, such as Bicycles and Shuttle Service.
- Continue to enhance automated system capabilities to provide better control of inventory, vehicle fleet availability and management of mechanic hours.
- Review contracts utilized in the Fleet Maintenance & Operations Division for proper contents to ensure vendor compliance and maximize service delivery from outside contractors.
- Review specifications on vehicles and equipment in order to utilize more efficient automotive technology and to reduce maintenance repair costs.
- Implement performance standards for mechanics.
- Provide opportunities in training to increase mechanic proficiency that includes expanding training opportunities to other City departments and Government Agencies.
- ◆ Focus on departmental fiscal operations and establish and improve cost control measures.
 - Complete the departmental billing system with emphasis on increased accountability to ensure quality control in pricing methods.
 - Evaluate departmental inventory processes and periodically monitor the database for accuracy.
 - Centralize department billing processes through Fiscal Operations and continue to work with divisions to ensure billing accuracy to departments.
 - Implement routine cross-training in fiscal processes for staff and departmental personnel.
 - Automate as many functions as possible to provide a more accurate and efficient operation and research ways of improving information flow to other departments.
 - Maximize discounts and rebates wherever offered by vendor through monitoring of annual contracts and all other purchases.

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of Authorized Buyers	10	11	11	11
No. of Transactions on Purchasing Card	N/A	N/A	800	4,100
No. of Requisitions Received ¹	9,037	4,000	9,000	6,000
No. of Authorized Mechanics	102	102	102	106
No. of Heavy Equipment in Fleet	658	676	660	645
No. of On-Road Vehicles in Fleet	3,142	3,220	3,264	3,350
No. of Miscellaneous Equipment in Fleet	397	365	415	435
No. of Authorized Print/Mail/Stock Clerk Personnel	10	10	10	9
Pounds of Mail Distributed	36,035	42,000	39,024	42,200
No. of Vehicles & Equipment Using Alternative Fuels ²	349	420	330	370

PURCHASING & GENERAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Output:				
No. of Purchase Orders Processed ¹	10,598	7,000	9,500	6,500
No. of Purchase Orders Processed < \$3,000	6,972	3,000	6,000	2,400
No. of Purchase Orders Processed > \$3,000	3,626	4,000	3,500	4,100
Total Dollars Spent by Using Purchasing Card (millions)	N/A	N/A	\$0.50	\$3.00
Total Dollars Awarded (excluding Purchasing Card, millions)	\$74.65	\$70.00	\$73.50	\$69.00
Total Dollars Awarded < \$3,000 (millions)	\$4.38	\$1.00	\$4.00	\$2.50
Total Dollars Awarded > \$3,000 (millions)	\$70.27	\$69.00	\$69.50	\$66.50
No. of Preventive Maintenance (PM) Orders	21,723	17,300	18,186	18,412
No. of In-House Repair Orders	50,034	51,700	49,934	51,110
No. of Contractual Vehicle Repair Orders	10,956	10,500	11,036	11,050
No. of Print Requests Completed	5,112	5,500	5,805	6,124
No. of Print Impressions (millions)	7.66	9.56	10.44	10.76
No. of Pieces Of Metered Mail (outgoing)	969,122	1,200,000	963,033	991,920
Efficiency:				
Avg. No. of Purchase Orders per Buyer ¹	1,060	500	864	591
Avg. Dollars per Transaction for Purchasing Card	N/A	N/A	\$625.00	\$731.71
Avg. No. of PM/In-House Repair Orders per Mechanic	704	676	668	656
Avg. Cost of Car/Light Truck Oil Change ³	\$14.74	\$15.00	\$14.75	\$15.00
Avg. Maintenance Cost per Mile - Police Cars (ICMA measure) ⁴	\$0.060	\$0.065	\$0.070	\$0.080
Avg. Age of Fleet in Replacement Program (months)	37	35	39	38

PURCHASING & GENERAL SERVICES

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
Avg. Time to Process Informal Bids (days) ¹	17	10	13	10
Avg. Time to Process Formal Bids (days)	72	40	65	60
% of Total Dollars Awarded to AABEs	3.30%	1.70%	3.30%	1.70%
% of Total Dollars Awarded to MBEs	13.71%	11.70%	19.30%	11.70%
% of Total Dollars Awarded to WBEs	7.55%	12.80%	11.00%	12.80%
Avg. Time per Repair Order (hours) ⁵	1.94	1.50	2.16	2.20
Fleet Availability (ICMA measure) ⁶	91%	93%	93%	94%
% of City Fleet in Replacement Program	74%	83%	79%	79%
Cost per Black/White Copy ⁷	N/A	N/A	\$0.030	\$0.032
Quality of Service - % Auto. Maint. Rated Excellent	N/A	80%	80%	85%
Quality of Service - % Central Stores Customer Satisfaction Rated Excellent	82%	80%	83%	85%

EXPLANATORY INFORMATION

¹ Lower projections for Adopted FY 2002 due to effects of new Administrative Directive for purchasing items.

² Decrease in Estimated FY 2001 and Adopted FY 2002 due to vehicles not replaced or replaced with other fuels.

³ The City's average is still below the market cost, currently estimated at \$24.78.

⁴ COSA was reported as a Top Performer by ICMA for FY 2000.

⁵ With the new Fleet Maintenance Program, additional tasks can be added to an existing work order in lieu of opening an additional work order, which increases the time per repair order.

⁶ Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.

⁷ Three vendors were surveyed (20 sets of black/white, front/back, collated, stapled) with an average cost of 9 cents per copy – a 67% savings in FY 2001.

PURCHASING & GENERAL SERVICES

BALANCED SCORECARD – FLEET MANAGEMENT DIVISION

	Strategic Objectives	Performance Measures	Actual FY00	Estimated FY01	Targeted FY02
Customer	Improve Air Quality				
	Monitor van conversion to alternative fuel to determine the feasibility of expansion to the entire van fleet.	# of vehicles & equipment using alternative fuel	380	330	370
		# of gallon of Propane Fuel used	421,486	465,852	346,062
	Continue the air quality inspection and maintenance program.	# of "4 gas tests" performed on city vehicles.	1,844	2,050	2,150
Financial	Provide Accountability to the Public				
	Provide City Depts. With vehicle maintenance at the lowest possible cost.	Average cost of oil change for auto & light truck.	\$14.74	\$15.00	\$15.00
	To procure products and services at the best price and quality in a timely fashion.	# of Fleet annual contracts for parts & Service	218	230	232
Internal Processes	Innovative and Proactive City Government				
	Review contracts utilized in the Fleet Management & Operations Division for proper contents to ensure vendor compliance	# of annual contract invoices processed	21,082	29,690	29,882
Employee Learning & Growth	Improve Information Technology Service Delivery				
	Provide opportunities in training to increase mechanic proficiency.	# of in-house training sessions	59	58	84
		# of employees attending training events	434	452	588

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$206,006*****VACANCY SAVINGS – ELIMINATE TWO POSITIONS***

This **reduction** will eliminate two vacant positions within the department. These positions, two Shop Attendants, have been vacant for more than a year. There will be no impact to service delivery in FY 2002 as a result of this reduction. This reduction will provide a savings of \$47,974. The savings achieved from this reduction will be redirected to support improvements in Council priority service delivery areas.

ELIMINATE ONE OFFICE ASSISTANT POSITION

This **reduction** will eliminate one vacant Office Assistant position. The Department will be able to absorb the workload currently assigned to this position. No decrease in level of service is expected from this reduction. This reduction will provide a savings of \$23,988.

ELIMINATE ONE SECRETARY I POSITION

This **reduction** will eliminate one vacant Secretary I position. The Department will be able to absorb the workload currently assigned to this position. No decrease in level of service is expected from this reduction. This reduction will provide a savings of \$24,733.

OPERATIONAL SAVINGS

This **reduction** will save \$48,486 in various operational costs. This reduction is possible due to increased efficiency and will not have an impact on department operations.

ELIMINATE ONE MAIL CLERK POSITION

This **reduction** will eliminate one vacant Mail Clerk position. The Department will be able to absorb the workload currently assigned to this position. No decrease in level of service is expected from this reduction. This reduction will provide a savings of \$23,988.

ELIMINATE ONE SPECIFICATION WRITER POSITION

This **reduction** will eliminate one vacant Specification Writer position. This position's main task is to develop specifications for the procurement of vehicles. The Division will be able to absorb the workload currently assigned to this position by utilizing other personnel to develop vehicle specifications as needed. No decrease in level of service is expected from this reduction. This reduction will provide a savings of \$36,837.

♦ IMPROVEMENTS \$1,124,920***EXISTING INFRASTRUCTURE – BROOKS AFB SERVICE CENTER***

This **improvement** will provide the resources for the Heavy Equipment Repair Facility to relocate to Brooks AFB. This relocation is necessary due to the imminent closing of the current facility located on Zarzamora. The total FY 2002 costs will be \$125,701. Non-recurring one-time costs will be \$56,350. The full-year funding in FY 2003 will be \$94,781.

PROGRAM CHANGES CONTINUED***ENVIRONMENT – IMPROVING AIR QUALITY***

This *improvement* will provide equipment needed to monitor gas emissions from the City's vehicle fleet in anticipation of the City being designated as a non-attainment area. This improvement will also provide the resources to purchase two bicycles and related safety equipment for use in the City Motor Pool. Utilization of the bicycles is expected for short downtown trips and during air quality health alert days. This improvement will result in reduced emissions and increased awareness of alternative transportation methods. The total FY 2002 costs will be \$39,700. Non-recurring one-time costs will be \$34,300. The total cost in FY 2003 will be \$5,400.

CUSTOMER SERVICE - WORKFORCE COMPENSATION ENHANCEMENT

This *improvement* will provide a market adjustment and a one-time performance pay incentive for eligible employees included in the department's budget. The combined cost will total \$328,429. The market adjustment, effective in October, 2001, will be distributed to persons in salary ranges as follows: all non-Executive civilians will receive a three percent salary increase (or receive the new \$8.50 per hour living wage, whichever is greater of the two) and Executive Team members will receive a two percent salary increase. The one-time performance pay incentive will be provided to eligible full-time and part-time civilian City employees in April 2002.

OTHER IMPROVEMENTS – ADD THREE FLEET SERVICE ADVISOR POSITIONS

This *improvement* will add three Fleet Service Advisor positions to provide service at all the automotive service centers. These positions will be funded for nine months. The total FY 2002 cost for these positions will be \$79,979, but additional revenues realized at the service centers of approximately \$85,500 will offset this cost for the first year. The full-year funding for these positions in FY 2003 will be \$106,639.

OTHER IMPROVEMENTS – ADD FOUR MECHANIC II POSITIONS

This *improvement* will add four Mechanic II positions to perform preventative maintenance and repairs that will increase vehicle maintenance services and availability. These positions will be funded for nine months. The total FY 2002 costs will be \$95,904. The full-year funding for these positions in FY 2003 will be \$127,062.

OTHER IMPROVEMENTS - WINDOWS 2000 / PC LEASE PROGRAM ENHANCEMENT

This *improvement* will enable the City to initiate an Enterprise Personal Computer Lease Program and will begin the process of ensuring that all computers within the City are equipped with Windows 2000. The Computer Lease Program will allow personal computers within the program to be replaced every three years and will provide software installation and licensing. In an effort to begin this initiative, this improvement will set aside \$10,407 in the FY 2002 budget.

OTHER IMPROVEMENTS – PROCURE FOUR REFUSE TRUCKS

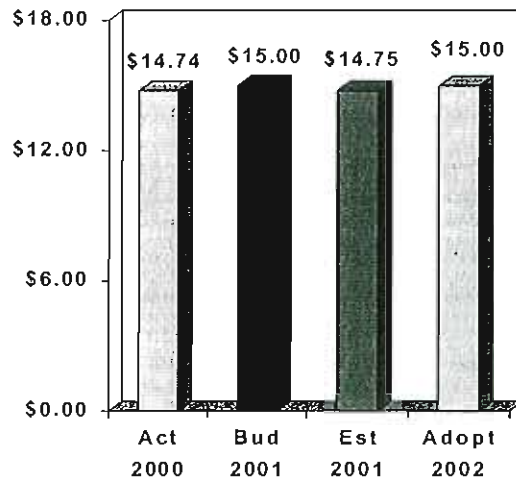
This *one-time improvement* will improve vehicle availability for the Environmental Services Department by providing four additional refuse trucks for solid waste collection services. The cost to the Equipment Renewal & Replacement Fund in FY 2002 will be \$444,800.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CHARACTER

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$7,695,482	\$8,604,622	\$8,170,821	\$8,805,865
CONTRACTUAL SERVICES	1,117,687	1,621,776	1,671,610	1,501,208
COMMODITIES	273,237	365,390	223,694	260,150
OTHER EXPENDITURES	173,261	145,216	149,508	151,888
CAPITAL OUTLAY	440,070	232,292	102,475	217,845
INVENTORIES	13,142,202	12,112,523	14,746,322	15,003,598
TRANSFERS	889,682	586,292	566,519	614,554
TOTAL EXPENDITURES	\$23,731,621	\$23,668,111	\$25,630,949	\$26,555,108
 AUTHORIZED POSITIONS	 229	 230	 230	 230
FULL-TIME EQUIVALENTS	229.00	229.00	229.00	230.00

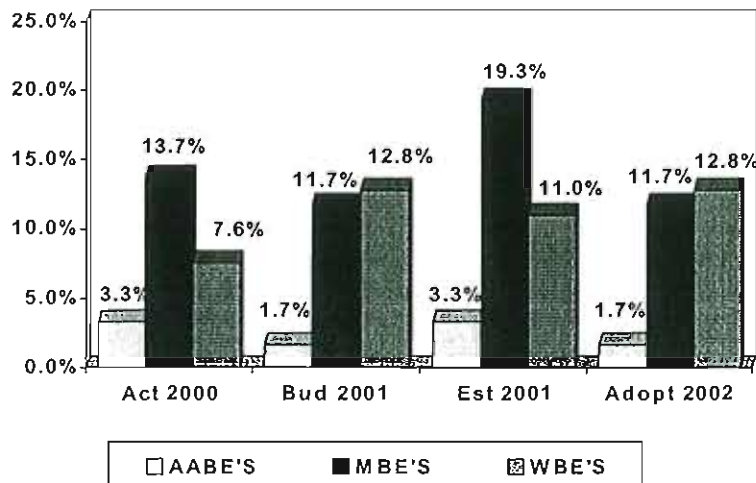
AVG. COST OF CAR/ LIGHT TRUCK OIL CHANGE



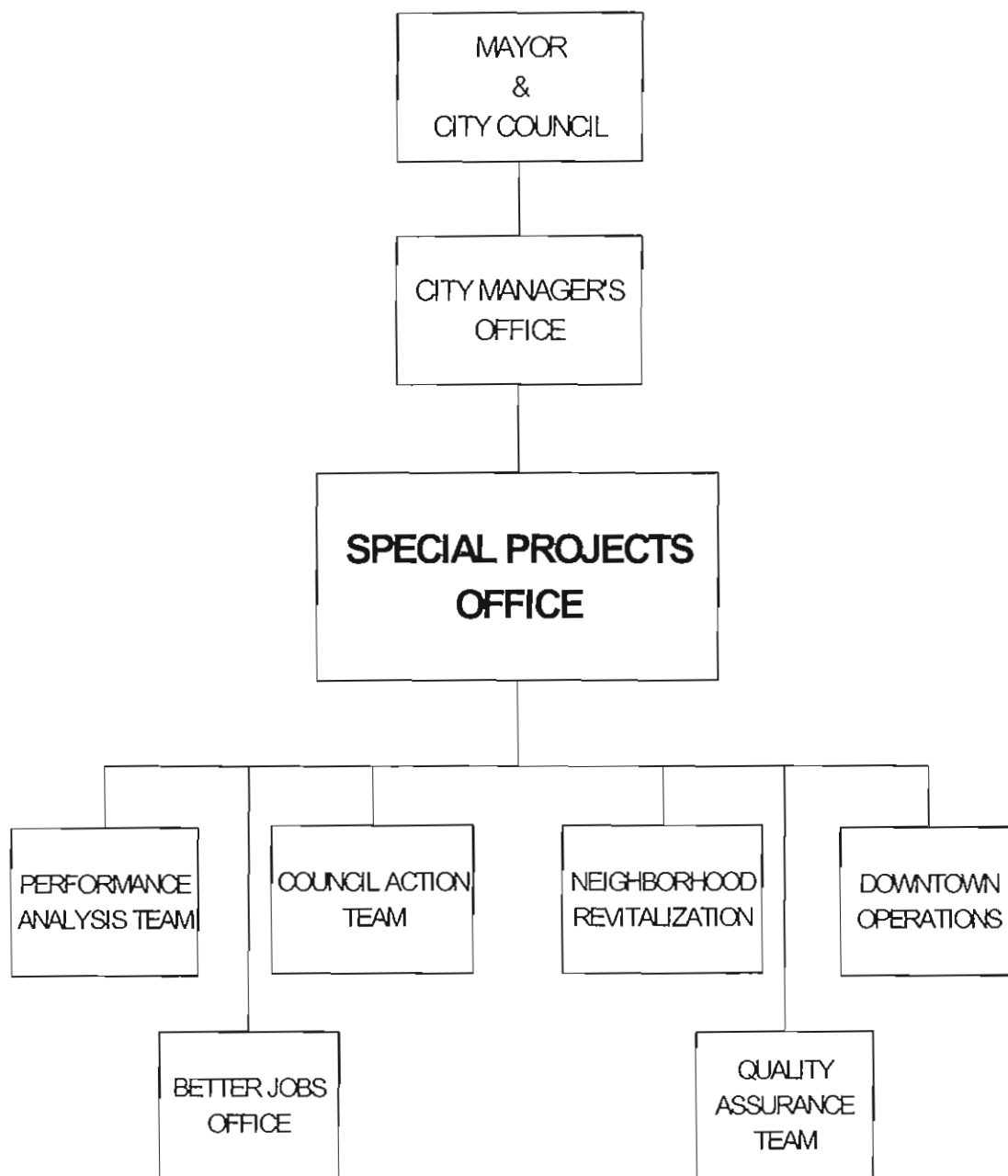
» Calculation of the cost of an oil change includes labor, oil and oil filter.

» The City's average is still below the market cost, currently estimated at \$24.78.

% OF TOTAL DOLLARS AWARDED TO AABE'S, MBE'S AND WBE'S



SPECIAL PROJECTS OFFICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2001-2002
General Fund	23.00	\$1,506,484
Total Funding	23.00	\$1,506,484

SPECIAL PROJECTS – NEIGHBORHOOD REVITALIZATION

GENERAL FUND

MISSION STATEMENT

The mission of the Neighborhood Revitalization Office is to coordinate and implement neighborhood urban development projects across City Departments in close cooperation with private and non-profit developers. The Neighborhood Revitalization Office also encourages revitalization of the inner city by working with a broad range of partners – public, private, and non-profit to create a vision for the balanced growth of San Antonio.

PROGRAM INFORMATION

The Neighborhood Revitalization Office is responsible for the coordination and implementation of neighborhood urban development with regards to the revitalization of the inner city. The Neighborhood Development Manager will establish a relationship with profit and non-profit agencies for residential and commercial projects. The Neighborhood Revitalization Office also supports all other City departments with adherence to their respective departmental goals and objectives.

GOALS & OBJECTIVES

- ◆ Ensure that all CRAG I & II recommendations are implemented
 - Assemble a task force to review all recommendations
 - Develop marketing plan to promote CRAG results
- ◆ Promote the increase of population inside Loop 410
 - Focus efforts on newly identified reinvestment zones and Super Sweep areas
 - Implement Incentive Tool Kit, through the application for redevelopment
 - Create and implement a marketing program for the inner city in conjunction with other stakeholders
- ◆ Focus on partnerships with various stakeholders for the revitalization of the inner city
 - Begin relationship review program with important stakeholders, including both public and private entities
 - Utilize Neighborhood Development Manager to provide assistance tailored to specific inner city projects
 - Design and implementation of a Full Service Housing Center
- ◆ Develop a strategy for the preservation and expansion of inner city housing stock
 - Develop and implement of a Management Action Plan for tax and code lien properties to assist the Housing Asset Recovery Program (HARP)
 - Utilize HARP to rehabilitate houses in the inner city
 - Unmet Housing Needs Grant for houses affected by the October 1998 flood but not identified by FEMA Buy-Out Program
- ◆ Adopt official policy framework for funding decisions
 - Improve the annual process for distribution of federal entitlements to be consistent with the Housing Master Plan

SPECIAL PROJECTS – NEIGHBORHOOD REVITALIZATION

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of contacts seeking development assistance	N/A	N/A	500	200
No. of development projects coordinated	N/A	N/A	32	20
No. of Attendees at Annual Housing Summit	N/A	N/A	225	250
No. of Projects funded	N/A	N/A	2	19
Total General Funds (NRF) ¹	N/A	N/A	N/A	\$600,000
Total CDBG Funds (NRF) ¹	N/A	N/A	N/A	\$1,795,000
Total HOME Funds (NRF) ¹	N/A	N/A	N/A	\$205,000
Output:				
No. of Housing Rehabilitation Projects	N/A	N/A	N/A	2
No. of Infrastructure Improvement Projects	N/A	N/A	N/A	5
No. of Pedestrian (ADA) Access Projects	N/A	N/A	N/A	2
No. of Property Acquisition Projects	N/A	N/A	N/A	4
No. of Sidewalk Construction/Reconstruction Projects	N/A	N/A	N/A	4
No. of Street Repairs and Construction Projects	N/A	N/A	N/A	1
No. of Engineering Studies	N/A	N/A	N/A	1
No. of Development Projects Completed	N/A	N/A	N/A	10
No. of Inter-Departmental Meetings Conducted	N/A	N/A	N/A	240
No. of Projects Facilitated	N/A	N/A	N/A	50
No. of Proposed New Policies	N/A	N/A	N/A	8
Efficiency:				
No. of Housing Units assisted with Rehabilitation	N/A	N/A	N/A	9
No. of Units assisted with Infrastructure Improvements	N/A	N/A	N/A	29
No. of Pedestrian/Citizen Access Projects Completed	N/A	N/A	N/A	1
No. of Housing Units assisted in Property Acquisition	N/A	N/A	N/A	40
No. of Neighborhood Revitalization Projects	N/A	N/A	N/A	9
Effectiveness:				
% CDBG Funds Expended	N/A	N/A	N/A	100%
% Improvements/Activities Completed	N/A	N/A	N/A	100%

EXPLANATORY INFORMATION

¹ Neighborhood Revitalization Fund.

