



CITY OF SAN ANTONIO, TEXAS

ADOPTED ANNUAL OPERATING
BUDGET

FISCAL YEAR 2002 ★ 2003



**CITY OF SAN ANTONIO
ADOPTED ANNUAL BUDGET**

FISCAL YEAR 2002 - 2003

OCTOBER 1, 2002 - SEPTEMBER 30, 2003

CITY COUNCIL

EDWARD D. GARZA, MAYOR

**BOBBY PEREZ
JOHN H. SANDERS
ANTONIETTE MOORHOUSE
ENRIQUE MARTIN
DAVID A. GARCIA**

**ENRIQUE M. BARRERA
JULIAN CASTRO
BONNIE CONNER
CARROLL SCHUBERT
DAVID CARPENTER**

CITY MANAGER

TERRY M. BRECHTEL

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

LOUIS A. LENDMAN, DIRECTOR

**POUY J. ANGULO
VERONICA DAVALOS-ALBRECHT
KIP DERNOVICH
TERRI DOBY
SHAWNA DOWELL
GLENN FROST**

**MARIA R. GONZALES
TENNETTA GRIMES
CARLOS E. GUTIERREZ
GABRIEL INGMUNDSON
TISHA MORA
FRANCISCO ANTONIO PEÑA**

**NICOLA M. RAMOS
DIANA RODELA
LAURA E. SIERRA
CYNTHIA STANFIELD
NICOLE VASQUEZ
PETER HILL ZANONI**

CITY OF SAN ANTONIO

MISSION STATEMENT

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

GOALS

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Antonio
Texas**

For the Fiscal Year Beginning
October 1, 2001

Samuel A. Hume

President

Jeffrey R. Egan

Executive Director

The Government of Finance Officers Association of the United States of America and Canada (GFOA) present a Distinguished Budget Presentation Award to City of San Antonio, Texas for its annual budget for the fiscal year beginning in October 1, 2001. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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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 2002-2003 Budget. This section also includes a listing of program changes sorted by Improvements, Mandates and Reductions. An explanation of the Adopted employee compensation package is also included.

Fund Schedules - This section is organized by fund and contains a schedule of revenues and appropriations for each City fund. First is the FY 2002-2003 All Funds Budget Summary schedules. Following is personnel information which details the number of positions authorized for each fund. Following those schedules are detailed Fund Schedules arranged by fund type. They are arranged by Tax Supported Funds, Special Revenue Funds, Enterprise Funds, Expendable Trust Funds and Internal Service Funds. Finally, a summary schedule of categorical grants is listed.

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

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

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

BUDGET AMENDMENTS

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

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

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

BUDGET BASIS

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

FUND TYPES

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

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

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

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

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

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

REVENUE ESTIMATES

The 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 2003 through FY 2008 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 2003 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