SPECIAL PROJECTS – NEIGHBORHOOD REVITALIZATION

PROGRAM CHANGES

♦ REDUCTION \$15,320

OPERATIONAL SAVINGS

This *reduction* will provide savings from efficiencies in the Annual Housing Summit. The Annual Housing Summit provides an opportunity for housing providers and representatives from housing related agencies to come together to discuss current issues. No decrease in the level of service is expected from this reduction. The FY 2002 savings will total \$15,320.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$166,302	\$176,006	\$177,903	\$99,997
CONTRACTUAL SERVICES	17,922	237,617	237,490	130,596
COMMODITIES	3,239	3,625	3,077	3,625
OTHER EXPENDITURES	560	515	515	1,308
CAPITAL OUTLAY	377	0	104	0
TOTAL EXPENDITURES	\$188,400	\$417,763	\$419,089	\$235,526
 AUTHORIZED POSITIONS	 3	 3	 3	 2
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	2.00

MISSION STATEMENT

The mission of the Performance Analysis Team is to provide internal support to operating 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.

PROGRAM INFORMATION

The Performance Analysis Team focuses on several areas including internal performance reviews, independent (external) performance reviews, agenda coordination, collective bargaining and special projects. The Performance Analysis Team concentrates its efforts toward a comprehensive, systematic program of performance reviews aimed at increasing efficiencies of service delivery and improving of the overall quality of service to the citizens of San Antonio. The team's effort consists of a two-prong approach, internal and external types of reviews. The team performs internal reviews in-house and external reviews involve the service of outside consultants.

GOALS & OBJECTIVES

- ♦ To enhance the quality and efficiency by which municipal services are delivered by conducting systematic reviews of departments focusing on analysis of selected processes and program areas
- ♦ To assist the Management Team in measuring and evaluating resources and programs through creative and innovative local government practices such as benchmarking and "best practices" determination
- ♦ To provide the Management Team and City organization with innovative options and analysis to improve the efficiency and effectiveness of the delivery of services
- ♦ To continue to act as an internal resource to departments and the Management Team for high priority issues and projects
- ♦ To enhance the agenda process by ensuring a higher level of policy analysis and communication of key issues
- ♦ To ensure an equitable and orderly collective bargaining process while maintaining harmonious and productive relations between the City, the San Antonio Police Officers Association, and the San Antonio Professional Fire Fighter Association/Local 624

SPECIAL PROJECTS – PERFORMANCE ANALYSIS TEAM

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of full-time employees	4	7	7	8
Output:				
No. of external reviews conducted	2	N/A	2	1
No. of internal reviews conducted	1	N/A	2	3
No. of management projects	14	N/A	29	35
Efficiency:				
Avg. time to conduct external reviews In months ¹	10	N/A	10	9
Avg. time to conduct internal reviews In months ¹	13	N/A	8	7
Effectiveness:				
Customer satisfaction with external Review process ²	N/A	N/A	N/A	90%
Customer satisfaction with internal Review process ²	N/A	N/A	N/A	90%

EXPLANATORY INFORMATION

¹ Average time of reviews completed in a fiscal year.

² Customer Satisfaction Survey will be sent to Directors and Assistant Directors of affected departments.

PROGRAM CHANGES

♦ IMPROVEMENTS \$25,000

CHARTER REVIEW/GOVERNANCE – ADD ONE ADMINISTRATIVE ASSISTANT II

This improvement will add one Administrative Assistant II position to provide dedicated administrative support to the operation of the various committees of the City Council. This position will be funded for six months in FY 2002 at a total cost of \$25,000. In FY 2003, the full year funding cost will total to \$34,924.

SPECIAL PROJECTS – PERFORMANCE ANALYSIS TEAM

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	\$211,451	\$429,682	\$387,900	\$464,278
CONTRACTUAL SERVICES	11,091	20,911	26,880	31,454
COMMODITIES	1,865	5,760	4,176	5,760
OTHER EXPENDITURES	1,270	1,824	1,824	592
CAPITAL OUTLAY	10,526	0	0	3,480
TOTAL EXPENDITURES	\$236,203	\$458,177	\$420,780	\$505,564
 AUTHORIZED POSITIONS	 4	 7	 7	 8
FULL-TIME EQUIVALENTS	4.00	7.00	7.00	8.00

SPECIAL PROJECTS – DOWNTOWN OPERATIONS

GENERAL FUND

MISSION STATEMENT

The mission of the Downtown Operations Office is to make Downtown a more desirable place to work, live or visit by facilitating interdepartmental, interagency and private sector coordination, thereby improving the delivery of services and reducing the impacts of construction and redevelopment activities. The Downtown Operations Office also provides downtown businesses, property owners and residents with a single point of contact for access to City services.

PROGRAM INFORMATION

The Downtown Projects division is responsible for overseeing interdepartmental downtown operations issues through facilitating coordination and collaboration with downtown stakeholders.

GOALS & OBJECTIVES

- ♦ Facilitate coordination between the City and Downtown stakeholders
 - To provide a point of contact for stakeholders to better address and coordinate downtown activities and service delivery
 - To facilitate communication between City Departments
 - To proactively identify and resolve Central Business District issues and concerns
- ♦ Develop strategies which contribute to the overall quality of life and future economic vitality of Downtown
 - Explore partnerships and contracting opportunities
 - Utilize technology to create and comprehensive database of real property and right of way amenities
- ♦ Develop an initiative to track construction projects and schedules in order to mitigate negative impacts

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	N/A	\$49,019	\$60,847	\$59,742
CONTRACTUAL SERVICES	N/A	2,156	719	5,270
COMMODITIES	N/A	875	125	875
OTHER EXPENDITURES	N/A	0	0	0
CAPITAL OUTLAY	N/A	0	0	0
TOTAL EXPENDITURES	N/A	\$52,050	\$61,691	\$65,887
 AUTHORIZED POSITIONS	 0	 1	 1	 1
FULL-TIME EQUIVALENTS	0.00	1.00	1.00	1.00

SPECIAL PROJECTS – 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 by facilitating communications with various city departments and by proactively resolving neighborhood concerns.

PROGRAM INFORMATION

The Council Action Team is made up of five individuals each assigned to two council districts. The team works with the Council members and staff to effectively and efficiently provide complete service delivery resolution. The team members respond to calls received from citizens, attend neighborhood association meetings and take proactive steps to anticipate and resolve problems. The Council Action Team reports to the Deputy City Manager.

GOALS & OBJECTIVES

- ◆ Provide an accountable point of contact for the Council 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

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of issues investigated	N/A	N/A	1,746	2,160
Public Works Department	N/A	N/A	792	978
Code Compliance Department	N/A	N/A	570	706
Other Departments	N/A	N/A	384	476
Neighborhood/Community Association				
Meetings Attended	N/A	N/A	220	275
Visits with residents	N/A	N/A	1,475	1,550
Long-term special projects ¹	N/A	N/A	120	140
Output:				
No. issues addressed ²	N/A	N/A	1,075	1,200
Hours spent with residents	N/A	N/A	2,100	2,500
Citizen requests for information	N/A	N/A	150	150
Special projects resolved	N/A	N/A	75	95
Proactive requests identified in the field ³	N/A	N/A	2,850	3,250
Total miles driven	N/A	N/A	90,106	92,500

SPECIAL PROJECTS – COUNCIL ACTION TEAM

PERFORMANCE MEASURES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Effectiveness:				
% of issues addressed ⁴	N/A	N/A	62%	67%
Public Works Department	N/A	N/A	59%	64%
Code Compliance Department	N/A	N/A	64%	69%
Other Departments	N/A	N/A	63%	68%
% of special projects completed	N/A	N/A	62%	68%
Efficiency:				
Average miles driven per district	N/A	N/A	9,010	9,250
Average miles driven by CAT member	N/A	N/A	18,021	18,500

EXPLANATORY INFORMATION

¹ Denotes time intensive projects, i.e., infrastructure, drainage studies, capital improvement projects, etc.

² Denotes concerns addressed/resolved from departmental action.

³ Denotes requests for dead animal pick-up, potholes, graffiti, animal control, etc.

⁴ Denotes departmental evaluation period; due process requirements; coordination with external entities.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	N/A	\$292,224	\$244,317	\$290,126
CONTRACTUAL SERVICES	N/A	25,480	30,875	20,585
COMMODITIES	N/A	13,554	6,379	16,632
OTHER EXPENDITURES	N/A	0	0	0
CAPITAL OUTLAY	N/A	0	0	0
TOTAL EXPENDITURES	N/A	\$331,258	\$281,571	\$327,343
 AUTHORIZED POSITIONS	 0	 5	 5	 5
FULL-TIME EQUIVALENTS	0.00	5.00	5.00	5.00

SPECIAL PROJECTS – BETTER JOBS

GENERAL FUND

MISSION STATEMENT

The mission of the Better Jobs Office is to improve the quality of life for our citizens by acting as a catalyst to coordinate resources and partnerships and promote quality and accountability in education and workforce development services.

PROGRAM INFORMATION

The Better Jobs Office will partner with public and private entities to maximize effectiveness and ensure accountability of education and workforce development services by facilitating partnerships and collaboration and ensuring accountability of programs.

GOALS & OBJECTIVES

- ♦ To facilitate collaboration between city departments, which provide Better Jobs related services
- ♦ To ensure accountability of related city services
- ♦ To facilitate the creation of community benchmarks and performance standards
- ♦ To encourage collaboration among service providers
- ♦ To support economic development efforts which focus on targeted industries

PERFORMANCE MEASURES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
Input:				
No. of authorized positions	N/A	2	2	4
Output:				
No. of MOU's, Partnerships Agreements signed	N/A	N/A	2	5
Goal Setting Session held	N/A	N/A	N/A	4
No. of Contracts for Better Jobs services signed	N/A	N/A	2	4
Effectiveness:				
% of Schools implementing Character Traits	N/A	N/A	N/A	75%
Positive Kinder Readiness Assessment Results	N/A	N/A	N/A	60%
Community Benchmarks Adopted by Stakeholders	N/A	N/A	N/A	85%
Performance Measures Adopted by Stakeholders	N/A	N/A	N/A	80%
% of review recommendations implemented	N/A	N/A	N/A	63%

SPECIAL PROJECTS – BETTER JOBS

PROGRAM CHANGES

♦ IMPROVEMENT

\$48,325

HUMAN DEVELOPMENT - ADDITION OF TWO SENIOR MANAGEMENT ANALYSTS

This *improvement* will add two Senior Management Analyst positions to assist with implementation of the Better Jobs Performance Review. These positions will review for accountability, coordinate and review program measures to assure quality, and will convene a public/private panel to select the agencies that will be reviewed for a Better Jobs Seal of Approval. The FY 2002 cost of this improvement for three months will total \$48,325. In FY 2002, full-year funding will be \$127,575.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	N/A	\$65,472	\$24,446	\$159,714
CONTRACTUAL SERVICES	N/A	12,953	5,751	25,514
COMMODITIES	N/A	1,806	788	3,306
OTHER EXPENDITURES	N/A	0	0	0
CAPITAL OUTLAY	N/A	0	0	8,621
TOTAL EXPENDITURES	N/A	\$80,231	\$30,985	\$197,155
 AUTHORIZED POSITIONS	 0	 2	 2	 4
FULL-TIME EQUIVALENTS	0.00	2.00	2.00	4.00

SPECIAL PROJECTS – QUALITY ASSURANCE TEAM

GENERAL FUND

MISSION STATEMENT

The mission of the Quality Assurance Team is to increase accountability in the areas of program management and attainment of program goals in the Department of Community Initiatives grants and delegate agency contracts.

PROGRAM INFORMATION

The Quality Assurance unit will conduct quality assurance reviews of the Department of Community Initiatives grants and delegate agency contracts. The establishment of this unit is consistent with the recommendations of the Better Jobs Performance Review.

PROGRAM CHANGES

♦ IMPROVEMENT \$175,009

OTHER IMPROVEMENTS - CREATION OF THE QUALITY ASSURANCE TEAM

This adopted *improvement* will reallocate one Grants Management Officer and two Special Projects Coordinators from the Department of Community Initiatives to the Quality Assurance Team. This unit will conduct quality assurance reviews of the Community Initiatives Department grants and delegate agency contracts. The FY 2002 cost of this improvement for twelve months will total \$175,009.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 1999-2000	REVISED BUDGET FY 2000-2001	ESTIMATED FY 2000-2001	ADOPTED FY 2001-2002
PERSONAL SERVICES	N/A	N/A	N/A	\$153,506
CONTRACTUAL SERVICES	N/A	N/A	N/A	3,930
COMMODITIES	N/A	N/A	N/A	8,315
OTHER EXPENDITURES	N/A	N/A	N/A	0
CAPITAL OUTLAY	N/A	N/A	N/A	9,258
TOTAL EXPENDITURES	N/A	N/A	N/A	\$175,009
 AUTHORIZED POSITIONS	 0	 0	 0	 3
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	3.00



Other Appropriations

NON-DEPARTMENTAL/NON-OPERATING

	<u>ACTUAL</u> <u>1999-2000</u>	<u>REV. ADPT.</u> <u>2000-2001</u>	<u>ESTIMATED</u> <u>2000-2001</u>	<u>ADOPTED</u> <u>2001-2002</u>
Accrued Annual, Personal and Sick Leave	\$245,396	\$150,000	\$150,000	\$150,000
Street Lighting Energy Charges	9,361,617	9,294,030	9,294,030	9,603,650
Brooks City-Base Street Lighting Energy Charges	0	0	0	24,211
Traffic Signal Light Charges	946,568	921,820	921,820	980,981
CPS Customer Rebate/Project WARM/Elect. Chgs.	0	0	10,822,575	0
Professional Fees	723,404	922,752	945,000	699,378
General Fund Vehicle Replacement Costs	0	(244,443)	0	0
Bexar County Detention Contract	5,350	500,000	500,000	500,000
Outside Auditor Contract	240,995	263,000	263,000	263,000
Alarm and Security Services	510,581	0	0	0
Sales Tax Collection Fees	2,691,838	2,774,539	2,760,000	2,878,760
S.A. City Employee Star Program	42,197	30,000	30,000	30,000
Reserve for Fringe Benefits Adjustments	225,109	264,200	202,530	235,000
Police Assessment Center	164,851	150,000	155,600	251,990
Fire Assessment Center	90,663	165,400	164,560	138,870
Reserve for Salary Adj./ Bilingual Pay	44,650	724,414	66,825	9,656,934
Lease of Office Space	635,257	1,783,117	1,800,000	1,806,402
Association Dues	417,520	365,596	366,000	543,000
Downtown Imp. Dist./PID Assessment	75,500	75,500	75,500	75,500
Economic Development Initiatives	35,213	365,482	365,482	60,000
SAHA Lighting	7,738	6,610	6,650	6,660
City Council City Hall & Constituent Offices Reserv	0	20,480	0	0
Council Chamber Operations & Maint.	2,110	30,130	30,130	30,130
City Council Admin. Assistants	13,419	0	0	0
Bexar Appraisal District	1,828,664	1,914,160	1,960,200	1,907,847
TOTAL	\$18,308,640	\$20,476,787	\$30,879,902	\$29,842,313

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2002

♦ Accrued Annual, Personal & Sick Leave \$150,000

This amount represents the General Fund portion of FY 2002 estimated liability for payment of accrued annual, personal and sick leave.

♦ Street Lighting Energy Charges \$9,603,650 ♦ Brooks City-Base Street Lighting Energy Charges \$24,211 ♦ Traffic Signal Light Energy Charges \$980,981

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ Professional Fees \$699,378

This budget provides for fees paid to arbitrators to conduct hearings arising from grievances filed under the collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. The City Manager's Management Assistant program is also funded in this activity. The budget also includes fees paid for language skills testing to determine employee eligibility for monthly language skills pay. Funding to meet a mandated expense to support establishment of a commissary for firefighters as called for in the City's collective bargaining agreement with the firefighters is also included (\$185,000).

♦ Bexar County Detention Contract \$500,000

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

♦ Outside Auditor Contract \$263,000

This budget provides for the independent audit of the City's financial records.

♦ Sales Tax Collection Expense \$2,878,760

This budget contains the estimated administrative fee charged by the State Comptroller for collection of the local sales tax. The amount is two percent of the anticipated revenues for FY 2002. In addition, the City contracts with a local law firm to collect delinquent property taxes.

♦ S.A. City Employee Star Program \$30,000

This budget includes funding for the S.A. Star Program which recognizes outstanding performance by City employees. This program provides an important opportunity for management to recognize superior performance on the part of employees, and also provides the kind of reward and recognition that is necessary to motivate employees to continue to provide excellent service to the citizens of San Antonio. Award recipients receive a one-time bonus of \$200 plus a number of commemorative gifts.

♦ Reserve for Fringe Benefits Adjustments \$235,000

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.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2002

♦ Police and Fire Promotional Assessment Centers \$390,860

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 Salary Adjustments \$9,656,934

The Adopted Budget includes funding to increase the salaries of all eligible employees currently making less than \$8.50 per hour. This is consistent with the policy initiated in the FY 2001 Adopted Budget to provide a "living wage" for all full-time and part-time employees. In February of each year the Federal Government releases an official income level for poverty. The 2001 Federal Poverty Guidelines that for a family of four, the approximate "living wage" hourly income guideline is \$8.49 per hour. By establishing the \$8.50 per hour minimum effective October 1, 2001, the City would surpass this Federal poverty guideline.

In order to address the wage compression which will occur by bringing all employees to at least the \$8.50 per hour wage rate, the Adopted Budget includes a market salary adjustment to be implemented as follows: All non-executive civilians will receive a 3% increase (or move to the new \$8.50 living wage, whichever is greater of the two), and members of the City's Executive Team would receive a two percent salary increase. The Adopted Budget includes \$6.4 million in all funds (\$4 million in the General Fund) to implement the market adjustment and living wage.

Performance pay for outstanding full-time and part-time eligible employees who excel in their respective job responsibilities is continued in the FY 2002 Adopted Budget. The Adopted Budget includes \$2.3 million in the General Fund and \$1.4 million in other funds for this program. The one-time award will be distributed to eligible employees in April 2002.

♦ Lease of Office Space \$1,806,402

This budget consolidates the annual space rental of several General Fund departments, including Police, Internal Review, Health, and Community Initiatives. Also included in this amount is \$1.115 million for a full year's rental costs for a new one-stop development services facility.

♦ Association Dues \$543,000

This amount provides for the annual membership dues for associations to include the Alamo Area Council of Governments, Texas Municipal League, National League of Cities, Austin-San Antonio Corridor Council, the U.S. Conference of Mayors, Public Technology, Inc., the Free Trade Alliance, the TEX-21 collaborative and the San Antonio Transportation Alliance.

♦ Downtown Improvement District \$75,500

This budget includes \$75,500 to cover the City's assessment for participating in the Public Improvement District (PID) for downtown San Antonio approved by the City Council in April 1999.

♦ Economic Development Initiatives \$60,000

The budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2002

♦ San Antonio Housing Authority Lighting

\$6,660

This amount will finance the monthly charges assessed by City Public Service for street lighting at four San Antonio Housing Authority (SAHA) projects. These expenditures will be reimbursed by SAHA as per the City's agreement with SAHA.

♦ Council Chamber Operations & Maintenance

\$30,130

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

♦ Bexar Appraisal District

\$1,907,847

This budget is the estimated City share of the Bexar Appraisal District annual budget for FY 2002. The cost for a participating entity is based on its pro-rata share of the most recent prior year actual overall tax levy.

ONE-TIME PROJECTS HIGHLIGHTS - FY 2002

♦ Brooks Challenger Program \$50,000

The Adopted Budget includes a one-time General Fund contribution of \$50,000 for the Brooks Challenger Program. This Program will offer exposure to aspects of astronaut training to middle school students. The Challenger Program seeks to motivate students to consider training for careers in the aerospace field which specifically encourages an emphasis in math and science.

♦ City Council District Human Development Services Fund \$700,000

The Adopted Budget transfers the \$300,000 previously budgeted in the Community Initiatives Department for Council district senior services programs to the Special One-Time Projects activity and increases the amount budgeted to \$700,000 (\$70,000 for each district) for support to a wider range of human development services-related purposes. In addition to senior services, the funds could be used for other public purposes such as scholarship programs, childcare programs, youth services programs or training programs.

♦ Downtown Housing & Infrastructure Study \$35,000

The Adopted Budget includes \$35,000 to prepare a Master Plan for potential upgrades and improvements that will provide opportunities for housing in the Downtown area.

♦ Housing Waiting List \$1,000,000

In FY 2001, the General Fund contributed \$1 million to help address the Housing Rehabilitation Waiting List. The Adopted Budget includes the addition of another \$1 million in FY 2002 bringing the total General Fund contribution to \$2 million. In combination with \$6.6 million set aside in FY 2001 and FY 2002 in the City's Community Development Block Grant (CDBG) and HOME Budgets, the total available resources from the City for the waiting list totals \$8.6 million.

♦ Office Space Issues \$123,460

Included in the Adopted Budget is \$123,460 to cover increased rent and relocation expenses associated with the relocation of the Fire Marshal's Office and the Neighborhood Action Department to relieve crowded conditions and inefficient uses of space.

♦ Park Ranger Operations & Performance Review \$1,000,000

The Adopted Budget includes \$1,000,000 for implementation of improvements related to the Park Rangers Division of the Parks & Recreation Department. Specifically, these funds will be set aside to implement in FY 2002 the final results of the performance review of the Park Rangers Division that the City has been conducting since April 2001.

GENERAL FUND TRANSFERS

	ACTUAL 1999-2000	REV. ADPT. 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
Actuarial Report	\$0	\$14,000	\$14,000	\$14,000
Transfer to Public Health Spt. Fund/Animal Fund	0	182,000	182,000	182,000
Criminal Justice Grant Projects	36,893	38,022	38,022	38,022
Retired Employees Health Insurance Program	2,243,900	2,243,900	2,243,900	2,521,594
Diez y Seis Celebration	15,000	15,000	15,000	15,000
Streets Maintenance & Improvement Fund	27,527,539	29,489,829	30,544,261	31,080,841
Emergency Medical Services Fund	25,043,347	25,658,207	27,018,447	27,545,086
Parking Facilities Fund	393,406	343,606	292,603	349,762
Arson Information Reward Program	500	500	500	500
CASA San Antonio (Hotel/Motel Fund)	325,925	306,668	343,989	332,369
Auto Theft Prev. Grant Match (REACT)	273,446	390,950	390,950	424,407
Transfer to Building Maintenance Fund	0	407,603	407,603	0
Capital Improvements Reserve Fund	1,396,012	559,012	559,012	0
Martin Luther King, Jr. Celebration	15,000	15,000	15,000	15,000
Transfer to International Center Fund	54,386	34,002	34,002	34,002
Transfer to SALDC	45,000	45,000	0	0
Transfer to Fire Ladder Truck Buy-In Project	0	615,000	615,000	615,000
COPS Universal Hiring Grant	430,863	2,013,386	2,012,886	1,787,447
COPS MORE Grant	176,277	177,209	177,209	0
Selective Traffic Enforcement Projects	0	5,663	5,663	5,663
Transfer to Fire Capital Project	30,000	0	0	0
Transfer to Inf. Svcs. Fund/GIS Program	0	735,493	735,493	478,398
Transfer to Purchasing Fund	10,787	14,524	14,524	14,524
Transfer to UT Health Science Center - Internet 1999	67,500	0	0	0
Transfer to Project SAVE 1999-2000	4,000	0	0	0
Transfer to Self -Insurance Fund (Fire Contract)	63,085	0	0	0
Transfer to Mission Trails Project	4,896	0	0	0
Transfer to Cuellar Parks Improvement	18,500	0	0	0
Transfer to Fire Ladder Truck Payment	30,000	0	0	0
Transfer to Price AV Recon Project	4,500	0	0	0
Transfer to Woodlawn Lake Park Improvement	100,000	0	0	0
Transfer to Audit Findings	50,000	0	0	0
New Financial System	200,000	0	0	0
Transfer to Guadalupe Cultural Art Project	133	0	0	0
Transfer to Housing Asset Recovery Program	0	100,000	100,000	0
Transfer to ASCEND Grant Program	0	20,000	20,000	20,000
Transfer to Traffic Access & Circulation Project	10,000			0
Transfer to Flood Control Tunnels Project	7,680			0
Transfer to Southside Lions Piasano Lake	126,888	0	0	0
Transfer to Alameda Theater Complex Project	40,000			0
Transfer to UTSA Biotechnology Center Match	0	913,600	913,600	0
Transfer to Human Development Fund	2,828,717	3,228,932	3,228,932	3,983,995
TOTAL	\$61,574,180	\$67,567,106	\$69,922,596	\$69,457,610

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2002

♦ Actuarial Report \$ 14,000

This amount provides the City's share of the cost of the annual study of fire and police pension system in keeping with Generally Accepted Accounting Principles (GAAP) requirements.

♦ Transfer to Public Health Support Fund/Animal Care Services \$182,000

The Health Department's Animal Care Services Division is currently supported out of the Public Health Support Fund. Revenues generated by the Animal Care Services Division through the assessment of license fees and the provision of various services have been insufficient to sustain current Animal Care Services. The Adopted Budget includes a transfer of \$182,000 from the General Fund to the Public Health Support Fund to support the provision of Animal Care Services.

♦ Criminal Justice Grant Projects \$38,022

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 \$2,521,594

This transfer to the Employee Benefits Fund is required to fund the costs of providing medical benefits to civilian retirees.

♦ Diez y Seis Celebration \$15,000

This appropriation provides support to the Diez y Seis de Septiembre holiday celebrations throughout the community.

♦ Streets Maintenance and Improvement Fund \$31,080,841

This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.

♦ Emergency Medical Services Fund \$27,545,086

The budget for this account represents the General Fund subsidy required to support operations of the Emergency Medical Services System.

♦ Parking Facilities Fund \$349,762

These funds provide the General Fund subsidy required to support operations of the parking meter enforcement activity which is budgeted in the Parking Fund.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2002

♦ Arson Information Reward Program

\$500

This transfer budget was established by City Ordinance # 77174 as an arson information reward account with a minimum of \$250 for information leading to the conviction of any person(s) who commit arson in the City. The additional \$250 added to the original amount is to comply with the State requirements that arson reward programs be funded at a minimum of \$500.

♦ CASA San Antonio Program

\$332,369

This transfer is the General Fund contribution for the funding of the CASA San Antonio Program which currently provides staff support for offices located in Mexico City, Guadalajara, and Monterrey. These offices are responsible for promoting economic development and tourism for San Antonio. In addition to the General Fund contribution, primary support for this program comes from the Hotel/Motel Occupancy Tax Fund.

♦ REACT Automobile Theft Prevention

\$424,407

This transfer represents the General Fund contribution for the REACT Automobile Theft Prevention Grant program administered by the state.

♦ Martin Luther King, Jr. Celebration Project

\$15,000

This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

♦ Transfer to International Center Fund

\$34,002

The transfer supports the operation of the International Center which houses the Convention & Visitors Bureau and the International Affairs Department.

♦ Transfer to Fire Ladder Truck Buy-In Project

\$615,000

Implement 2nd Year of Ladder Truck Buy-In Program - \$615,000. The Fire Master Plan recommended in FY 2001 that funds be set aside over a period of years to build up resources for the eventual replacement of 11 ladder trucks from FY 2006 through FY 2009. Eleven trucks purchased in FY 1988 are scheduled to be replaced in FY 2006, under the normal timeframe for ladder truck replacement. No replacement funds have been allocated in the vehicle replacement fund for the 11 trucks. In FY 2001, \$615,000 was set aside as the first year's contribution. The amount of funds included in the FY 2002 Budget is equivalent to the value of one replacement ladder truck, representing the second year of the funding set aside proposal. The Master Plan recommended that \$615,000 be set aside each year in FY 2001 through FY 2005. Continued funding of this program through FY 2005 will provide replacement funds needed to purchase five trucks in FY 2006. The Master Plan proposes that one-time resources be found in FY 2006 to acquire two additional trucks (over the five acquired with set-aside funds) with the remaining four trucks to be acquired over the subsequent three years, FY 2007 through FY 2009.

♦ COPS Universal Hiring Grant

\$1,787,447

In view of the success of the SAFFE program, the Adopted Budget includes funding for the required match to the federal Universal Hiring Program. The grant program funds up to \$75,000 per officer over a three-year period. The grant match dollars fund the equipment, overtime and employee benefits not funded by the grant program. The City has used the program to add uniformed positions since FY 1999.

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2002

♦ Selective Traffic Enforcement Projects

\$5,663

The Texas Department of Transportation provides grants for (1) statistical tracking of traffic accidents (TRASER program), and (2) enhanced overtime enforcement of driving while intoxicated (DWI) traffic laws during holiday periods (Holiday STEP grant). The City's \$5,663 in matches to these grants cover expenses not supported by the grant programs.

♦ Transfer to Human Development Fund

\$3,983,995

The Human Development Fund was established in FY 98 to initiate a separate accounting of City expenditures which support training, education, social and support services to disadvantaged residents. The amount shown here represents three General Fund-funded grant matches to be made from the fund. First, the budget includes a \$2.6 million grant match to the Comprehensive Nutrition Program. Second, the budget amount includes a \$1.2 million match to the Child Care Support. Finally, the budget includes \$140,987 in grant match to the Supportive Services for the Elderly Program.



CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2002 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human capital development. The Adopted FY 2002 Budget for Delegate Agencies totals \$6,709,765. 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 2002 budget concentrates funding on those strategies that promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. In addition, the City will continue to support the community safety net through investment in elderly and disabled services, emergency assistance, and family counseling. This budget will provide partial funding for 40 programs through 34 delegate agencies. The Department of Community Initiatives, Parks and Recreation, and Housing and Community Development each administer portions of the delegate agency budget.

The City of San Antonio is committed to targeting resources to efforts that improve quality of life for the community. A highly skilled and educated workforce attracts business and economic development. To this end, delegate agency investments will build on the energy generated through the Better Jobs Initiative. The overarching goal of Better Jobs is to foster economic growth and develop human capital to create a more diverse economy, better employment opportunities and better paying jobs. From early childhood education to adult job skills training, Better Jobs focuses on collective strategies that will lay the foundation of San Antonio's 21st century economy.

The overall goal of the City's human development plan is to more efficiently and effectively provide quality services that impact community indicators, identified levels of distress in the community, and gaps in service. To ensure quality standards, progress will be continuously assessed through monitoring of established performance measures. Performance will be measured by outcomes and results produced. In addition, the administering Departments will strengthen strategic partnerships with other community funders, community based service providers, and residents. It is the City's vision that implementation of this plan will improve quality by enhancing accountability and expanding partnerships with these agencies to address community needs in an integrated manner. The programs funded in this budget specifically compliment the direct services offered by City Departments and other human service providers in San Antonio.

GENERAL FUND DELEGATE AGENCY
FY 2001-2002

SERVICE CATEGORIES

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
<i>Family Strengthening</i>				
Avance Parent/Child Ed. Prgm	\$ 305,329	\$ 339,499	\$ 339,499	\$ 336,104
Avance Career Readiness Prgm	-	-	-	51,069
Family Service Assoc.- FAST	76,862	128,799	128,799	127,511
MAUC Child/Family Mental Health	195,288	188,884	188,884	186,995
MAUC - Family Ther. Center	23,169	-	-	-
YWCA - PACT	25,289	52,312	52,312	51,789
Healthy Families - STAR	15,885	-	-	-
Healthy Families-Teen Parent Connect	65,327	70,112	70,112	69,411
MAUC La Escuela - Parenting Skills	-	35,747	35,747	35,390
Respite Care	26,909	27,484	27,484	57,209
Healthy Families - PEP	34,349	51,585	51,585	-
Family Service Association	10,698	-	-	-
San Antonio Urban Ministries*	6,828	-	-	-
	\$ 785,933	\$ 894,422	\$ 894,422	\$ 915,478
<i>Youth Development</i>				
Hispanas Unidas	\$ -	\$ 71,495	\$ 71,495	\$ 70,780
House of Neighborly Services	25,000	-	-	-
Big Brothers Big Sisters-Mentoring	27,317	24,513	24,513	24,268
Boys and Girls Clubs-Positive Youth.	58,500	76,073	76,073	75,312
Communities in Schools	68,489	-	-	-
Good Samaritan Center	50,565	160,731	160,731	159,124
JOVEN	49,684	50,640	50,640	50,134
UTSA PREP**	37,514	40,500	40,500	40,095
YWCA - Teen Volunteer	45,151	45,736	45,736	45,279
Healy Murphy Center	415,499	360,717	360,717	357,110
PRESA	45,019	50,046	50,046	49,546
El Centro del Barrio - CATC	112,942	101,906	101,906	100,887
Ella Austin Community Center	211,677	174,988	174,988	173,238
YMCA - Davis-Scott Branch	2,329	-	-	-
Las Palmas YWCA Branch	749	-	-	-
	\$ 1,150,435	\$ 1,157,345	\$ 1,157,345	\$ 1,145,773
<i>Workforce Development</i>				
Project Quest	\$ 1,682,531	\$ 2,553,386	\$ 2,553,386	\$ 3,003,386
Project Learn to Read**	144,500	159,400	159,400	157,806
	\$ 1,827,031	\$ 2,712,786	\$ 2,712,786	\$ 3,161,192
<i>Safety Net Services</i>				
Family Violence Prevention	\$ 56,094	\$ 56,814	\$ 56,814	\$ 56,246
Rape Crisis Center	-	71,495	71,495	70,780
St Peter St Joseph	-	63,562	63,562	62,926
Roy Maas Youth Alternatives	28,201	54,796	54,796	54,248
Father Flanagan's Boys Town	25,520	83,343	83,343	82,510
Guadalupe Community Center	6,084	-	-	-
Any Baby Can	48,425	70,000	70,000	69,300

**GENERAL FUND DELEGATE AGENCY
FY 2001-2002**

SERVICE CATEGORIES CONTINUED

	Actual FY 1999-2000	Revised Budget FY 2000-2001	Estimated FY 2000-2001	Adopted FY 2001-2002
<i>Safety Net Services Continued</i>				
Helping Hands	27,686	30,641	30,641	49,000
Patrician Movement	150,987	-	-	-
Center for Health Care Services	18,342	-	-	-
	\$ 361,339	\$ 430,651	\$ 430,651	\$ 445,010
<i>Elderly and Disabled Services</i>				
Catholic Charities - RSVP	\$ 39,007	\$ 53,429	\$ 53,429	\$ 52,895
Catholic Charities-Foster Grandparents	25,841	28,093	28,093	27,812
OASIS	15,230	24,513	24,513	24,268
Ella Austin Community Center - Meals	42,209	81,454	81,454	-
El Centro del Barrio Activity Center	48,718	50,528	50,528	50,023
Project Mend	-	-	-	15,000
Senior Community Services RSVP	45,585	-	-	-
	\$ 216,590	\$ 238,017	\$ 238,017	\$ 169,998
<i>Other</i>				
San Antonio Zoo	\$ 450,168	\$ 459,781	\$ 459,781	\$ 459,781
Avenida Guad. Assoc. Com. Dev.	104,120	110,013	110,013	110,013
Avenida Guadalupe	35,483	36,241	36,241	35,879
Comm. Econ. Rev. Agency (CERA)	-	71,250	71,250	71,250
Neighborhood Housing Services	172,884	190,962	190,962	190,962
San Antonio Development Agency	1,875	4,429	4,429	4,429
Total Other	\$ 764,530	\$ 872,676	\$ 872,676	\$ 872,314
<i>Agencies Not Applying for Funds in FY 2002</i>				
Wesley Community Center**	\$ 11,494	\$ -	\$ -	\$ -
City Year - City Heroes*	9,883	32,855	32,855	-
Jewish Family & Children's Services	-	60,747	60,747	-
Greater Kelly - Defense Transition	461,685	-	-	-
Downtown Youth Center*	50,000	-	-	-
Total Agencies Not Applying in FY 2002	\$ 533,062	\$ 93,602	\$ 93,602	\$ -
Total Budget Amount	\$ 5,638,920	\$ 6,399,499	\$ 6,399,499	\$ 6,709,765
Less Council One-Time Allocation	79,386	-	-	-
TOTAL	\$ 5,559,534	\$ 6,399,499	\$ 6,399,499	\$ 6,709,765

*In Actual 2000 new agency solely funded by One-Time Council Allocations (San Antonio Urban Ministries, \$6,828; City Year City Heroes, \$9,883; and Downtown Youth Center, \$50,000)

**In Actual 2000 agency funded with both recurring and one-time Council Allocation (Project Learn to Read one-time \$6,143; UTSA Prep one-time \$2,288; and Wesley Community Center one-time \$4,244)

DELEGATE AGENCY

AGENCY TITLE:

ANY BABY CAN

PROGRAM DESCRIPTION

The program provides short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled. The program provides case management to ensure that clients needs are met directly or by referrals to appropriate agencies in securing early intervention assistance. Support services are coordinated by social services professional who help families access community resources to meet the special health care needs of their families.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$50,673	\$70,000	\$69,300
Total	\$50,673	\$70,000	\$69,300

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Full-time Case Managers	2	2	2	2
Amount Budgeted for Eligible Families	N/A	N/A	\$6,075	\$6,075
Output:				
Assessment Interview/Service Plans	N/A	N/A	312	230
Referrals	N/A	N/A	2,960	1,143
Crisis Assistance Units	1,020	1,022	576	432
Efficiency:				
No. of Unduplicated Cases & Home Visits by 2 Case Managers	N/A	N/A	312/168	221/136
Cost per Unit of Assistance	\$58.80	\$42.83	\$45.00	\$11.63
Effectiveness:				
% of Clients with Crisis Needs Met	60%	81%	80%	80%
% of Satisfied Clients	92%	100%	90%	97%

DELEGATE AGENCY

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
CAREER READINESS

PROGRAM DESCRIPTION

The Avance-San Antonio Career Readiness Program consists of life skills training and workplace competencies through educational experiences and opportunities. Services are geared for introduction to the workplace environment. Participants will develop life skills in both a classroom and job shadowing activities. Support services includes childcare and transportation. This program services low-income at risk families from the South and Westside of San Antonio.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – Career Readiness	\$0	\$0	\$51,069
CCMS General Fund Match – Even Start	0	301,333	180,000
CDBG - School Based Program	20,000	0	0
CCDS Career Readiness	0	0	180,000
Total	\$20,000	\$301,333	\$411,069

DELEGATE AGENCY

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
PARENT – CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

Avance Parent-Child is a bilingual community based program designed to enhance parenting skills among primarily low-income high risk families with children three years and younger. Services provided to parents during the nine-month program include classes in parenting, toy making and community awareness. Children participate in age appropriate activities that stimulate their cognitive, social, emotional, and physical abilities. The Literacy component enhances the parent-child education program by providing child care services through four Avance child care providers while parents attend literacy classroom hours at Avance centers conducted by Region XX instructors. Services are provided at Mirasol, Southside, and Lincoln Heights Courts.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – Parent Child/Basic Literacy	\$314,901	\$339,499	\$336,104
General Fund – Discretionary	17,500	0	0
CSBG ¹	96,000	96,000	0
Total	\$428,401	\$435,499	\$336,104

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	21	17	19	18
Home Visitors	2	2	N/A	N/A
Budget Program Services	\$332,401	\$263,501	N/A	N/A
Supportive Outreach Services	\$82,187	\$84,867	\$67,184	\$65,971
Output:				
Educational Classroom Hours	34,360	24,265	63,620	42,440
Home Visits	480	488	N/A	N/A
Literacy Classroom Hours	5,400	3,007	N/A	N/A
Supportive Outreach Serv. Units	1,800	2,919	2,200	3,018
No. of Adult Participants Using KRG	N/A	N/A	864	936
No. of Children Enrolled in TexCare	N/A	N/A	80	14
Efficiency:				
Cost/Educational Classroom Hrs-Mo.	\$7.25	\$12.00	\$4.01	\$3.69
Homevisits/Homevisitors ²	30	31	N/A	N/A
Cost/Literacy Classroom	\$46.17	\$137.00	N/A	N/A
Cost/Supportive Services-Mo.	\$34.25	\$29.00	\$41.99	\$19.16

DELEGATE AGENCY

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
PARENT – CHILD EDUCATION PROGRAM

Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001

Effectiveness:

% of Parents Complete Curriculum	75%	79%	N/A	N/A
% of Parents Complete College ²	75%	67%	N/A	N/A
% of Parents Pass First GED Test ²	75%	62%	N/A	N/A
% of Adult Participants Using KRG	N/A	N/A	100%	100%
Unduplicated Clients	440	524	600	567

EXPLANATORY INFORMATION

¹CSBG funding is over three years.