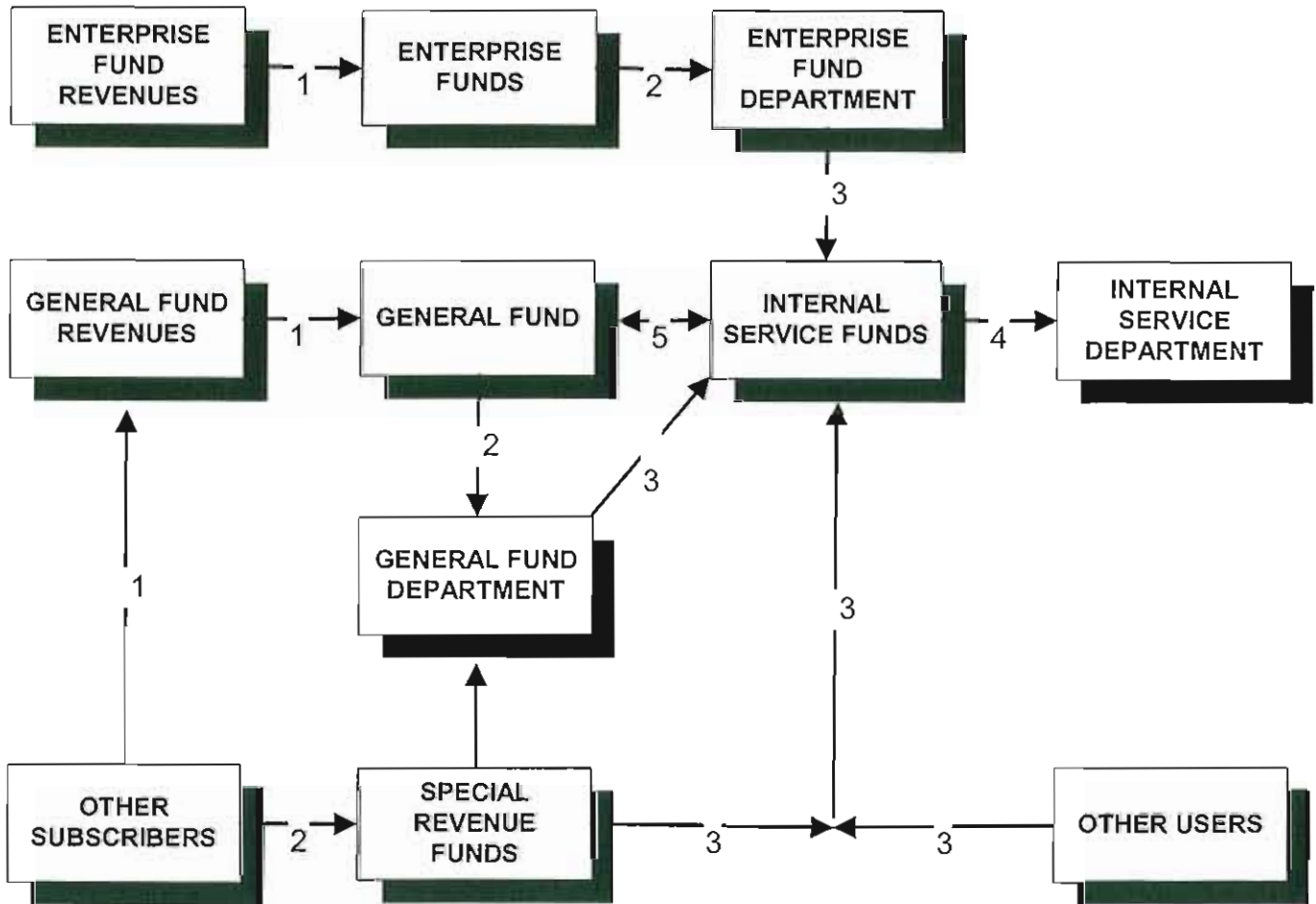
Enterprise Funds

- ♦ Enterprise Fund Departments - Aviation Department, Environmental Services Department

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 monies 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