² Overall Average

DELEGATE AGENCY

AGENCY TITLE: AVENIDA GUADALUPE ASSOCIATION COMMUNITY DEVELOPMENT

PROGRAM DESCRIPTION

The Avenida Guadalupe Association (AGA) is a 501(c)(3) incorporated in December 1979 to assist in the revitalization and attraction of neighborhood businesses to improve economic conditions and living standards of residents and merchants in the AGA neighborhood. Since 1979 the AGA has been given ground lease rights to three city properties: the El Progreso Community Center, three houses known as Artist Studios and the Plaza Guadalupe. The El Parian Market was constructed in 1991 and houses businesses that benefit the community (i.e. adult day care, girl and boy scout programs) and allows area entrepreneurs a chance to start their own business. In 1996 the AGA headed the way to build the San Jacinto Senior Housing Development which provides low income seniors with adequate and affordable housing. Over the past year the AGA has initiated a homebuyer counseling program which addresses all aspects of buying and owning a home. The AGA partnered with UTSA to develop a master plan that will set forth the AGA's goals to the year 2020. The AGA also organizes several cultural community events such as the Diez y Seis activities which are broadcast throughout the Southwest US.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$107,713	\$110,013	\$110,013
Total	\$107,713	\$110,013	\$110,013

DELEGATE AGENCY

AGENCY TITLE:

AVENIDA GUADALUPE
PLAZA GUADALUPE**PROGRAM DESCRIPTION**

The Plaza Guadalupe is an open area community facility/amphitheater that has been the focal point of the Avenida Plaza neighborhood since being developed in 1984. The program ensures that the surrounding community and non-surrounding community have a safe and motivating area to hold public/private functions. At the same time, the program continues to promote the Plaza Guadalupe as a source of pride for the area and aid in the revitalization of the area. The Plaza is used by the community for a variety of events.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$35,483	\$36,241	\$35,879
General Fund - Housing Comm. (Comm. Imp.)	107,713	0	0
Total	\$143,196	\$36,241	\$35,879

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
Amount Budgeted	\$35,483	\$35,483	\$36,241	\$26,909
No. of Staff	3	3	3	3
Output:				
No. of Events	15	15	13	10
No. of Pro Bono Events	6	7	6	7
No. of Days to Eradicate Graffiti	2.0	1.0	2.0	1.1
Efficiency:				
Avg. # Business Days to Approve Rental Agreements	1.25	1.00	2.00	1.03
Effectiveness:				
% Rental Agreements Reviewed Within 2 Days.	95%	100%	95%	100%
No. of days to Clean Plaza After Event	N/A	N/A	1.25	1.25

DELEGATE AGENCY

AGENCY TITLE:

**BIG BROTHERS AND BIG SISTERS
MENTORING****PROGRAM DESCRIPTION**

The program fosters emotional stability and growth in children and youth, ages seven to seventeen, who come primarily from single parent homes by matching the youth with carefully screened adult volunteers to provide companionship and friendship through a positive adult role model that the child may not otherwise have in his or her life. Professional caseworker staff assess children, screen volunteers, establish relationships and provide ongoing support.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$24,000	\$24,513	\$24,268
One-Time Allocation	0	9,000	0
YO – CASASTART	0	0	20,000
START – Juvenile Accountability Grant	0	0	30,000
Total	\$24,000	\$33,513	\$74,268

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	8	9	9	9
Output:				
No. of Volunteer Hours	28,260	24,617	30,000	20,126
No. of Matches	400	495	450	452
No. of Training Hours	1,000	792	1,000	818
Efficiency:				
Cost of Volunteer Hours	\$145,539	\$126,582	\$168,000	\$150,945
Effectiveness:				
% of Improved Social Competition	80%	70%	90%	100%
% of Improving in Caring	80%	59%	90%	100%
% of Improving in Confidence	85%	89%	90%	100%
Unduplicated Clients	650	731	750	447

DELEGATE AGENCY

AGENCY TITLE:

BOYS & GIRLS CLUB OF SAN ANTONIO
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The program provides youth, ages 13 to 18, the opportunity to engage in diverse activities with adults, peers and family members. Program activities include goal setting, structure educational enrichment, tutoring, technological skills development and job/career preparation.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$58,500	\$76,073	\$75,312
One-time Allocation	0	70,000	0
CSBG¹	42,555	44,200	0
CDBG Public Service	352,500	360,000	0
CDBG Facilities	25,000	0	345,000
YO! Youth	0	0	149,717
Total	\$478,555	\$600,273	\$570,029

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff ²	28	28	24	56
Output:				
No. of Youth Served	36,000	76,083	38,400	78,829
No. of Computer Lab Hours	1,800	13,421	2,400	12,913
No. of Collaborative Youth Projects	10	13	10	11
No. of Service Units	17,000	24,379	22,332	35,806
Efficiency:				
Cost per Youth Service Unit	\$28.15	\$19.63	\$26.88	\$15.92
Unduplicated Clients Served per Staff	98	84	113	35
Effectiveness:				
% of Club Member Progressing	95%	97%	95%	95%
% of Club Members Reflecting a Letter Grade improvement	60%	63%	50%	50%
Unduplicated Clients	2,750	2,379	2,700	1,952

EXPLANATORY INFORMATION

¹Final FY 2002 CSBG funding recommendations are pending.

²Increase in number of staff related to additional YO! funds

DELEGATE AGENCY

AGENCY TITLE:

CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
FOSTER GRANDPARENTS PROGRAM**PROGRAM DESCRIPTION**

The Foster Grandparent Program recruits low income adults, 60 years or older, as direct care providers to provide individual attention and care to children who reside at the Children's Shelter of San Antonio during periods of family crisis. The eight Foster Grandparents receive a modest stipend.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund			
- Foster Grandparent Program	\$27,506	\$28,093	\$27,812
Total	\$27,506	\$28,093	\$27,812

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Volunteers	8	8	8	8
Stipend Budget	\$21,320	\$20,345	\$21,298	\$14,427
Output:				
Volunteer Service Hours	6,032	6,748	6,032	4,328
Service Days	2,004	1,596	2,004	1,029
Children Served	192	250	180	126
Training Hours	384	340	384	212
Efficiency:				
Avg. # of Unduplicated Children per Grandparents	2	3	2	2
Avg. # of Volunteer Hours per Grandparent per Year	63	72	63	75
Effectiveness:				
% Grandparents Indicate Program has Positive Influence	90%	100%	90%	100%
Unduplicated Clients	180	151	180	137

DELEGATE AGENCY

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 55 years and older, in San Antonio areas in volunteer assignments that address social and economic problems facing the City. RSVP 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 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – RSVP	\$39,007	\$53,429	\$52,895
Total	\$39,007	\$53,429	\$52,895

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Inputs:				
Budget for Stipends	\$6,555	\$7,089	\$6,555	\$5,244
No. of Workstations	240	235	240	208
No. of Volunteer Enrollment	2,850	2,827	2,850	2,661
Outputs:				
Volunteers Recruited	3,550	3,502	3,550	3,078
Volunteer Hours Provided	700,000	631,606	600,000	338,832
Efficiencies:				
Avg. # Hours per Volunteer per Year	28	31	30	28
Cost Savings	\$3,708,000	\$3,252,772	\$3,090,000	\$1,604,056
Effectiveness:				
% of Clients in Target Area Recruited	90%	100%	90%	100%
% of Volunteers Respond Program				
Provides Meaningful Role	90%	100%	90%	100%
Unduplicated Clients	3,550	3,498	3,550	3,078

DELEGATE AGENCY

AGENCY TITLE:

COMMUNITY ECONOMIC REVITALIZATION AGENCY

PROGRAM DESCRIPTION

The Community Economic Revitalization Agency (CERA) is a non-profit corporation located and operating in the City's eastside. Program dollars will provide administrative support to the Community Economic Revitalization Agency (CERA). CERA's mission is to lead the effort in revitalizing and redeveloping the Eastside through capital improvements, real estate rehabilitation, neighborhood development, and business attraction and retention.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	0	\$71,250	\$71,250
Total	0	\$71,250	\$71,250

DELEGATE AGENCY

AGENCY TITLE:

EL CENTRO DEL BARRIO
ACTIVITY CENTER FOR THE FRAIL AND ELDERLY**PROGRAM DESCRIPTION**

This program provides a bilingual/bicultural elderly day care in which low-income elderly persons 60 years or older, who are physically and mentally frail or incapacitated, engage in supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well being. This program service is provided on the south side of San Antonio. The program services are open Monday through Thursday.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - Frail & Elderly	\$49,472	\$50,528	\$50,023
Total	\$49,472	\$50,528	\$50,023

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Direct Service Staff	3	3	3	3
Output:				
Attendance Units	4,416	3,314	4,416	2,046
Meals	5,250	4,561	N/A	N/A
Activity Units	11,136	9,027	11,136	3,223
Health Screenings & Immunizations	336	356	336	205
Efficiency:				
Avg. # Clients Served per Day	25	16	25	17
Effectiveness:				
% of Clients/families Indicating Prevention of Isolation or Premature Institutionalization.	85%	100%	85%	100%
Unduplicated Clients	48	31	35	20

DELEGATE AGENCY

AGENCY TITLE:

EL CENTRO DEL BARRIO
CHILD AND ADOLESCENT THERAPEUTIC COUNSELING
(CATC)

PROGRAM DESCRIPTION

This program provides clinical evaluations and therapeutic services to low-income children and adolescents ages three to seventeen and their families who are experiencing emotional and mental health problems. A team of professional mental health staff provides bicultural/bilingual individual and group counseling services and work to alleviate the emotional problems of these clients.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – CATC	\$99,775	\$101,906	\$100,887
Total	\$99,775	\$101,906	\$100,887

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	8	7	7	7
Outputs:				
Counseling Hours	3,840	4,440	3,840	3,262
Treatment Plans	500	639	500	609
Supportive Units	1,200	1,673	1,200	1,308
Efficiency:				
Avg. No. of Counseling Hours per Social Worker II per Year	80	75	80	77
Effectiveness:				
% Reflecting Favorably on Quality of Care	85%	80%	85%	100%
Unduplicated Clients	1,129	1,012	1,200	910

DELEGATE AGENCY

AGENCY TITLE:

ELLA AUSTIN COMMUNITY CENTER
YOUTH AND FAMILY SERVICES**PROGRAM DESCRIPTION**

This program enhances the positive growth of youth, ages six to twenty-one years, by promoting positive self-esteem and strengthening family relationships. The program educates and trains adolescents who are pregnant, and/or already have a small child, to become effective parents; to reduce the possibility of child neglect or abuse; to improve their decision making skills; to decrease further pregnancy; and to help adolescent parents attain their educational/vocational goals.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – Youth	\$171,329	\$174,988	\$173,238
Total	\$171,329	\$174,988	\$173,238

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	6	6	6	6
Output:				
Counseling Hours	2,020	1,441	1,700	1,136
Educational Units	4,690	7,624	5,000	5,768
Case Assessments	300	307	300	408
Recreational Units	1,100	2,478	1,100	2,327
Efficiency:				
Counseling Hrs/Case Worker	56	38	47	42
Educational Units per Caseworker	125	186	139	95
Recreational Units-Mo.	31	68	42	86
Effectiveness:				
% of Youth Maintain or Improve Academic Performance	75%	81%	75%	75%
% of Youth with Reduction In Problem Behavior	75%	84%	75%	75%
% of Families Aware of Community Resources	75%	91%	85%	85%
Unduplicated Clients	350	305	350	236

DELEGATE AGENCY

AGENCY TITLE:

FATHER FLANAGAN'S BOYS TOWN OF SAN ANTONIO
YOUTH EMERGENCY SHELTER**PROGRAM DESCRIPTION**

The program provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youth ages six to seventeen. The Community Initiatives Department and the San Antonio Police Department refer clients to this program.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$55,894	\$83,343	\$82,510
DCI-Supportive Housing-HUD/3 Years	259,157	259,157	274,869
Total	\$315,051	\$342,500	\$357,379

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	24	27	30	29
Output:				
Bed Nights	1,016	498	1,389	483
Unduplicated Clients	76	43	80	33
Efficiency:				
Cost per Bed	\$55	\$55	\$60	\$60
Effectiveness:				
% of Clients Satisfied	89%	86%	89%	89%
Unduplicated Clients	76	43	80	33

DELEGATE AGENCY

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER (FAST)

PROGRAM DESCRIPTION

The Family and Schools Together (FAST) Program provides families a safe environment to strengthen relationships and build support systems while establishing affiliation with their child's school.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI: FAST	\$100,000	\$128,799	\$127,511
Total	\$100,000	\$128,799	\$127,511

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	13	12	13	11
Budget for Program Services	\$100,000	\$76,862	\$128,799	\$96,599
Output:				
No. of Training Hours Provided	39	56	39	50
No. of Program Session Hours Provided	125	125	0	0
No. of Participants (Chn & Fm)	300	280	300	308
No. of Participants Using KRG ¹	N/A	N/A	240	157
Efficiency:				
Avg. # of Training Hours Provided	3	5	0	0
Avg. # of Program Session Hours Provided	10	10	10	9
Effectiveness:				
% of Parent Participants Connecting	80%	68%	N/A	N/A
% of Children's Positive Behavior	80%	90%	N/A	N/A
% of Parents Involve in Child's Sch/Ed	80%	89%	N/A	N/A
% of Parent Participants Decrease Stress	80%	68%	N/A	N/A
% of Participants Using KRG	N/A	N/A	80%	80%
% of Increased Parental Involvement	N/A	N/A	80%	100%
Unduplicated Clients	375	323	375	358

EXPLANATORY INFORMATION

¹KRG Program began in FY 2000. Training hours are now subcontracted to KRG agencies.

DELEGATE AGENCY

AGENCY TITLE:

FAMILY VIOLENCE PREVENTION SERVICES, INC.
THE BATTERED WOMEN'S SHELTER OF BEXAR COUNTY**PROGRAM DESCRIPTION**

This program 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 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$52,086	\$56,814	\$56,246
Emergency Shelter Grant – COSA	0	85,000	85,000
Supportive Housing Grant (multi-year)	0	523,952	510,266
Total	\$52,086	\$665,766	\$651,512

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	8	8	8	8
No. of Counselors	5	5	5	5
No. of Caseworkers	3	3	3	3
Budget for Program Services	\$52,080	\$52,086	\$56,814	\$42,615
Output:				
Shelter Bed Nights	18,288	20,697	18,288	14,602
Counseling Hours	2,298	2,375	2,298	2,606
Casework Hours	2,412	2,570	2,412	1,968
Efficiency:				
Shelter Bed Nights/Caseworkers	508	575	508	541
Counseling Hours/Counselor	38	40	38	58
Caseworker Hours/Caseworker	75	74	67	73
Cost per Bed Night	\$4.32	\$2.55	\$4.32	\$2.93
Effectiveness:				
% of Clients Satisfied w/Program Services	85%	91%	85%	89%
Unduplicated Clients	1,457	1,318	1,457	925

DELEGATE AGENCY

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 other eligibility 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 six to twelve years olds who have exhibited anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI – YOUTH IN COMMUNITY	\$50,565	\$0	\$159,124
General Fund – DCI – ALL STARS	0	160,731	0
One-Time Allocation	0	27,000	0
Total	\$34,245	\$187,731	\$159,124

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	2.3	1.5	4	3
No. of Schools in Program	0	0	2	2
Output:				
No. of Counseling Hours Provided to Youth ¹	960	479	0	0
No. of Youth Enrolled in YIC Program Services	825	460	0	0
No. of Youth Participating in Program Services	200	906	0	0
No. of Youth Receiving Counseling	130	95	0	0
No. of 14-18 Youth in Program	0	0	50	159
No. of 6-13 Youth in Program	0	0	50	248
No. of Career/College Plans	0	0	50	159
No. of Assessments	0	0	100	407
Efficiency:				
Avg. Cost per Participants	\$21.07	\$21.07	\$143.25	\$192.94
Avg. # of Counseling Hours per Staff per Month	36	31	20	34
Ratio of Youth per Staff	28	25	25	17
Avg. Stipend per Participant	0	0	\$73.83	\$73.83
Effectiveness:				
% of First Year Seniors Graduating From High School	0	0	50%	10%
% of First Year's Senior Participants Attending 2 to 4 Years of College	0	0	50%	10%
Unduplicated Clients	200	422	100	408

DELEGATE AGENCY

AGENCY TITLE:

HEALTHY FAMILIES SAN ANTONIO
TEEN PARENT CONNECTION (TPC)

PROGRAM DESCRIPTION

Formerly Child Abuse Prevention Services, this is a peer support program that assists young, first-time mothers and their infants through personal intervention, support groups, and networking of community resources. Its primary objectives are to provide parent education and supportive services, prevent child abuse and neglect, and improve education and career goal orientation.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI: Teen Parent Connection	\$68,646	\$70,112	\$69,411
YO Grant	0	32,645	15,000
Total	\$68,646	\$102,757	\$84,411

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	2.7	2.7	3	3
Budget for Program Services	\$68,646	\$36,852	\$70,112	\$52,058
No. of Medical Volunteers	20	20	25	10
No. of Non-Medical Volunteers	10	7	0	0
No. of Home Visits	N/A	N/A	2,700	2,782
Output:				
No. of Services Hours to Teens	3,500	5,668	5,400	3,440
No. of Teens Served	250	126	275	266
No. of Support Group Hours	525	421	0	0
Efficiency:				
Cost Savings of Volunteer Hours	\$13,250	\$22,025	\$5,250	\$8,160
Cost Savings of Prevention of Removal of Child from Home	\$7,500,000	\$4,302,500	0	0
Children with Current Immunizations	225	225	495	103
Children with Current Developmental Screens	225	225	495	103
Effectiveness:				
% of Home Visitation Parents with Positive outcomes	80%	77%	0%	0%
% of Group Parents with Positive Outcomes	80%	90%	90%	90%
% of Children Whose Immunizations are Current	90%	90%	90%	90%
% of Children Whose Developmental Screens are Current	90%	90%	90%	90%
Unduplicated Clients	250	234	550	114

DELEGATE AGENCY

AGENCY TITLE:

HEALY – MURPHY CENTER
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, and inner-city residents.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$415,500	\$360,717	\$357,110
YO GRANT	0	62,325	48,000
Total	\$415,500	\$423,042	\$405,110

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Program Staff Positions	19	22	19	22
No. of School Days	175	177	175	142
No. of Eligible YO Members	N/A	N/A	25	6
No. of Healy Murphy Staff	N/A	N/A	5	5
Output:				
Attendance Days	18,525	20,803	21,525	17,556
Diagnosis Tests	320	294	320	128
Nutrition Units	20,987	19,693	20,987	16,487
Counseling Hours	2,220	1,837	2,220	3,313
Successful Completions	170	148	170	105
No. of YO Youth in Classes	N/A	N/A	25	17
No. of Instructional Hours	N/A	N/A	1,500	1,408
Efficiency:				
Avg. Daily Attendance (Students)	115	130	123	130
Avg. Monthly Enrollment	155	150	158	157
Avg. Cost per Youth	N/A	N/A	\$1,128	\$1,468
Avg. # of Instruction Hours per Youth	N/A	N/A	10	17
Effectiveness:				
% Earning 80% Grade or Better	90%	100%	95%	97%
% of Students Cont. Employment 4+ Months	60%	83%	70%	83%
% of Students Pregnancy/Parenting	N/A	N/A	45%	45%
% of Graduates Continuing Education, Military or Employed Full Time	N/A	N/A	90%	90%
Unduplicated Clients	375	334	375	276

DELEGATE AGENCY

AGENCY TITLE:

HELPING HANDS LIFELINE FOUNDATION
EMERGENCY ASSISTANCE PROGRAM

PROGRAM DESCRIPTION

This agency operates an emergency assistance program that provides one-time financial assistance grants to pay utilities, rent, medical and food assistance to eligible low-income families/individuals in a financial crisis and who reside within the San Antonio city limits. A minimum of 75% of the funds allocated to this contract is utilized for direct assistance payments for clients.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$30,000	\$30,641	\$49,000
Project WARM	10,000	0	0
Total	\$40,000	\$30,641	\$49,000

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
Avg. No. of Volunteer Staff	16	16	16	17
Output:				
Emergency Grants	220	174	220	170
Utility Grants	165	133	N/A	N/A
Rent Grants	55	41	N/A	N/A
Food Units	2,431	2,178	2,310	1,206
No. of Volunteer Hours	9,702	8,308	N/A	N/A
Efficiency:				
Cost Savings of Volunteer Hours	\$30,009	\$58,152	N/A	N/A
Avg. Cost of Services/Client	N/A	N/A	\$10.57	\$8.24
Effectiveness:				
% of Clients w/Improved Households	85%	80%	N/A	N/A
% of Clients Indicating Good Case Management	85%	100%	N/A	N/A
Unduplicated Clients	1,759	1,769	2,114	1,007

DELEGATE AGENCY

AGENCY TITLE:

HISPANAS UNIDAS
ESCUELITAS PROGRAM

PROGRAM DESCRIPTION

The Escuelitas Project is an early intervention educational program aimed at preventing teen pregnancy for young Latinas. The key elements of the program, to be run in after-school sessions, include: 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and arithmetic skills and to develop self-esteem and promote personal development; 2) a pool of over 60 Hispanic women (all professions) as mentors/role models; and 3) direct ties to the public school system, creating a model that may be replicated locally, statewide and nationally.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$0	\$71,495	\$70,780
General Fund – DCI (Discretionary)	10,000	0	0
Total	\$10,000	\$71,495	\$70,780

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of After School Agencies	4	10	4	12
No. of Program Staff	30	75	30	64
Output:				
No. of Assessments	70	8	70	65
No. of Mother/Daughter Sessions	28	0	28	39
No. of Activity Hours	155	37	155	298
No. of Tutoring Sessions	50	9	50	56
Efficiency:				
Avg. # of Structured Activities per Staff	6	36	6	24
Avg. Hours per Tutor	5	21	5	9
Value of Volunteer Hours	\$4,928	\$5,239	\$4,928	\$3,008
Effectiveness:				
% of Girls Showing Improvement	75%	77%	75%	75%
% of Girls Satisfied with Program	80%	100%	80%	80%
% of Parents Satisfied with Program	80%	100%	80%	80%
% Completing Program	75%	71%	75%	75%
Unduplicated Clients	2,000	1,871	1,759	1,459

DELEGATE AGENCY

AGENCY TITLE:

JOVEN
SAFE HAVEN

PROGRAM DESCRIPTION

This program provides comprehensive case management to youth and their families in order to minimize the youth drop out rate and drug usage and offer positive alternatives. JOVEN offers an after school program that not only serves as a safe haven but creates a vision for the future by providing educational support services for at risk children within our community. Tutoring sessions, art classes, athletic team competition, computer training, life skills classes, alternative recreation, anger management and counseling sessions. Leadership and character development are integrated within the program to encourage the child's creation of a vision for their complete social, emotional and intellectual development.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI (SAFE HAVEN)	\$49,581	\$50,640	\$50,134
CDBG - Public Service	30,000	0	52,000
Total	\$79,581	\$50,640	\$102,134

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	2	2	2	2
No. of Budget Program Services	\$49,581	\$49,581	\$50,640	\$37,600
No. of Youth Receiving Services	N/A	N/A	250	904
Output:				
No. of Tutoring Hours Provided	250	291	250	187
No. of Eligible Youth Participating	50	69	50	37
No. of Enhancement Hours	N/A	N/A	10,000	7,311
No. of Youth Passing	N/A	N/A	240	1,032
Efficiency:				
Ratio of Tutoring Hours per Staff	104	145	125	94
Avg. Months Cost per Undupl. Client	\$17	\$37	\$14	\$17
Avg. Cost per Unduplicated Client	N/A	N/A	\$169	\$157
Effectiveness:				
% of Youth Who Improved				
Academically	60%	67%	70%	72%
% of Youth Who Refrain from				
Alcohol, Tobacco or Drugs	70%	77%	80%	83%
Unduplicated Clients	248	321	300	239

DELEGATE AGENCY

AGENCY TITLE:

**MEXICAN-AMERICAN UNITY COUNCIL
CHILD & FAMILY MENTAL HEALTH****PROGRAM DESCRIPTION**

This program consists of a bilingual/bicultural mental health center that provides short-term therapy to children adolescents and their families who are experiencing psychological family and social adaptation problems. The services provided include counseling, psychiatric consultations, clinical assessments, medical screenings/follow-ups, and supportive services.

**FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)**

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI: Child & Family Mental Health	\$219,935	\$188,884	\$186,995
CCMS General Fund Match	0	50,000	45,000
Total	\$219,935	\$238,884	\$231,995

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	12	11	10	11
No. of Consultants	3	3	0	0
No. of Volunteers	10	17	0	0
Budget for Program Services	\$219,935	\$219,935	\$188,884	\$140,246
Output:				
Mental Health Hours	5,364	6,084	0	0
Psychiatric Evaluations	211	366	100	148
Supportive Services	950	1,356	0	0
Volunteer Hours	1,980	1,502	0	0
No. of Families Trained in KRG	N/A	N/A	300	551
Efficiency:				
Cost per Mental Health Hour	\$ 36.05	\$28.38	0	0
Cost Savings Volunteer Services	\$22,500	\$22,535	0	0
Avg # of Hours per Volunteer	N/A	N/A	50	22
Avg. Cost per Service Unit	N/A	N/A	\$39.19	\$26.06
Effectiveness:				
% of Clients Satisfied w/Program	90%	94%	N/A	N/A
% of Goal Achievement (Quarterly)	90%	87%	N/A	N/A
% of Parents Improving Pre/Post Test Scores	N/A	N/A	75%	93%
% of Parents Using KRG	N/A	N/A	75%	57%
Unduplicated Clients	528	365	300	769

EXPLANATORY INFORMATION

¹Mental health component is being provided by KRG program.

DELEGATE AGENCY

AGENCY TITLE:

MEXICAN AMERICAN UNITY COUNCIL
LA ESCUELA ~ PARENTING SKILLS**PROGRAM DESCRIPTION**

This program will assist the families by empowering them with the necessary tools to develop and build leadership skills. It will provide the participants with activities and instruction that will strengthen communication skills, interpersonal skills, decision-making skills, life-long learning skills and effective parenting skills that will strengthen the family unit.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI: La Escuela – Parenting Skills	\$0	\$35,747	\$35,390
CCMS General Fund Match	0	50,000	45,000
Total	\$0	\$85,747	\$80,390

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000/2001
Input:				
No. of Participants	N/A	N/A	87	45
Output:				
No. of Parents Participating in Children's Education	N/A	N/A	540	161
No. of Participants Trained in KRG	N/A	N/A	57	54
No. of Families Enrolled in TexCare/FS	N/A	N/A	40	19
Efficiency:				
Avg. Number of Hrs per 6 Week Period Parents Participate in School Activities	N/A	N/A	1,800	1,514
Avg. Cost per Participant	N/A	N/A	\$81.42	\$130.20
Effectiveness:				
% of Participants w/improved Parenting Skills thru Pre-Post Tests	N/A	N/A	75%	88%
% of Parents Utilizing KRG	N/A	N/A	75%	93%
Unduplicated Clients	N/A	N/A	87	45

DELEGATE AGENCY

AGENCY TITLE:

NEIGHBORHOOD HOUSING SERVICES

PROGRAM DESCRIPTION

The Neighborhood Housing - Eastside provides administrative support to the Neighborhood Housing Services for the implementation and management of HOME (CHDO) funded First-Time Homebuyer's Programs with City Council Districts one through seven. The program is the continuation of on-going revitalization on a block by block basis. Block groups selected for this program are chosen according to level of severity. This program insures that the surrounding community and non-surrounding community has a safe and motivating area to hold public/private functions. Activities include acquisition of only those properties determined severely substandard and infeasible for rehabilitation, relocation, demolition, and disposition or substantial rehabilitation/reconstruction.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$186,969	\$190,962	\$190,962
Total	\$186,969	\$190,962	\$190,962

DELEGATE AGENCY

AGENCY TITLE:

OASIS
OLDER ADULT SERVICES & INFORMATION SYSTEM**PROGRAM DESCRIPTION**

OASIS provides services to older adults by offering programs in the arts, humanities, wellness and volunteer services. Older adults can continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides tutoring to children, grades one through three, to improve reading skills. OASIS membership is free to anyone 55 years of age or older.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$15,230	\$24,513	\$24,268
Total	\$15,230	\$24,513	\$24,268

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Instructors	600	724	650	698
No. of Volunteers	2,000	1,988	2,130	1,903
Output:				
Volunteer Hours	20,000	23,294	23,000	22,025
OASIS Classes/Event Enrollment	36,000	37,669	38,000	28,728
Intergenerational Tutor Students	250	271	280	297
Efficiency:				
Cost Savings of Volunteer Services	\$103,000	\$119,964	\$118,450	\$113,428
Effectiveness:				
% of Elderly Satisfied with Program Services	90%	100%	85%	85%
Unduplicated Clients	10,500	10,646	11,500	11,393

DELEGATE AGENCY

AGENCY TITLE:

PRESA COMMUNITY SERVICE CENTER
PREVENTION OF DELINQUENCY/SUBSTANCE ABUSE**PROGRAM DESCRIPTION**

This program provides supervised recreational and counseling activities for community youth, ages six to sixteen, for the purpose of preventing delinquency and substance abuse. Activity areas are age specific and focus on building a positive self-image as well as enhancing social, educational, physical, and mental development. The program also seeks to promote self-worth and high standards of citizenship. Youth are from low and moderate-income families who live immediately south of the downtown area.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$49,000	\$50,046	\$49,546
DCI - CNP	273,849	273,849	273,849
CDBG	32,000	32,000	32,000
Total	\$354,849	\$355,895	\$355,395

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	5	4	5	5
Outputs:				
Counseling Hours	1,800	1,839	1,800	2,226
Educational Units	1,740	2,089	1,740	2,243
Efficiencies:				
Avg. # Counseling	36.50	43.00	37.50	48.00
Avg. # Educational Units	36.25	35.00	36.25	44.00
Effectiveness:				
% of Clients/Parents Satisfied	85%	100%	85%	87%
% Averaging a Grade of "C" or Better	N/A	N/A	85%	63%
Unduplicated Clients	536	448	536	406

DELEGATE AGENCY

AGENCY TITLE:

PROJECT LEARN TO READ/CITY YEAR
EMPOWERMENT 2000

PROGRAM DESCRIPTION

Project Learn to Read of San Antonio provides one-to-one and small group instruction for beginning level adult learners in Basic Literacy, English as a Second Language (ESL), Transitional Spanish Literacy and Transitional Pre-GED. Located in San Antonio's areas of highest illiteracy, the Project seeks to improve the education level of the least and most difficult to serve of the undereducated adult population in San Antonio.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI: Empowerment 2000	\$156,067	\$159,400	\$157,806
General Fund – DCI: (Discretionary)	10,000	15,000	0
CDBG	7,000	30,000	40,000
ASCEND	N/A	50,000	0
Total	\$173,067	\$254,400	\$197,806

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Inputs:				
No. Program Staff	6	4	7	6
No. of Active Volunteers	30	37	30	30
Outputs:				
No. of Clients Receiving Services	155	120	237	114
No. of Instruction Hours Provided	13,430	12,489	N/A	N/A
No. of Adult Learners Increasing Skills in ESL	N/A	N/A	236	653
No. of Adult Learners Increasing Skills in Basic Literacy	N/A	N/A	316	283
Efficiencies:				
No. Instructional Hours per Student	N/A	N/A	6	8.6
Avg. Cost per Student	\$263	\$216	\$554	\$73
Cost Savings from Volunteers	\$201,452	\$167,877	\$63,528	\$43,182
Effectiveness:				
% of Students Who Advance .5 Levels per 50 Hrs. of Instruction	65%	66%	65%	67%
Unduplicated Clients	592	400	405	268

DELEGATE AGENCY

AGENCY TITLE:

PROJECT MEND

PROGRAM DESCRIPTION

The program loans medical equipment and provides medical equipment repair services to low-income disabled individuals to achieve greater mobility and self-sufficiency. By having access to medical equipment, participants will have the necessary tools to engage in the daily activities of life such as walking, cooking, and bathing. Ninety five percent of participants report an increase in mobility and self sufficiency.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	0	0	\$ 15,000
Total	0	0	\$ 15,000

DELEGATE AGENCY

AGENCY TITLE:

PROJECT QUEST, INC.

PROGRAM DESCRIPTION

Project QUEST is a community-based workforce development program which demonstrates the social and economic benefits of long-term training for economically eligible applicants by providing them with skills required for long-term employment and higher incomes. Supportive services are provided to participants while they are in training. The project develops job placement agreements with local businesses and agencies prior to training participants for those jobs.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$2,000,000	\$2,553,386	\$3,003,386
CSBG: BET	60,000	74,000	0
Project WARM	50,000	0	0
CDBG - Public Service	342,500	350,000	350,000
Supportive Housing	315,000	300,000	0
CCMS	350,000	0	0
Youth Opportunity Grant	0	150,000	150,000
Total	\$3,117,500	\$3,427,386	\$3,503,386

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	29	30	37	38
No. of Counselors	11	10	10	10
Output:				
Job Placements	169	129	180	114
Program Completions	243	154	255	170
Salary Wage ¹	\$8.75	\$10.83	\$9.25	\$11.03
VIPs/Indiv. Counseling Sessions	5,900	6,356	6,000	4,500
Volunteer Hours	4,100	4,902	4,200	3,150
No. of Active Participants	N/A	N/A	500	579
Efficiency:				
VIPs/Counselors Staff - Mo.	45	62	45	45
Cost Savings Volunteer Services	\$35,875	\$41,867	\$35,875	\$26,906
Cost per Client – Annual	\$2,049	\$3,091	\$2,490	\$2,490
Effectiveness:				
% of QUEST Grads in Related Job				
Training Jobs	80%	94%	80%	87%
% Earning COSA Wage or Above	N/A	N/A	75%	78%
Unduplicated Clients	790	647	843	763

EXPLANATORY INFORMATION

¹ Salary wage is the total average of wages for 30, 60, and 90 follow-up as of May 2001.

DELEGATE AGENCY

AGENCY TITLE:

RAPE CRISIS CENTER

PROGRAM DESCRIPTION

Funding for this program supports advocacy services for victims of sexual assault. The program provides emergency counseling to victims and their family members at the hospital; supportive assistance with police/medical procedures; and ongoing support to the victim throughout the readjustment process according to the specific needs of the victim and family members. In addition, the program operates a 24 hour crisis line service providing telephone counseling for victims of sexual assault and sexual abuse.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$0	\$71,495	\$70,780
Total	\$0	\$71,495	\$70,780

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted 2000-2001	9 Mo. Actual 2000-2001
Input:				
No. of Survivors Requiring Hospital Accompaniment	N/A	N/A	919	735
No. of Hotline Callers Requesting Services	N/A	N/A	675	586
Output:				
Correct/Timely VOCA Applications	N/A	N/A	873	735
Hotline Referrals	N/A	N/A	1,015	1,810
Efficiency:				
Cost Savings per Client per Hour for Services Provided by Volunteers	N/A	N/A	\$9	\$9
% of Hotline Clients Requesting Additional Services	N/A	N/A	50%	38%
Effectiveness:				
% of Advocate Case Evaluation Forms Indicating Measurable Client Behavior Changes	N/A	N/A	95%	96%
% of Survivors Receiving Accompaniment Services from Hospital	N/A	N/A	98%	100%

DELEGATE AGENCY

AGENCY TITLE:

RESPITE CARE OF SAN ANTONIO, INC.
THE DAVIDSON RESPITE HOUSE**PROGRAM DESCRIPTION**

The Davidson Respite House is an emergency shelter for disabled and homeless children. The house provides eleven beds and five-cribs restricted to serving children, ages 6 weeks and older, with disabilities, and homeless who cannot be sheltered in other house shelters of the city. Services include food, shelter, clothing, necessary medical supplies, equipment and appropriate or adaptive educational and recreational activities. The average length of stay is 30 days; however, there are no limits.

FUNDING SOURCES AND AMOUNTS

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$26,909	\$27,484	\$57,209
General Fund – Discretionary	25,000	0	0
CDBG - Public Service	100,000	75,000	105,000
Total	\$151,909	\$102,484	\$162,209

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Caregiver Staff	10	10	10	10
Budget Program Services	\$26,909	\$26,909	\$27,484	\$20,613
Shelter Nursing Care Expenses	\$141,780	\$141,780	\$102,484	\$76,863
No. of Nursing Staff	N/A	N/A	6	5
Output:				
Shelter Bed Nights per Month	925	2,003	260	370
Mother's Day Out Service Hours	350	363	350	262
No. of Medical Exams & Treatments	N/A	N/A	750	2,073
Efficiency:				
Cost/Shelter Bed Nights	\$334.35	\$155.81	\$232.00	\$116.00
Effectiveness:				
% of Family Satisfaction with Shelter Services	90%	98%	90%	90%
% of Appropriate Community Referrals	90%	100%	90%	90%
% of Beds Filled per Month	N/A	N/A	43%	43%
% of Individual with Improved Health Profile	N/A	N/A	90%	53%
Unduplicated Clients	90	57	100	95

DELEGATE AGENCY

AGENCY TITLE:

ROY MAAS' YOUTH ALTERNATIVE, INC.
ALTERNATE SENTENCING**PROGRAM DESCRIPTION**

The program provides temporary shelter and counseling for juveniles, ages 10 to 17, who have been taken into custody by the police for misdemeanor offences and for youth who are experiencing some type of major crisis. The Community Initiatives Department and the San Antonio Police Department make referrals to this program.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI	\$27,450	\$54,796	\$54,248
CSBG	35,000	0	0
Total	\$62,450	\$54,796	\$54,248

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	19	20	19	20
Output:				
Bed Nights	384	1,143	685	555
Unduplicated Clients	48	219	200	103
Efficiency:				
Avg. Cost per Bed	\$60	\$60	\$80	\$80
Effectiveness:				
% of Client Satisfaction	90%	90%	90%	90%
% Admitted from COSA	N/A	N/A	97%	97%
Unduplicated Clients	48	219	200	103

DELEGATE AGENCY

AGENCY TITLE:

SAN ANTONIO DEVELOPMENT AGENCY

PROGRAM DESCRIPTION

The program provides administrative support to the San Antonio Development Agency (SADA). The program provides staffing for the implementation and management of Federal Funds for first time homebuyers and owner-occupied rehabilitation activities. The San Antonio Development Agency ensures compliance with applicable local, State, and Federal regulations.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI	\$4,336	\$4,429	\$4,429
Total	\$4,336	\$4,429	\$4,429

DELEGATE AGENCY

AGENCY TITLE:

SAN ANTONIO ZOO

PROGRAM DESCRIPTION

This program provides funding for the operation of the San Antonio Zoological Gardens under contract with the San Antonio Zoo.

FUNDING SOURCES AND AMOUNTS
(CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund	\$450,168	\$459,781	\$459,781
Total	\$450,168	\$459,781	\$459,781

DELEGATE AGENCY

AGENCY TITLE:

ST. PETER ST. JOSEPH
PROJECT AYUDA**PROGRAM DESCRIPTION**

Low-income families in crisis will receive emergency assistance and become empowered to gain control over their lives and strengthen the family. Project Ayuda will assist participants in the process of creating the most functional and independent lifestyle possible by assessing family skills and identifying new skills the participant has chosen as growth promoting and necessary to achieve change.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund – DCI: Project Ayuda	\$0	\$63,562	\$62,926
CSBG – Project JET	0	0	0
Total	\$0	\$63,562	\$62,926

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted 2000-2001	9 Mo. Actual 2000-2001
Input:				
Families Eligible (Income Guidelines)	N/A	N/A	73	54
Output:				
Families Served	N/A	N/A	65	54
Individuals Served	N/A	N/A	260	156
Efficiency:				
Avg. Total Cost per Individual	N/A	N/A	\$244	\$297
Effectiveness:				
% of Families w/ Improved Quality of Life After 90 Days of Service	N/A	N/A	98%	100%

DELEGATE AGENCY

AGENCY TITLE:

UTSA PREP

PROGRAM DESCRIPTION

The U.T.S.A. Prefreshman Engineering Program (PREP) is an intense, mathematics-based, summer program conducted at some college and university campuses throughout the City of San Antonio. During the eight-week summer academic enrichment program, efforts are directed towards the reinforcement of mathematics and college level topics not offered in high school or middle school. A major objective is to strength the participants' abstract reasoning skills and problem solving skills through this program. The program identifies high achieving middle and high school students with the potential to become scientists or engineers, and reinforces them in pursuit of these fields.