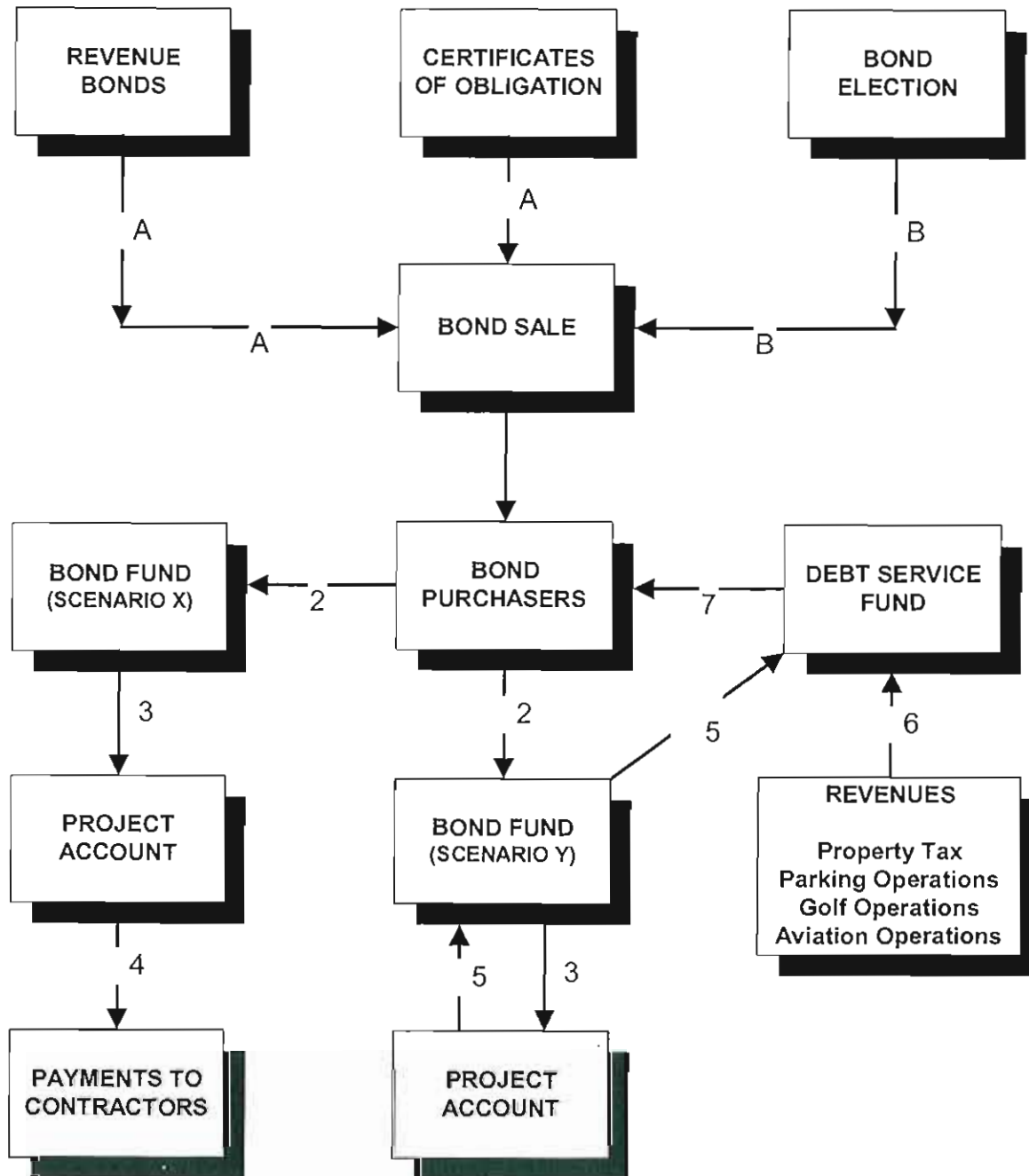
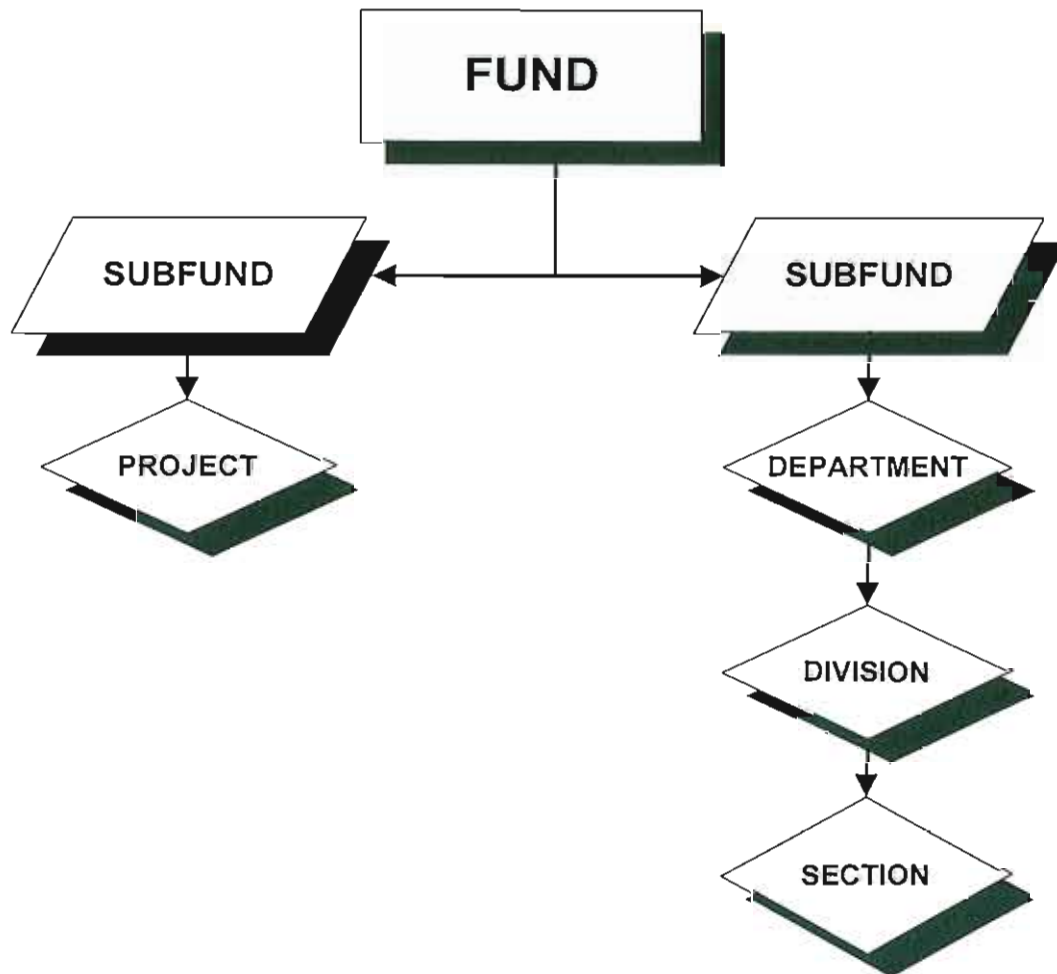