FUNDING SOURCES AND AMOUNTS
 (CITY SUPPORT ONLY)

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - U.T.S.A. PREP	\$40,500	\$40,500	\$40,095
One-Time Allocation	0	50,000	0
Total	\$40,500	\$90,500	\$40,095

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Program Staff	230	188	173	173
Budgeted Amount for Educational Field Trips	\$6,500	\$10,400	\$6,000	\$6,000
Budgeted Amount for Travel Assistance (Bus Passes)	\$3,750	\$7,500	\$7,500	\$7,500
Output:				
No. of PREP Students	650	1,322	1,300	1,300
No. of Field Trip Participants	1,300	1,053	1,300	1,300
No. of PREP Students Receiving Travel Assistance	500	405	500	500
Efficiency:				
Cost per Participant	\$968	\$860	\$916	\$916
Average # of Staff per Participant	2.2	2.2	2.2	2.2
Effectiveness:				
% Agree Program Helped Math Skills	80%	87%	75%	75%
% Agree Program Improved Problem Solving	75%	84%	75%	75%
% Agreeing PREP Helped to Organize and Be Responsible Academically	70%	76%	75%	75%
% Knowing Requirements for College	85%	81%	75%	75%
Unduplicated Clients	1,300	1,322	1,300	1,300

DELEGATE AGENCY

AGENCY TITLE:

YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)**PROGRAM DESCRIPTION**

The goal of the Parents and Children Together (PACT) program is to increase families' abilities to support healthy brain development in their children from birth to age three, by focusing on engaging parents or guardians holistically in developing the skills to foster their child's healthy intellectual, emotional and physical development.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
General Fund - DCI: (PACT)	\$33,280	\$52,312	\$51,789
DCI - CRD Kinder Readiness	0	60,000	120,000
General Fund - Las Palmas - DCI	0	0	0
CSBG - SEED	10,178	40,800	0
CDBG - Improvements	0	0	0
Total	\$43,458	\$153,112	\$171,789

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	2	2	6	6
No. of Attendance units	425	440	425	319
Budget for Program Services	\$33,280	\$33,280	\$52,312	\$39,234
No. of Child Care Teachers	N/A	N/A	20	25
Outputs:				
No. of Training Hours to Teachers	1,500	1,579	1,500	1,125
No. of Wk/Ed Hours to Participants	2,400	6,636	2,400	1,800
No. of Participants Using KRG ¹	N/A	N/A	144	292
No. Participants Trained in EBD ²	N/A	N/A	170	97
No. of Direct Ed Hours Provided	N/A	N/A	3,000	2,964
Efficiency:				
Avg. Number of Hours Increased EBD ²	2	2	2	2
No. of Training Hours per Trainer	750	1,579	750	1,047
Effectiveness:				
% of Caregivers Increased EBD ²	85%	100%	85%	85%
% of Teachers Increased EBD ²	85%	100%	85%	85%
% of Participants w/ Increased EBD ²	N/A	N/A	85%	38%
% of Participants Using KRG ²	N/A	N/A	85%	100%
Unduplicated Clients	100	150	170	609

EXPLANATORY INFORMATION¹KRG - Kindergarten Readiness Guidelines²EBD - Early Brain Development

DELEGATE AGENCY

AGENCY TITLE:

YWCA
TEEN VOLUNTEER PROGRAM**PROGRAM DESCRIPTION**

The programs serve teens ages 13 to 19, by providing pre-employment training and placement in different work environments. The program recruits and places teenage volunteers in profit and non-profit organizations in San Antonio. Specific training is provided to teen employer participants to help establish beneficial and productive placement.

FUNDING SOURCES AND AMOUNTS*(CITY SUPPORT ONLY)*

	Actual 1999-2000	Authorized 2000-2001	Adopted 2001-2002
DCI-Teen Volunteer	44,780	45,736	45,279
CSBG – SEED ¹	10,178	40,800	0
Total	\$54,958	\$86,536	\$45,279

	Contracted FY 1999-2000	Actual FY 1999-2000	Contracted FY 2000-2001	9 Mo. Actual FY 2000-2001
Input:				
No. of Staff	3	3	3	3
Output:				
Volunteer Hours	15,830	16,091	12,000	9,233
Placements	700	836	700	497
Training Hours	6,000	9,737	6,000	6,598
Efficiency:				
Avg. No. of Volunteer Hours Core	19	29	N/A	N/A
Avg. No. of Volunteer Hours Special ¹	5	10	N/A	N/A
Cost Savings	\$81,525	\$82,866	\$61,800	\$47,550
Effectiveness:				
% Improved Communication	85%	93%	85%	85%
% Improved Goal Setting	85%	96%	N/A	N/A
% Improved Problem Solving	85%	97%	N/A	N/A
Unduplicated Clients	425	553	350	353

EXPLANATORY INFORMATION¹Final CSBG funding recommendations are pending for FY 2002.



HOTEL/MOTEL FUND - TEXAS COMMISSION ON THE ARTS
CONTRIBUTION TO ARTS AND CULTURAL AGENCIES
ADOPTED BUDGET FY 2001 -2002

	H/M REV. BUD. 2000 - 2001	TCA REV. BUD. 2000 - 2001	COMBINED REV.BUD. 2000 - 2001	H/M ADOPTED 2001 - 2002	TCA ADOPTED 2001 - 2002	COMBINED ADOPTED 2001 - 2002
COMMUNITY CULTURAL DEVELOPMENT						
Alamo City Men's Chorale	\$ 3,078	\$ -	\$ 3,078	\$ 3,078	-	\$ 3,078
Arts San Antonio	76,950	-	76,950	76,950	-	76,950
Centro Cultural Aztlan	71,820	-	71,820	71,820	-	71,820
Contemporary Arts for San Antonio	49,617	1,640	51,257	51,257	-	51,257
Contemporary Arts for San Antonio- Project	-	-	-	-	3,000	3,000
Davis-Scott YMCA/Hornsby Entertainment	2,052	-	2,052	-	2,052	2,052
Guadalupe Cultural Arts Center	423,180	27,545	450,725	450,725	-	450,725
Hispanic Heritage-Project	-	-	-	-	4,500	4,500
Ile Bahia de San Antonio	5,130	-	5,130	-	-	-
Jewish Community Center	-	5,317	5,317	-	5,317	5,317
Jump-Start Performance Company	53,352	-	53,352	53,352	-	53,352
Natyanjali Center for the Performing Arts- Project	-	-	-	4,500	-	4,500
San Antonio Brass	5,455	-	5,455	-	5,455	5,455
San Antonio Dance Umbrella	14,364	-	14,364	14,364	-	14,364
San Antonio Dance Umbrella- Project	-	-	-	-	5,000	5,000
San Antonio Living History	2,303	-	2,303	2,303	-	2,303
San Antonio Metropolitan Ballet	4,104	-	4,104	-	4,104	4,104
San Antonio Metropolitan Ballet-Project	-	-	-	-	5,000	5,000
San Antonio Museum of Art	300,843	17,273	318,116	318,116	-	318,116
San Antonio Museum of Art-Project	-	-	-	-	2,078	2,078
Southwest School of Art & Craft	58,015	3,455	61,470	61,470	-	61,470
Southwest School of Art & Craft	-	-	-	2,000	-	2,000
Symphony Society	789,370	23,031	812,401	512,401	-	512,401
The Urban - 15 Group	17,406	8,480	25,886	25,886	-	25,886
The Urban - 15 Group- Project	-	-	-	-	2,566	2,566
Trinity Episcopal Church	3,078	-	3,078	-	-	-
Winters Chamber Orchestra	2,052	-	2,052	-	-	-
Witte Museum	372,158	17,273	389,431	389,431	-	389,431
	\$ 2,254,327	\$ 104,014	\$ 2,358,341	\$ 2,037,653	\$ 39,072	\$ 2,076,725

EDUCATION, EMPLOYMENT & TRAINING

Gemini Ink- Project	\$ -	\$ -	\$ -	\$ -	\$ 2,240	\$ 2,240
School Class Acts	4,104	-	4,104	-	4,104	4,104
	\$ 4,104	\$ -	\$ 4,104	\$ -	\$ 6,344	\$ 6,344

CHILDREN AND YOUTH PROGRAMS

Children's Chorus of San Antonio	\$ 6,156	\$ -	\$ 6,156	\$ -	\$ 6,156	\$ 6,156
Children's Fine Art Series	12,312	-	12,312	-	12,312	12,312
Ella Austin- Project	-	-	-	-	5,000	5,000
Firelight Players-Project	-	-	-	-	4,000	4,000
Magik Children's Theatre of San Antonio	46,170	-	46,170	46,170	-	46,170
San Antonio Children's Museum	43,605	-	43,605	43,605	-	43,605
Say Si, San Antonio, Youth YES!	15,390	-	15,390	15,390	-	15,390
Say Si, San Antonio, WAM- Project	-	-	-	-	5,000	5,000
Youth Orchestras of S.A.	23,598	-	23,598	23,598	-	23,598
	\$ 147,231	\$ -	\$ 147,231	\$ 128,763	\$ 32,468	\$ 161,231

HOTEL/MOTEL FUND - TEXAS COMMISSION ON THE ARTS
CONTRIBUTION TO ARTS AND CULTURAL AGENCIES
ADOPTED BUDGET FY 2001 -2002

	H/M REV. BUD. 2000 - 2001	TCA REV. BUD. 2000 - 2001	COMBINED REV.BUD. 2000 - 2001	H/M ADOPTED 2001 - 2002	TCA ADOPTED 2001 - 2002	COMBINED ADOPTED 2001 - 2002
NEIGHBORHOOD COMMERCIAL REVITALIZATION						
Mainstreet Alliance of San Antonio/Southtown	\$ 6,156	\$ -	\$ 6,156	\$ 6,156	\$ -	\$ 6,156
San Anto Cultural Arts, Inc.	10,260	-	10,260	-	10,260	10,260
	<u>\$ 16,416</u>	<u>\$ -</u>	<u>\$ 16,416</u>	<u>6,156</u>	<u>10,260</u>	<u>16,416</u>
OTHER SERVICES						
Community Revitalization Initiative	\$ 102,600	\$ -	\$ 102,600	\$ 102,600	\$ -	\$ 102,600
Cultural Tourism Partnership Program	85,161	-	85,161	102,600	-	102,600
NonProfit Resource Center of Texas	4,125	-	4,125	4,125	-	4,125
San Antonio Housing Authority - Arts Outreach	51,300	-	51,300	-	51,300	51,300
Technical Assistance Program	4,123	-	4,123	19,296	-	19,296
	<u>\$ 247,309</u>	<u>\$ -</u>	<u>\$ 247,309</u>	<u>\$ 228,621</u>	<u>\$ 51,300</u>	<u>\$ 279,921</u>
FY 00-01 Project Support	\$ 31,806		\$ 31,806			
TOTAL BUDGET AMOUNT	<u>\$ 2,701,193</u>	<u>\$ 104,014</u>	<u>\$ 2,805,207</u>	<u>\$ 2,401,193</u>	<u>\$ 139,444</u>	<u>\$ 2,540,637</u>

ADOPTED FY 2001-2002
CONTRIBUTIONS TO OTHER AGENCIES HIGHLIGHTS

The Hotel Motel Tax Fund provides contributions to Arts and Cultural Agencies with emphasis on Arts & Cultural Programs, Cultural Facilities, Public Art, Special Events, Year Round Arts & Cultural Programs and other art related services.

COMMUNITY CULTURAL DEVELOPMENT

H/M Funding

♦ *Alamo City Men's Chorale*

\$3,078

The agency will utilize the operational support allocation for the presentation of its traditional programs - Holiday, Spring and Summer performances. In addition to the three season concerts, the Chorale will collaborate with the Trinity University Choral Union and Symphony Orchestra.

♦ *Arts San Antonio*

\$76,950

The agency will utilize the operational support allocation to present different performance genres, ensuring that citizens of San Antonio are able to see the finest in ballet, opera, ethnic dance, music and theatre appealing to audiences of different interest, ages, and ethnic backgrounds.

♦ *Centro Cultural Aztlan*

\$71,820

The agency will utilize the operational support allocation for its season which includes cultural events related to significant dates and/or themes in Chicano cultural history, a full season of art exhibits, Youth Outreach Programs supplementing arts education in low-income neighborhoods, a Comic Book Heroes Exhibit involving all school districts, and Cantos, a poetry reading series.

♦ *Contemporary Arts for S.A./Blue Star Art Space*

\$51,257

The agency will utilize the operational support allocation to present a series of events, exhibits, slide and multi-media presentations and lectures that appeal to both general and specialized audiences. Programs are designed to meet integrated Art in Education Adult and K through 12 as well as Arts Administration in-house Grantee Program.

♦ *Contemporary Arts for S.A./Blue Star Art Space Project*

\$0

The \$3,000 will be used to organize Ms. Alvarez-Munoz' first representative retrospective, based on a residency in which the artist works with the San Antonio arts communities and neighborhoods in producing a major public art work. *The Texas Commission on the Arts will provide the \$3,000 support.*

♦ *Davis-Scott YMCA/Hornsby Entertainment*

\$0

The agency will utilize the operational support allocation for its season, including cultural events related to significant dates and/or themes in Black history, including dramas and a talent competition for all youth ages 6 through 20. *The Texas Commission on the Arts will provide the \$2,052 support.*

♦ *Guadalupe Cultural Arts Center*

\$450,725

The agency will utilize the operational support allocation for the continued creation, presentation, and instruction in Mexican, Chicano, Latino, and indigenous cultural and artistic expression in the performing, visual, literary, and cinematic arts, including festivals, performances, exhibitions, and classes in all disciplines.

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

H/M Funding

COMMUNITY CULTURAL DEVELOPMENT

- ◆ *Hispanic Heritage Society – Project* \$0

The agency will receive a project support allocation of \$4,500 for four traditional performances throughout the year to include: La Gran Posada in December, the Noche de Reyes in January, the Feria de Las Flores in May and the Dia de la Raza in October. *The Texas Commission on the Arts will provide the \$4,500 support.*

- ◆ *Jewish Community Center (JCC)* \$0

The agency will receive an operational support allocation of \$5,317 in Texas Commission on the Arts funding for their FY 2002 Jewish Book Fair. JCC continues to seek out notable and diversified author/lectures for adult and children's programs in order to provide San Antonians with the opportunity to experience the best in contemporary literature. *The Texas Commission on the Arts will provide the \$5,317 support.*

- ◆ *Jump-Start Performance Co.* \$53,352

The agency will utilize the operational support allocation for support of its season of works by company members, works-in-progress by the company and associated artists, a guest artist series, an expanded arts education program and other components including community residencies, classes, workshops and special projects.

- ◆ *Natyanjali Center for Performing Arts - Project* \$4,500

For \$4,500, the Natyanjali Center for Performing Arts proposes to present Dance Festival 2002. The Dance Festival is a nine day multicultural dance and music experience, scheduled for September 1-9, 2002.

- ◆ *San Antonio Brass, Inc.* \$0

The agency will utilize the \$5,455 for their FY 2002 concert season. Specifically, there will be one performance by the large ensemble and four performances by the brass quintet and jazz group. *The Texas Commission on the Arts will provide the \$5,455 support.*

- ◆ *San Antonio Dance Umbrella* \$14,364

The agency will utilize the operational support allocation for arts services in the dance community to include educational programs, forums for dancers, an arts in education project plus an annual dance festival called "San Antonio Dances".

- ◆ *San Antonio Dance Umbrella - Project* \$0

The agency will receive a project support allocation of \$5,000 for an outdoor Dance Festival, a low cost or free event that encourages cultural diversity, inclusive of all ages, backgrounds, and abilities. An outdoor festival would complement a formal staged event, and vice-versa. *The Texas Commission on the Arts will provide the \$5,000 support.*

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

H/M Funding

COMMUNITY CULTURAL DEVELOPMENT

- ♦ *San Antonio Living History Association* \$2,303

The agency will utilize the operational support allocation for three historical reenactments portraying events on "Remembering the Alamo"--Weekends in Alamo Plaza. This series of living history reenactments and educational heritage programs convey the turbulent times experienced by locals, includes clothing, and daily life skills of Texan colonists, native Tejanos, Soldados Mejicanos and American newcomers in 1830's Bejar (City of San Antonio before 1873).

- ♦ *San Antonio Metropolitan Ballet* \$0

The agency will utilize the operational support allocation for its season programming of "Coppelia", their holiday ballet; "Dance Kaleidoscope", an official Fiesta event and the 2002 Summer Workshops and Performance programs. S.A. Met provides free student performances and distributes free tickets to the under-served community such as SAMM Shelter, Flanagen's Boys' Town, Children's Shelter and Ella Austin. *The Texas Commission on the Arts will provide the \$4,104 support.*

- ♦ *San Antonio Metropolitan Ballet - Project* \$0

The \$5,000 will produce for the first time the ballet version of the beloved and enchanting fairy tale "Cinderella". *The Texas Commission on the Arts will provide the \$5,000 support.*

- ♦ *San Antonio Museum of Art* \$318,116

The agency will utilize the operational support allocation for year round program activities for people of all ages centering around the permanent collections, five planned temporary exhibitions for FY 2002, lectures, special events and educational activities. Each exhibit will be accompanied by educational programming, including lectures, gallery talks, films or other programming.

- ♦ *San Antonio Museum of Art – Project* \$0

The San Antonio Museum and the S. A. Public Library have established a successful citywide series of free outreach programs aimed at developing a greater understanding of the arts and literature in our community. *The Texas Commission on the Arts will provide the \$2,078 support.*

- ♦ *Southwest School of Art & Craft (d.b.a. Southwest Craft Center)* \$61,470

The agency will utilize the operational support allocation for its studio classroom and workshop programs, which will include approximately 60 local, regional and visiting artists contracted to develop and implement an extensive visual arts program for artists, art students and audiences of all ages from San Antonio and surrounding region. The agency will continue its children's outreach programs that include Saturday Morning Discovery, which serves 100 children every Saturday, and a Mobile Arts Program which serves primarily inner-city San Antonio schools plus summer Art Camp.

- ♦ *Southwest School of Art & Craft (d.b.a. Southwest Craft Center) – Project* \$2,000

The agency will utilize the \$2,000 for hosting an internationally prominent guest artist, Pacita Abad, Exhibits and workshops from November 26 to December 7, 2001.

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

H/M Funding

COMMUNITY CULTURAL DEVELOPMENT

♦ *Symphony Society of San Antonio*

\$512,401

The agency will utilize the operational support allocation for its 63rd season of 12 Classical concerts, three Chamber Orchestra concerts, 14 Pops concerts, four Special Attractions events and five Interactive Classics concerts. 50,000 local school children will participate in the Young People's Concerts, an educational tradition that provides free tickets to Federal Title One schools. *Face to Face/De Cara a Cara*, a community outreach/Composer in Residence program is making its finishing touches on the student-generated composition to premiere at the symphony's free annual Cinco de Mayo concert at Plaza Guadalupe.

♦ *The Urban-15 Group*

\$25,886

The agency will utilize the operational support allocation for its five year-round ongoing programs, which encompasses workshops and classes throughout the year to the general public of dance and percussion to citizens of all ages, and the continued performances of their community-based dancing/marching units, *Carnival de San Anto* and its smaller professional ensemble, *Grupo Vida*. *Carnival in the Courts* is an annual children's summer drumming and dance educational program on the east and west side of San Antonio.

♦ *The Urban-15 Group - Project*

\$0

This is a series of movies featuring dance and music as well as some locally produced videos. These movies will be screened in indoor "Movie Theatre Space" and outdoors in their parking lot. *The Texas Commission on the Arts will provide the \$2,566 support.*

♦ *Witte Museum*

\$389,431

The agency will utilize the operational support allocation to educate and inform the community about history, science, humanities, and the arts through exhibits and interpretive programming targeting culturally and economically diverse audiences.

EDUCATION, EMPLOYMENT & TRAINING

♦ *Gemini Ink - Project*

\$0

This proposal will use \$2,240 to collaborate with Ella Austin in a joint effort to present an inclusive and diverse representation the history of San Antonio's Eastside area. *The Texas Commission on the Arts will provide the \$2,240 support.*

♦ *School Class Acts*

\$0

The agency will utilize the operational support allocations to produce intimate and interactive presentations to complement curricula relating not only to music, dance or the arts, but also to history, social studies, and other disciplines. *The Texas Commission on the Arts will provide the \$4,104 support.*

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

H/M Funding

CHILDREN AND YOUTH PROGRAMS

- ♦ *Children's Chorus of San Antonio* \$0

The agency will utilize the operational support allocation to continue programming for its Youth Chorale, Chamber Choir, Chorister, or Regular Chorus. The 2001-2002 season includes two formal concerts and performances with a variety of other production companies in venues throughout the city. *The Texas Commission on the Arts will provide the \$6,156 support.*

- ♦ *Children's Fine Arts Series* \$0

The agency will utilize the operational support allocation to provide a variety of performing arts programs in dance, theater, concerts and puppets to approximately 35,000 children and their parents that attend each season. At least half of these children attend free of charge from inner-city schools and from organizations involved with children and families, such as Boysville, Big Brothers and Sisters, AVANCE, St. Peter and Joseph's Children's Shelter, Ella Austin Center, Healy-Murphy Center, the Women's Shelter and one appropriate for the deaf and hard-of-hearing children. *The Texas Commission on the Arts will provide the \$12,312 support.*

- ♦ *Ella Austin Community Center - Project* \$0

The agency will utilize the project support allocation of \$5,000 for the Artists in the Making (AIM) Program to develop artistic talent and self-esteem in Eastside middle school children and to broaden participation in the arts by Eastside residents. The AIM Program and the artists affiliated with it provide children with an outlet for artistic expression, a nurturing support system which assists in the development of higher levels of self-esteem, and an opportunity to interact with practicing artists. *The Texas Commission on the Arts will provide the \$5,000 support.*

- ♦ *Firelight Players - Project* \$0

The agency will utilize the project support allocation of \$4,000 to give a number of young, aspiring San Antonio playwrights the unique opportunity to have their work reviewed by professional theater artists. It will give two of these aspiring writers the unique opportunity to see their work come to fruition. They will experience the same process that an established playwright goes through each time one of their works is produced for the first time. *The Texas Commission on the Arts will provide the \$4,000 support.*

- ♦ *Magik Children's Theatre of San Antonio (d.b.a. Commerce Street Stage)* \$46,170

The agency will utilize the operational support for its season of eight productions which are attended by children from approximately 40 school districts and 25% attend free of charge. The agency also produces a supplemental study guide enabling teachers to put the plays into the context of school curriculum. The agency has created the After School Acting Academy and Summer Theatre Camps as educational programs to help children aged 4-17 become actively involved in the art of theater.

- ♦ *San Antonio Children's Museum* \$43,605

The agency will utilize the operational support allocation to provide children from ages two to twelve with interactive multi-arts and multi-cultural exhibits and programs which serve over 110,000 visitors annually and 38% of these attendance are the school groups of children grades K-5.

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

CHILDREN AND YOUTH PROGRAMS

H/M Funding

- ♦ *Say Si!, San Antonio Youth YES!* \$15,390

The agency will utilize the operational support allocation to continue a year-round, long-term visual and graphic arts entrepreneurial program for artistically talented students from inner city high schools and middle schools which provides opportunities for these students to develop artistic and social skills in preparation for higher educational advancement and professional careers.

- ♦ *Say Si!, San Antonio Youth YES! – Project WAM* \$0

The agency will receive a project support allocation of \$5,000 for beginning a new innovative Media Arts Studio, which is a creative, multi-media environment where students will have access to empowering communications/media technology. The Media Arts Studio learning centers will include a lab for the development and production of graphic designs and artwork, a Cine Art where students can develop digital documentaries and personal portfolios, Café digital which allow students to surf the net, conduct research and connect to the global community, and Suenos which is a literary arts publication area for the creation of publication designed by and for creative and artistic young people. *The Texas Commission on the Arts will provide the \$5,000 support.*

- ♦ *Youth Orchestras of San Antonio* \$23,598

The agency will utilize the operational support allocation to present concerts by the Chamber, Pops, Philharmonic and Symphony orchestras, the Junior String Ensemble and the YOSA Sinfonietta. In addition to weekly full orchestra rehearsals, YOSA will continue to provide programs to improve student music skills with sectional coaching, chamber music coaching, music theory and appreciation classes, lectures and guest artist series.

NEIGHBORHOOD COMMERCIAL REVITALIZATION

- ♦ *Mainstreet Alliance of San Antonio/Southtown* \$6,156

The agency will utilize the operational support allocation to initiate the pilot season of the Conjunto Heritage Center to be located in a Lavaca storefront along the South Presa commercial corridor of Southtown. The Center will serve as a school, an archives/clearinghouse, and a drop-in center for youth of all ages and genders for exchange of the heritage and musical techniques of Conjunto.

- ♦ *San Anto Cultural Arts, Inc.* \$0

The agency will utilize the operational support allocation for the creation of five new murals. The Community Mural Project provides the community opportunity to document, create public art spaces and provide an alternative tool of education for art and life plus an alternative to negative influences that plague that community. *The Texas Commission on the Arts will provide the \$10,260 support.*

CONTRIBUTIONS TO OTHER AGENCIES
(Continued)

H/M Funding

OTHER SERVICES

- ♦ *Community Revitalization Initiative* \$102,600

This program provides funds for arts and cultural activities that will act as a revitalization/marketing vehicle as recommended in the Community Revitalization Action Group Report.

- ♦ *Cultural Tourism Partnership Program* \$102,600

The goal of the Cultural Tourism Partnership Program (CTP) is to increase the inventory of the market of San Antonio's arts, cultural and historic offerings by facilitating the cooperative interaction of the visitor and hospitality industry with the arts, cultural and historical community. CTP will act as a catalyst for the development of high quality, collaborative products and promotions. These activities will increase awareness of the richness of San Antonio's arts, cultural and historical resources and will enhance San Antonio's desirability as a cultural tourism destination.

- ♦ *Non-Profit Resources Center of Texas* \$4,125

The agency will provide workshops to assist non-profit arts agencies and individual artists increase their effectiveness by enhancing their management skills, refining their programs, and increase the efficiency of their operations.

- ♦ *San Antonio Housing Authority - Arts Outreach Program* \$0

The program will support arts and cultural services to resident youth, ages six to seventeen, and elderly in various east and south side public housing developments. Youth activities will include after school and interim school activities. Elderly activities will include structured classes requested by the elderly in the targeted housing developments. *The Texas Commission on the Arts will provide the \$51,300 support.*

- ♦ *Technical Assistance Program* \$19,296

The program provides funds to contract with various consultants who will assist in strengthening the structure of arts organizations. The technical services are in areas not provided by the Non-Profit Resource Center of Texas. Funds will also be used to conduct a series of focus groups with the arts community to collect input and insight on trends/needs that would serve as a foundation for future arts development and a reference for future decision making.

TOTAL HOTEL/MOTEL TAX FUND CONTRIBUTIONS	\$2,401,193

NON-DEPARTMENTAL/NON-OPERATING**HOTEL/MOTEL TAX FUND****EXPENDITURES BY CHARACTER**

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
PERSONAL SERVICES	\$151,552	181,880	192,810	205,907
CONTRACTUAL SERVICES	218,130	547,724	541,231	402,475
COMMODITIES	542	1,000	1,100	1,000
OTHER	385,382	375,163	375,163	390,339
CAPITAL OUTLAY	6,745	0	0	6,060
TOTAL EXPENDITURES	\$762,351	\$1,105,767	\$1,110,304	\$1,005,781

NON-DEPARTMENTAL/NON-OPERATING EXPENDITURE DETAIL

	ACTUAL 1999-2000	REVISED BUDGET 2000-2001	ESTIMATED 2000-2001	ADOPTED 2001-2002
Administration—Personnel Services	\$151,552	\$181,880	\$192,810	\$205,907
Administration—Contractual Hosting Obligations	218,130 0	25,907 521,817	19,414 521,817	124,455 278,020
Administration—Commodities	542	1,000	1,100	1,000
Collection Expense	313,702	330,531	330,531	330,531
Liability Insurance - Majestic Theater	71,680	44,632	44,632	59,808
Capital	6,745	0	0	6,060
TOTAL	\$762,351	\$1,105,767	\$1,110,304	\$1,005,781

PROGRAM CHANGES

♦ **MANDATES** **\$142,225**

ECONOMIC DEVELOPMENT – GENERAL HOSTING OBLIGATIONS

This *mandate* for \$142,225 will fund one-time costs related to annual contractual hosting obligations that have been negotiated and committed by the Convention and Visitor's Bureau to support various major conventions, meetings or special events scheduled for various events in FY 2002.

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	School Enrollment ¹	Unemployment Rate ²
1991	950,700	9,279	30.1	13.6	227,252	7.3%
1992	963,200	10,884	30.3	13.6	226,781	7.2%
1993	983,700	12,450	30.6	13.7	231,728	6.1%
1994	1,029,900	15,300	30.7	13.7	238,048	5.2%
1995	1,068,600	16,700	30.9	13.7	237,348	5.3%
1996	1,109,600	18,200	31.0	13.7	240,676	4.1%
1997	1,133,000	18,600	31.7	13.8	245,812	4.1%
1998	1,162,600	19,500	32.1	13.9	245,946	4.3%
1999	1,187,600	19,770	32.2	13.9	247,471	3.8%
2000	1,207,500	19,950	32.5	13.9	262,567	4.0%

Notes: ¹Information from Individual School Districts Annual Census

²Information from Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2000)

Date of Incorporation	December 14, 1837
Date of Adoption of City Charter	October 2, 1951
Form of Government	Council-Manager
Area	417.7 square miles
Miles of Sewer:	
Storm	373.3
Sanitary	4,771
Building Permits:	
Permits Issued	19,333
Estimated Cost	\$1,433,101,570
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	47
Number of EMS Units	24
Number of EMS Paramedics	311
Number of Firefighters	1,055
Police Protection:	
Number of Stations	6
Number of Police Officers	1,261
Number of School Crossing Guards	219
Recreation:	
Parks Acreage	7,898
Number of Parks and Recreation Areas over One Acre	168
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	23
Number of Recreation Centers - All Year	25
Number of Recreation Centers - Summer	61
Sewer Service:	
Number of Sewer Customers	291,318
Estimated Number of Persons Served	1,095,355
Water Service:	
Number of Water Customers	291,263
Estimated Number of Persons Served	1,095,148

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2000)

Education:

(Twelve School District Wholly or Partly Within San Antonio City Limits)

Number of Schools	353
Number of Teachers	18,522
Number of Students Registered	262,567
Average Daily Attendance	247,447

City Employees:

Unclassified:

Regular	84
Part-Time (Annual)	8

Classified:

Regular	9,257
Temporary	2,631
Seasonal	172
Part-Time (Seasonal)	235
Part-Time (Annual)	286

Total	12,673

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2000)

Election:

Registered Voters	628,667 ⁽²⁾
Number of Votes Cast Last City Regular Election	48,900 ⁽²⁾
Percentage of Registered Voters voting	7.50% ⁽²⁾

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 ⁽¹⁾	28.6%

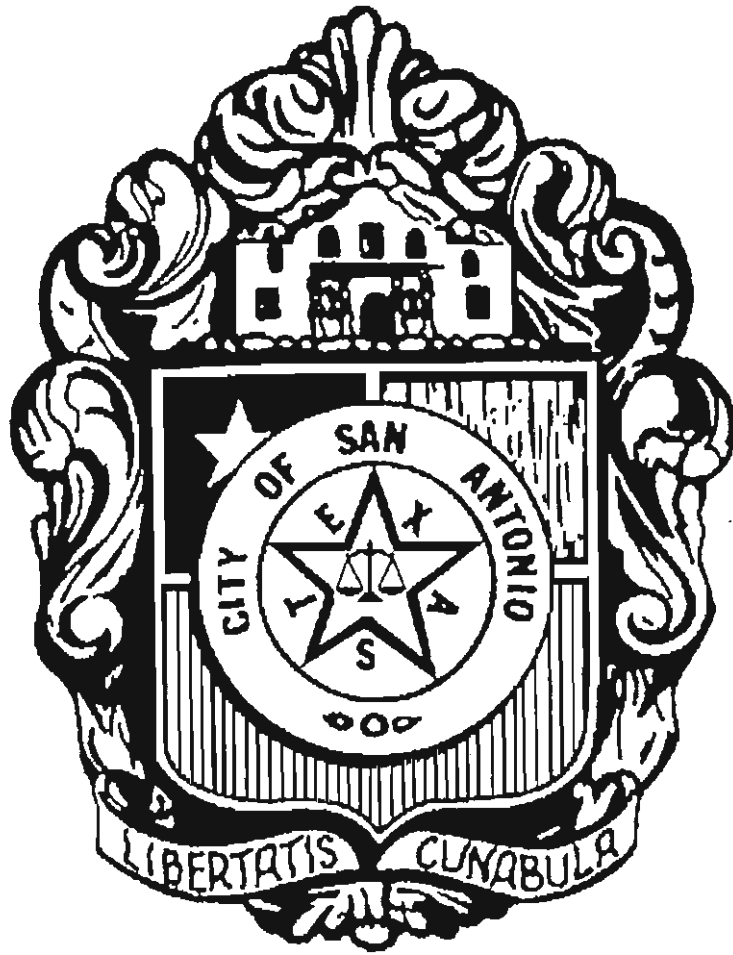
NOTE: Source of this information is the Bureau of Census

⁽¹⁾Estimated by the City of San Antonio, Texas, Planning Department, as of September 30, 2000.

⁽²⁾Information taken from last City Election held May, 1999.

Principal Taxpayers

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Principal Taxpayer Taxable Valuation</u>	<u>Percentage To Net Taxable Valuation</u>
Southwestern Bell Telephone Company	Telecommunications	\$ 450,049,800	1.35%
H.E. Butt Grocery Stores	Retail / Grocery	388,945,250	1.17%
United Services Automobile Association	Insurance/Banking/Real Estate	345,248,032	1.04%
Marriott Corporation	Hotels	161,599,020	0.48%
VLSI Technology, Inc.	Manufacturing/Semi-Conductors	138,053,630	0.41%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	135,631,590	0.41%
Simon Property Group (Texas)	Shopping Centers	126,494,480	0.38%
Wal-Mart Stores, Inc.	Retail	113,197,730	0.34%
North Star Mall	Shopping Center	104,084,580	0.31%
Property Trust of America	Multi-Family Residential	91,878,220	0.28%
TOTALS		\$ 2,055,182,332	6.17%



Glossary

Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: see Transfer

Adopted Budget: see Budget

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): a sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1, 2001. 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 service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond -- General Obligation (G.O.): A bond which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referenda.

Bond -- Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond -- Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, its scope of work and City Council District location, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separate 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:

- *Architectural and Engineering:* Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services, and special studies which may include cost-benefit analysis, and conceptual design alternatives
- *Right-of-Way Acquisition:* Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.
- *Construction:* Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- **Other:** Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting (Cash Basis): A basis of accounting which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services--01, Contractual--02, Commodities--03, Other--04, Capital Outlay--05. A five digit account code used to identify line items. The first two numbers identifying the major category and the last three numbers identifying the object code.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 from the American Light and Traction Company which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933. The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of \$10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objective Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities.

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Proposed Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: see Property Tax Rate

Debt Services Reserve: The debt service reserve is the fund which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds, or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues. A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is imposed.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Disadvantaged Business Enterprise (DBE): a corporation, partnership, sole proprietorship, or other legal entity that qualifies as both a MBE, WBE, or M/WBE and a Small Business Enterprise.

Disbursement: Payment for goods and services in cash or by check.

Division: An organizational unit within a department's structure representing the major functional divisions of work.

Effective Tax Rate: It is the rate which will generate the same tax levy next year from the properties on this year's tax roll.

Emergency: An unexpected occurrence, i.e., damaging weather conditions, that require the unplanned use of City funds.

Encumbrance: To encumber funds means to set aside or commit funds for a fixture expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund: A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in San Antonio are established for services such as the Airport, the Golf Course, Parking facilities, and Solid Waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Executive Summary: describes the policies affecting the budget, and presents a synopsis of the revenues the City will collect, the funds the City will spend, and the changes that have occurred from the previous year.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, for example depreciation.

Fees: Charges for services (also see User Charges).

Fiscal Year: The 12 month time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of San Antonio has specified October 1st to September 30th as its fiscal year.

Fixed Asset: Assets of a long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fixed Cost: A fixed cost, such as rent, does not change with increases or decrease in the amount of services provided.

FTE: FTE means full-time equivalent, authorized positions, filled or vacant.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group and general long-term debt account group.

Fund Balance: The excess of assets over liabilities and is therefore also known as surplus funds. A negative fund balance is also called a deficit.

Fund Schedule: A fund schedule is a financial forecasting statement that combines beginning and ending balances, including estimated revenue for any period of time.

Fund Summary: see Fund Schedule

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements/expenses.

Fund Statement: usually pertains to a detailed breakdown of revenue or expenditures such as grants, and other awards.

GAAP: Generally Accepted Accounting Principals -- Uniform minimum standards of and guidelines to financial accounting and reporting.

General and Administrative Cost: Cost associated with the administration of City services.

General Fund: The largest fund within the City, the General Fund accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes the basic operating services such as fire and police protection, finance, code enforcement, parks and recreation, libraries, public works, and general administration.

General Government: Refers to a group of activities associated with the administrative function of the City such as: Legislative/Administrative, Finance, Budget and Research, Planning, Computer Services, Legal, Personnel, and Purchasing.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

General Obligation Bonds: See Bond -- General Obligation

GFOA: Government Finance Officers Association of the United States; organization that awards the Distinguished Budget Presentation Award.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

Grant: A contribution by one government unit or funding source to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match: City cost of in-kind services required to match Federal or State grant and programs.

Index Code: An Index Code is a six digit number. It is a unique code designed for convenience in referencing classification information for computer operations. It identifies the lowest cost or revenue classification. By means of a table look-up, the code is subsequently translated in the appropriate Fund, Sub-fund, Type, etc. The index number matches the last three numbers of the 5-digit character code.

Indirect Cost: An indirect cost is an expense necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Grant: see Grant

Intergovernmental Revenue: see Revenue - Intergovernmental

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis; for example, the Information Services, Purchasing, Temporary Services, Equipment Rental and Replacement, Employee Health and Insurance related funds, etc.

Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and values of the property, and units of measure and unit prices.

Investment: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other government unit.

Levy: To Inventory: A detailed listing of property currently held by the City showing quantities, descriptions and pose taxes, special assessments, or service charges for the support of City activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be paid, renewed or refunded at some future date. Note: The term does not include encumbrances.

Line-Item budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Local Business Enterprise: A corporation, partnership, sole proprietorship, or other legal entity for the purpose of making a profit, which is primarily located within Bexar County for at least one year. For a branch office of a non-local business to qualify as a Local Business Enterprise, the local branch office must be located in Bexar County for at least one year, and must employ a minimum of 10 resident of Bexar County of employ Bexar County residents for at least 25 percent of the entire company workforce for use at the local branch office.

Long-term debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance and Operation Rate: see 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.

Object Code or Object of Expenditure: Last three digits of the five digit account code providing the lowest level of description. The object code has the same level of description as an index code.

Objective: Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The budget as adopted by the Council.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Operating Expense: Operating expenses are proprietary fund expenses that directly relate to the fund's primary service activities.

Operating Fund: Resources derived from recurring revenue sources used to finance the general fund, enterprise funds, and pay-as-you-go capital improvement projects.

Ordinance: An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Overhead: Overhead is the element of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined readily. Usually overhead relates to those objects of expenditures that do not become integral part of the finished product or services such as rent, heat, light, supplies, management, supervision, etc.

Outside Agency: A governmental unit or other organization which requests funding from the City for a specified purpose; for example: AVANCE, Project QUEST; Ella Austin Community Center; Youth Programs; Boys and Girls Club of San Antonio, YMCA/YWCA; Centro del Barrio; and the Battered Women's Shelter.

Partnership: A legal entity where 51 percent of the assets and interest in the partnership is owned by one or more minority group members. For M/WBE purposes, minority group member or women partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Performance Budget: A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might includes miles of street

paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personal Services: All cost related to compensating employees of the City including employee benefit costs such as City contributions for retirement, social security, and health and life insurance.

Policy Issues: refers to the listing of Program Improvements, Mandates, and Reductions found in the budget document.

Positions Authorized: Full-Time and Part-Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement: A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Fund and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: see Budget

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The creditworthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poor's.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the Utility Funds.

Revenue: 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

2) The term designates an increase to a fund's assets which:

- . does not increase a liability (e.g., proceeds from a loan);
- . does not represent a repayment of an expenditure already made;
- . does not represent a cancellation of certain liabilities; and
- . does not represent an increase in contributed capital.

3) (Resources) An increase in assets due to the performance of a service or 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, Development Services, Planning).

Services -- Current Budget Level: Represents the cost of providing service at the present level before mandates, reductions or improvements are considered and without considering increases in population of service demand.

Sinking Fund: A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefore are determined by the terms of the bond contract.

Small Business Enterprise (SBE): A corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit which is independently owned and operated and which is less than 20 percent of the U.S. Small Business Administration (SBA) size standard for a small business, except in cases where the reduced definition drops below \$1 million average gross receipts (as based on three years of sales) or less than 100 employees. All firms meeting these thresholds will be considered a SBE.

Sole Proprietorship: A legal entity that is 100 percent owned, operated and controlled by one or more minority group members. For MBE purposes, minority group member partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Source of Revenue: Revenues are classified according to their source or point of origin.

Surplus: A surplus is the amount by which revenues exceed outlays.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The term also does not include charges for services rendered only to those paying such charges as sewer service.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance as determined by the Bexar County Appraisal District.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purpose.

Transfers: 1) Transfers are the authorized exchanges of cash or other resources between funds. 2) The General Funds supports central services for other funds or departments, the reimbursement of these services to the General Fund is an Administrative Transfer.

Trust Funds: Accounting entities used to account for monies held by the City in a trustee capacity for organization, programs, or other funds.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unit Cost: The cost required to produce a specific product or unit of service (i.e., the cost to purify one thousand gallons of water).

User Charges (also known as User Fees or User Based Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Utility Funds: The funds used to account for operations of the City's electric, water, sanitary sewer, and solid waste disposal activities.

Undesignated Fund Balance: That portion of fund balance that is unencumbered from any obligation of the City.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Women Business Enterprise (WBE): A sole proprietorship, partnership, or corporation, owned, operated, and controlled by women who have 51% ownership. The women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of women ownership. To qualify as a women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the women business enterprise's category of contracting for at least one year.

Yield: The rate earned on a monetary investment.



Performance Measure Definitions

DEPARTMENTAL PERFORMANCE MEASURE DEFINITIONS

This list of definitions reflects selected key performance measures for each department. It is not a complete list of all measures covered in the Departmental Appropriations Section of this document.

ALAMODOME

Average Operating Revenue per Attendee: calculated by dividing the total attendance by the revenues collected for the Alamodome.

Average Operating Cost per Attendee: calculated by dividing the total attendance by the operating budget for the Alamodome.

Average Revenue per Event Type: calculated by dividing the operating revenue per event type by the number of event days per type.

Average Operating Cost per Event: calculated by dividing the total operating cost by the number of event days per type.

% Revenue Generated From Events: calculated by dividing the gross event revenue by the total operating revenue.

% Cost Recovered: calculated by dividing the total operating revenues by total operating cost.