Chart of Accounts

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 2002-2003

Monday, April 1 - Friday, May 17	Management Team conducts meetings with Department Heads and Budget Office to review departmental goals and objectives, balanced score cards, IT issues and other issues
Thursday, April 25	Departments submit FY 2001-2002 estimated commitments for revenues and expenditures to Budget Office
Monday, May 13	Budget Open House – City Council Chambers, 7:30 PM “What Makes San Antonio a Livable City?”
Thursday, May 16	Preliminary List of Strategic Issues Finalized with Council “B” Session
Friday, May 17	Departments submit Program Information, Proposed Balanced Score Cards, Current Service Budget Justification, Improvements, Mandates, Reductions, Capital Outlay Requests, Fee Rate Adjustments, New Fees, Grant Documents, Capital Improvement Program and FIMP budget requests to Budget Office
Thursday, June 6	Budget Director presents the Five Year Financial Forecast to the City Council
Friday, June 7	City Council Goals & Objectives Worksession
Thursday, June 13	Final Council Approval of FY 2003 Budget Priorities at “B” Session
Wednesday, June 26- Wednesday, July 24	Management Team reviews operating and capital budgets with Budget Office and Department Heads
Thursday, July 25- Friday, August 2	Management Team discusses and reviews Proposed FY 2003 Operating and Capital Budget decisions
Thursday, August 15	City Manager presents Proposed Budget to City Council; Budget Office delivers copies of final Proposed Operating and Capital Budget to City Clerk, City Manager and City Council
Tuesday, August 20- Thursday, September 12	City Council Worksessions on Proposed Budget - Tuesdays (evenings): 8/20, 8/27, 9/10 - Thursdays (mornings & evenings): 8/22, 8/29, 9/5, 9/12
Thursday, August 22	City Council considers Proposed Tax Rate
Tuesday, September 3	City Council First Budget Public Hearing, 7:00 p.m.
Thursday, September 5	City council Tax Rate Public Hearing, 3:00 p.m., and sets date, time and place for adoption of the tax rate
Thursday, September 19	City Council Second Budget Public Hearing and Consideration of Budget, Tax Rate and Revenues, 3:00 p.m.
Thursday, September 26	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