Use Days: day when facility is off the market and unavailable for booking (with the exception of some meeting room events). Use days include all days booked for events, move-in/move-out days, conversion days, and meeting room events.

ASSET MANAGEMENT

Average Number of License Agreements/Property Disposition Applications per FTE: the total number of License Agreements/Property Disposition projects processed in a year divided by the number of FTEs assigned to them.

Avg. Revenue Collected per FTE Assigned to License Agreements/Property Disposition: revenue collected from License Agreements/Property Dispositions divided by the number of FTEs assigned to manage them.

AVIATION

No. of Cargo Tons: all arriving and departing freight and mail on a tonnage basis.

Non-Airline Revenue Per Passenger: all revenues other than those received by airline divided by enplaned passengers.

Airline Costs per Passenger: includes landing fees, terminal building rental, loading bridges fees and other fees and charges divided by enplaned passengers.

Retail Concession Revenue per Passenger: revenue received from airport retail outlets (food and sundries, etc.) and advertising divided by enplaned passengers.

Ground Transportation Revenue per Passenger: revenue earned from taxis, limousines, shuttles and other for-hire commercial vehicles divided by the number of enplaned passengers.

CITY ATTORNEY

Percent of Informal Opinions Issued Within 3 Days: number of verbal responses to legal opinion requests within 3 days taken as a percentage of the total.

Percent of Lawsuits Tried With Favorable Disposition: percent of favorable rulings to the City administered in court. Includes instances where a case was settled favorably or where the City filed the appropriate motions and the case was dismissed.

Administrative Hearings - Civilian: appeals heard before the Municipal Civil Service Commission regarding suspension, demotion, and termination of civilian employees.

Administrative Hearings/Contract Grievances - Police/Fire: appeals of disciplinary actions taken by the Fire and Police Chiefs against sworn members of their respective departments, as well as hearings before an arbitrator regarding alleged violations of the Police and Fire contracts.

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

Cost of Risk: includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

OFFICE OF THE CITY CLERK

Number of Walk-in Customers Service Contacts Assisted per Employee per Day: average number of customers visiting the City Clerk's Office per day divided by the number of employees serving them.

Number of Ceremonial Items Processed per Month: the number of ceremonial items processed during the year divided by the number of months in a year.

CODE COMPLIANCE

Average Response Time in Days: average number of days it takes for a complaint to be received and entered into the computer system by a Complaint Intake Officer until a Code Compliance Investigator arrives to conduct the first inspection.

Total Inspections (All Categories): number of inspections conducted to include, vacant lots, dangerous premises, minimum housing (unsanitary premises) and alleys and right of ways.

Voluntary Compliance Rate: percentage of city code violations brought into compliance as a result of a city notice being issued but without the need of City prosecution or abatement action.

COMMUNITY INITIATIVES

Contracts Managed: These figures represent delegate agency contracts for General Fund, Community Block Grants, service provision contracts, vendor contracts, and Housing and Urban Development Funds, etc.

Youth Served: These figures represent youth served through the Diversion, Juvenile Restitution Program, Urban smARTs , NCC, START and Project Worth. Does not include 8,604 additional unduplicated clients projected to be served by the 13 delegate agency contracts for FY 2000-2001.

Elderly Served Through Nutrition Program: These figures represent the number of elderly, ages 60 and over and their spouses, who were served through a congregate setting or a homebound meal.

Number of Family Members Served at Dwyer: These figures represent the number of family members served through the Transitional Housing Program at the Dwyer.

SAEP Participating Seniors: These figures represent the number of senior students served through the program who have maintained an overall 80 grade point average and 90% attendance rate. These students attend designated Education Partnership schools.

Meals Served to Seniors Through Nutrition Program: These figures represent the annual number of meals served at 48 sites in a congregate setting to homebound participants, and homeless elderly participants.

Number of Bed Nights Provided to Dwyer Center Family Members: These figures represent the total number of bed nights provided to families, annually.

One-Way Transportation Trips: These figures represent the total annual number of one-way trips provided to elderly clients.

Attendant Care Service Hours: These figures represent the total annual number hours of care provided to clients by Care Attendants in their homes through three attendant care programs.

CCDS Child Care Staff Transactions: These figures represent the movement of children in child care for families that meet eligibility requirements through multiple funding streams according to the funding source standards.

Emergency Services Provided: These figures represent the total annual number of financial emergency services provided to families and individuals who have encountered a crisis for which short-term assistance is needed.

Education Partnership Students Who Graduated from High School: These figures represent the total annual number of students who are enrolled in the Education Partnership program with whom staff work to encourage to continue high grades and attendance at school.

Average Monthly Cases per Youth Worker: These figures represent the total number of cases divided by the number of caseworkers per month.

Average Cost per Senior Meal: total program expenditures divided by actual meals served for the year.

Percent Recidivism Rate for Youth Served: These figures represent the number of youth who completed the program and are re-referred by the police or county, divided by number of clients served per month.

% Students That Received Their GED: These figures represent the total number of students that receive their GED per month, divided by the total number of students enrolled in GED classes per month.

% Elderly Satisfied With DCI Elderly Programs: These figures represent the result of annual survey sent to each nutrition center and the results are tabulated for the participants who responded that the program improved their quality of life.

% Dwyer Center Families Who Leave Dwyer and Maintain Permanent Housing: This figure is an annual figure determined by total number of clients moved to permanent housing divided by total provided services under the transitional housing program.

Case Management Services: These figures include child care, counseling, employment assistance, education assistance, housing services, health related services, and other self-sufficiency projects.

CONVENTION CENTER EXPANSION

Contingency Management Costs Paid: the dollar amount of estimated field alterations during any given fiscal year.

Annual Construction Costs Paid: reflects the dollar amount of construction dollars paid out in any given fiscal year.

CONVENTION FACILITIES

Operating Cost per Attendee: calculated by dividing the operating cost of the Convention Center or Municipal Auditorium by number of attendees.

Occupancy Rate: calculated by using move-in/move-out and show days.

Revenue per Square Foot: calculated by dividing the revenue of the Convention Center by its square footage of 424,700 or of the Municipal Auditorium by its square footage of 126,234.

Average Maintenance and Transition Rate: calculated by using days/times used for pest control service, building maintenance, table and chair setup and breakdown, and general clean-up.

CONVENTION & VISITORS BUREAU

Number of Articles Measured for Media Value: Public Relations Division only counts those articles in San Antonio and San Antonio attractions, hotels, that can be directly attributed to the efforts of our staff.

Number of Bureau Initiated Room Nights for Future: number of hotel room nights confirmed by Bureau sales staff for anytime in the future.

Number of Convention Room Nights Hosted: number of hotel nights occupied by convention delegates meeting in San Antonio during specific month and year.

Direct Film Expenditures: actual amount of film dollars spent in the city.

Monetary Value of Articles Published: Public relations articles are printed free of charge to be used for their media value. A cost estimate is made as to what the articles would have cost if the advertisement ads were charged at the same level they were printed this becomes the monetary value.

Number of Delegates Convention Hosted: This number indicates total attendance at conventions held in San Antonio during the specified time period.

Number of Room Nights: number of hotel rooms consumed for one night.

Number of Site Inspections: number of inspections in San Antonio by meeting planners reviewing meeting facilities, hotels, and potential venues being held tentatively for future meetings.

CULTURAL AFFAIRS

Average Attendance at Agency-Funded Events: calculated by dividing the "Number of Audience members" by the "No. of Art Agency events funded."

Amount of Non-City Dollars Leveraged for Arts Agencies: 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.

Cultural Tourism: denotes programs or events intended to foster the development of stronger relationships between local arts/cultural agencies and the tourism and hospitality industries in ways that increase tourism and audiences. The cultural tourist is an individual who visits a destination to specifically experience the arts/culture, heritage and special character of the place.

Ratio of City Dollars to Non-City Dollars Spent: calculated by dividing the amount of non-city dollars by the amount of city dollars for any given project.

DEVELOPMENT SERVICES

Average Number of Days for Initial Plan Review: average time it takes for a plan (interior finish-out, new residential or new commercial) to complete initial review by only the Development Services Department. Percentage of New Commercial Plans Completing Initial Plan Review Process in 35 Days or Less; New UDC requirement to have initial review of new commercial plans completed within 35 days. The departments/entities involved in the plan review process include the Health Department, San Antonio Water System, Fire Department, and the Development Services Department.

Average Number of Days for Processing a Platting Case: average number of days for submitting a complete plat from application deadline to Planning Commission action.

ECONOMIC DEVELOPMENT

Number of New Jobs Announced by Prospects: Prospects are companies, which are moving to San Antonio or are expanding and anticipate creating a specific number of jobs.

Cost per Job Created/Retained: This measure divides the department's budget by the number of jobs created/retained.

ENVIRONMENTAL SERVICES

Waste Tonnage Collected per Crew per Week: average waste tonnage collected by City crews on a regular work week.

Waste Collected per Household per Year: waste collected by City crews and Contractors per household per year. Waste collected is broken down to waste, which is recycled, and waste, which is landfilled.

EXTERNAL RELATIONS

Interlocal Agreements Administered/Managed: agreements with outside agencies to receive and/or provide services.

Municipally Related State Legislation Monitored: state legislation filed during the session which may have some impact on the City, either positively or negatively, that is being monitored.

State Program Initiatives Enacted: initiatives adopted by the City Council, which were passed and signed into law by the Governor.

Average Monthly Revenue Received from Interlocal Agreements: average monthly revenue for all interlocal contracts with the City.

Average Cost per Municipally Related Legislation Monitored: the average monthly fees paid by contract to representative of City interests lobbying and monitoring the State Legislature for legislation which may have some impact on the City, either positively or negatively.

FIRE-EMERGENCY MEDICAL SERVICES

Average Time from Receipt of the Request to Hospital Arrival Code II (non-life-threatening): the average time from receipt of a request for service to hospital arrival for a Code II transport patient. A Code II patient is in stable condition and not expected to deteriorate. The patient may be transported to the hospital of their choice. No lights or sirens are used to transport the patient.

Average Time from Receipt of the Request to Hospital Arrival Code III (life-threatening): the average time from receipt of a request for service to hospital arrival for a Code III transport patient. A Code III patient is in a life-threatening situation. The patient's condition is deteriorating or expected to deteriorate. The patient is taken to the closest appropriate hospital. Lights and sirens are used to transport the patient.

Average Response Time in Minutes: fire company leaves station and arrives on scene.

Number of Fire Responses: number of calls where any fire is reported.

Number of Structure Fires: number of calls where commercial or residential structures are on fire. These fires may be accidental or intentionally set.

Number of Other Fire Responses: all types of fires other than structure fires. These fires include grass, brush, trash and vehicle fires. These incidents may be accidental or intentionally set. Does not include false alarms.

Number of Assist EMS Responses: incidents where the Fire Division assisted EMS either as a first responder to an EMS incident or with manpower.

Number of Other Incidents: all types of incidents other than Fire and assist EMS responses. These incidents include assists for the Police Department, assist the public, rescue calls, smoke scares, vicinity alarms, and hazardous spills.

Number of False Alarms: responses of all dispatch types that were found to be false

Response Time: a combination of: 1) call Reported to Dispatch, 2) from Dispatch to Response, and 3) Response to Arrival.

Number of Units Dispatched Full-time Peak Performance Staffing: actual number of ambulances dispatched on Emergency Calls.

FINANCE

Investment Portfolio Value-at-Cost (millions): value of the City's investment portfolio based on the cost of the securities acquired, as of fiscal year end.

Principal Amount of General Bonded Indebtedness (millions): principal amount of outstanding General Obligation Bonds and Certificates of Obligation secured by ad valorem taxes, as of fiscal year end.

Amount of Tax Office Non-Property Tax Revenue Deposits (millions): consolidated revenue collection point for billing and payment of rents, leases, intergovernmental contracts, hotel/motel occupancy taxes (City & County), code compliance fees, alcoholic beverage licenses, coin-operated amusement machine permits, occupational licenses, building permits and returned check fees.

Turnaround Time on Month-End Closing (working days): number of working days required to record financial transactions in order to close the most recent month ended.

Turnaround Time on the Comprehensive Annual Financial Report (CAFR) Completion (days): number of days required to prepare the CAFR for the most recent fiscal year ended.

HEALTH DISTRICT

Number of Prenatal Visits: the total number of visits during first, second and third trimester of pregnant women attending 9 clinic sites.

Routine Food Establishment Inspections: A licensed permanent Food Establishment is a business that has a valid certificate of occupancy and food license after having been inspected for and approved by all the required city departments . The permanent food establishment must be housed in a structure and is not a temporary food establishment or a mobile vending unit or any other type of vending operation.

HOUSING AND COMMUNITY DEVELOPMENT

Total Neighborhood Revitalization Expenditures: includes costs associated with all Public Works construction projects, as well as housing rehabilitation program costs, and other

construction projects costs incurred by other City Departments [Parks & Recreation; Library], and sub-grantees [neighborhood facility renovations].

% Timeliness Expenditures: reflects the total unexpended balance of CDBG funds as of July 30th compared to the current annual CDBG Entitlement grant allocation.

HUMAN RESOURCES

Average Turnaround Time for Evaluation of In-Lieu-of/Reclassification Requests: includes only the period of time spent from receipt of Classification Action Form to Analyst recommendation.

% of Supervisors Who Agree or Strongly Agree on Performance Improvement After Training: supervisors' agreement that employee performance has improved as a result of training. Ratings are based on surveys of supervisors utilizing a 5-point scale, with 5 being the most significant improvement in work performance.

Total Average Number of Human Resource Work Days Required to Fill a Vacant Position (actions by HR): 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.

Total Average Number of Human Resource Work Days Required to Fill a Vacant Position (actions by outside agencies): includes time required to perform background and driving status verifications, drug screening and physicals.

INFORMATION TECHNOLOGY SERVICES

Average Number of Mainframe Terminal Transactions per Weekday (thousands): average daily number of requests for information on any terminal accessing the host computer (mainframe). This includes Mobile Data Terminals used by City and County policing authorities, Emergency 911 dispatchers, general government, and outside agencies.

Average Labor Cost per Communications Work Order: derived by totaling all labor costs and dividing them by the total number of work orders from which those costs are taken, for the period.

INTERNAL REVIEW

Percent of Delinquent Hotel/Motel Tax Fund Revenue Collected Within 90 Days: the total amount of delinquent Hotel/Motel tax fund revenue collected within a 90-day period divided by the total amount of delinquent Hotel/Motel tax fund revenue.

Estimated Savings of External Audit Costs: the number of staff hours provided to external auditors (input) multiplied by the hourly savings rate of external auditors (output).

INTERNATIONAL AFFAIRS

Dollar Value of Business Generated by CASA Program: based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade.

Rate of Return per \$1 Invested in CASA Program: rate of return from each dollar invested by the City in the CASA San Antonio program.

Direct Expenditures by Official Guests to San Antonio: Direct expenditures are based on a per delegate expenditure of \$818.82 as reflected by a 1993 Deloitte and Touche study, International Association of Convention and Visitors Bureaus.

LIBRARY

Number of Registered Borrowers: total number of persons to whom a Library Borrower's Card has been issued within the last four years, excluding "expired" cards without delinquencies. This figure is taken from the CARL (computer) patron database.

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 Electronic Access Uses and Home Page Hits: This number indicates the total number of Library Home page visits.

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.

Percent of Eligible Users Registered: an indication of the depth of market saturation, this figure is a comparison of the number of registered borrowers to the estimated total number of persons residing in Bexar County. This calculation is made by dividing the number of registered borrowers by the current estimate of the population of Bexar County.

MAYOR & COUNCIL

Average Number of Citizen Inquiries per Employee per Day: total number of e-mail and phone inquiries received per year divided by the number of support staff who handle constituent calls divided by the number of days the Council support office is open per year.

Average Wait Time for Walk-ins to Receive Assistance from District Office personnel: the number of minutes in which district office personnel will respond to a constituent who has visited City Hall requesting a specific service.

MUNICIPAL COURTS

Number of Delinquent/Pending Cases: the total number on file as of October 1 of the fiscal year.

Non-Traffic: cases filed for violations of City ordinances, Texas Penal Codes, health codes, alcohol beverage codes, government codes, and other violations.

Family Violence: assault violations filed when the complainant and defendant are related by blood, marriage or adoption.

Cost per New Case Filed: operating cost for the courts and includes applicable maintenance cost divided by the number of new cases filed.

Average Number of Documents Filed per Employee per Week: Total number of documents filed per year divided by the number of employees (11), divided by 48 weeks.

Percent of Revenue Collected for State Levy: the percentage of total revenue collected which must be transferred to the State for various levies as required by law.

Percent of Cases Paid: the number of cases paid divided by the total number of cases open.

Percent of Trials Reset: the number of trial resets divided by total number of cases initially set for trial.

Percent of Cases Closed: the number of cases closed divided by the total number of cases open.

MUNICIPAL ELECTIONS

Number of Hours Worked by City Clerk Election Officials: total number of hours worked by election official hired by Office of City Clerk to process and tabulate mailed ballots during the general election and any run-off election.

Turnaround Time for Release of Election Results: the total amount of time calculated from the close of the polls until the results of election are released to the media by the Office of the City Clerk.

NEIGHBORHOOD ACTION

Number Affordable Housing Units Constructed: housing units constructed on recycled land in conjunction with the Parade of Homes Program.

No. of New Partnerships Resulting from Sweeps: outside agencies contracted by Neighborhood Action Department to assist in unique projects requested by neighborhoods.

Average Cost per Sweep: number represents cost of service delivery.

Additional Property Tax Valuation from Projects: increased taxes provided to the City as a result of approved housing projects.

OFFICE OF MANAGEMENT & BUDGET

ICMA Templates: individual surveys provided to departments in the following areas: Police, Fire, Human Resources, Public Works (refuse, highways, facilities), Housing, Libraries, Code Compliance, Parks & Recreation, Youth Services, Information Technology Services, Fleet Management, Risk Management, and Purchasing & General Services. The surveys collect effectiveness and efficiency measures to evaluate service-delivery performance.

PARKS AND RECREATION

Number of After School Program Sites: total number of schools which participate in the After School Challenge Program. The After School Challenge Program is a school-based program whereby Parks and Recreation Department staff work in conjunction with school district staff in providing tutoring, homework assistance, recreation activities and a safe place for students to assemble after school Monday through Friday during the school year.

Hours Worked by Restitution and Volunteer Participants: all hours worked for the benefit of the Parks and Recreation Department without cost to the City. The Restitution Program involves individuals who are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property.

PARKS AND RECREATION - GOLF OPERATIONS

Earnings per Round Based on Revenues and Operating Expenses: shows the current profit margin for each round. However, from that profit margin indirect costs, loan expenses, and debt service payments must be made.

Rounds Played, 18 Hole Equivalent: total number of rounds played if the rounds were played in full. Two 9-hole rounds are equivalent to one 18 hole round.

PLANNING

Residents Included in Neighborhood Plans per Planner: average number of residents living in the neighborhoods and/or communities where the Planning Department has completed neighborhood and/or community plans.

Number of Neighborhood Conservation Districts Approved by City Council: new "Output" figure to illustrate proposed districts for Council action. The enabling ordinance for Number of Conservation Districts was approved by City Council during FY 2000-2001.

Average Number of Days for GIS Posting or Approved Zoning Cases: illustrates maximum amount of time from approval by City Council to posting in mapping system. Zoning Division prepares information for GIS posting (5 days). GIS Division takes 5 days to post to system and verify.

POLICE

Average Total Number of Minutes to Respond to Regular Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Average Total Number of Minutes to Respond to Code 3 Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Number of Nuisance Abatement Cases Investigated: number of cases investigated seeking to address and resolve issues of properties or establishments which create a "nuisance" through Civil, Criminal, and Health and Safety regulations.

Patrol Availability Factor: measures the actual time a patrol officer is available to patrol. This does not include the time needed to respond to calls for service or administrative duties.

PUBLIC WORKS - GENERAL FUND

Traffic Studies Conducted: number of studies performed on City streets to determine the level of usage. Traffic studies are conducted in an attempt to improve traffic flow and safety.

Capital Improvement Projects (CIP) Under Construction: total number of City projects planned to be designed and constructed to improve the value of governmental assets.

PUBLIC WORKS - PARKING

Parking Garage & Lot Revenue per Space: total of all revenues collected for garages and surface lots divided by the total number of parking garage & surface lot spaces maintained by the Parking Facilities Division.

Parking Meter Revenue per Space: total of all revenues collected for parking meters divided by the total number of parking meters maintained by the Parking Facilities Division.

Spaces in Parking Garages & Lots: total number of parking spaces maintained in parking garages and surface lots by the Parking Facilities Division. It should be noted that this calculation includes the partial demolition of spaces at the HemisFair Parking Garage. This figure also includes the addition of 704 spaces from the St. Mary's Parking Garage.

PUBLIC WORKS - STREET MAINTENANCE

% Potholes Repaired Within 48 Hours: percentage of all requests placed to Public Works regarding pothole repair which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

Total City Force Street Resurfacing & Rehabilitation: center line miles of street which are resurfaced or rehabilitated through various methods within the City limits each year by City Crews.

PURCHASING & GENERAL SERVICES

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).

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.

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