BUDGET OPEN HOUSE AND
PRELIMINARY LIST OF
STRATEGIC ISSUES
FINALIZED WITH CITY
COUNCIL

DEPARTMENTS SUBMIT
BUDGET REQUESTS FOR
FISCAL YEAR 2003

JUNE

FIVE YEAR FINANCIAL
FORECAST PRESENTED TO
CITY COUNCIL

BUDGET OFFICE PROVIDES
AND REVIEWS DEPARTMENT
TARGET BUDGETS

CITY COUNCIL GOALS &
OBJECTIVES WORKSESSION

BUDGET PROCESS

JULY

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

SEPTEMBER

FIRST PUBLIC
HEARING ON THE
PROPOSED BUDGET

PUBLIC HEARING ON
TAX RATE

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

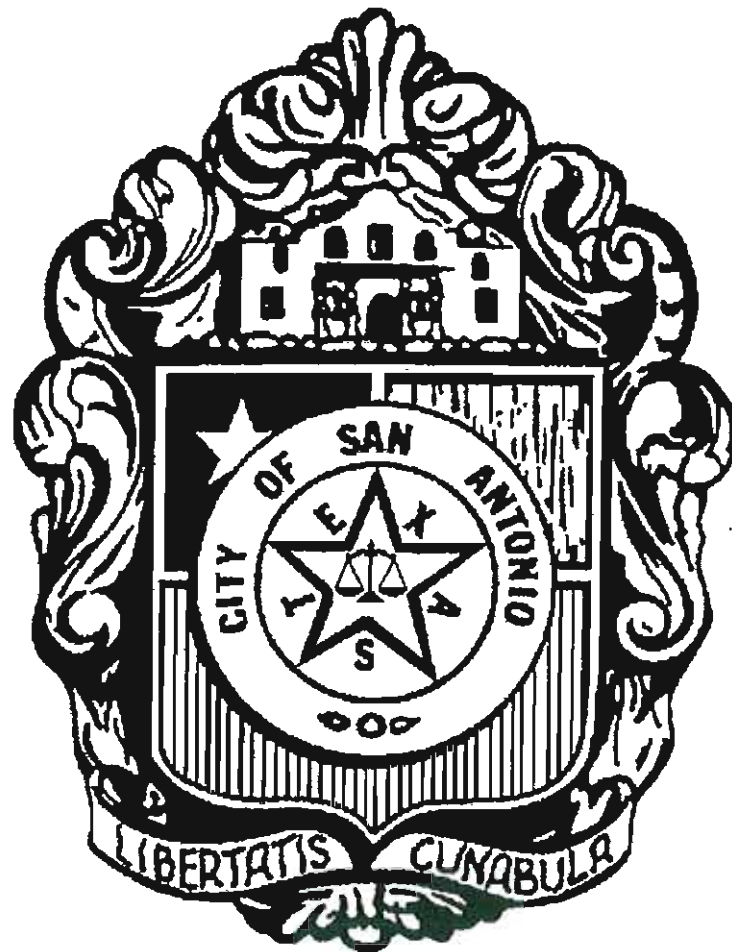
BUDGET OFFICE FINALIZES
AND PRINTS ADOPTED
BUDGET DOCUMENT

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 12, 2002

To the Honorable Mayor and City Council:

The Adopted Consolidated Annual Budget for FY 2003, comprised of all funds, excluding transfers, totals \$1.404 billion and represents the most challenging budget in a decade. The fiscal challenges presented the City in preparing the FY 2003 Budget result from the adverse effects of the downturn in the economy late last year that were exaggerated by the events of September 11, 2001. Lower-than-expected revenues as a result of the slowing economy were the primary contributing factors to the extent of the fiscal challenges addressed by the Adopted Budget. Specifically, the challenging fiscal situation required very difficult decisions to be made resulting in redirections of existing programs, and reductions in services and personnel positions. Every effort was made in the preparation of the Budget to minimize the adverse impact of the reductions on City services and the City's employees.

Operating expenditures total \$1.078 billion and capital improvement projects total \$325.8 million. Within the operating expenditures total, General Fund expenditures and transfers represent \$601.4 million, an increase of 0.05%, over the FY 2002 Adopted Budget representing **essentially a zero growth budget.**

The Adopted General Fund Budget for FY 2003 eliminates the projected \$42.4 million shortfall through added revenues and expenditure savings designed to minimize negative impacts on service delivery. From the revenue side, \$9.7 million in additional revenue is projected in both FY 2002 and FY 2003 through both new revenues and adopted new fees. On the expenditure side, a total of \$35 million in savings is achieved by a combination of reductions, redirections, mandate deferrals, savings in current year expenditures and adjustments to internal service and self-insurance fund assessments. Of the \$35 million, \$18.4 million represent reductions and redirections. Of \$18.4 million, \$7.65 million represent reductions in areas for which there are no corresponding City Council budget priorities.

The Adopted Budget, nevertheless, provides for added targeted initiatives in Council priority areas such as neighborhood infrastructure and maintenance, drainage and flood control, aviation infrastructure, Brooks City-Base, Kelly USA, human development, tourism promotion, environmental protection, solid waste management and higher education development. These initiatives are included in the Adopted Budget without the need for an increase in the overall property tax rate that remains at 57.854 cents per \$100 valuation for the tenth consecutive year.

- The Neighborhood Accessibility and Mobility Program (NAMP) has provided resources for various neighborhood sidewalk and street improvements throughout the community in recent years. To augment the \$2 million annually budgeted in the General Fund for NAMP and recognizing that Maintenance of Infrastructure is the Council's highest budget priority, the Adopted Capital Budget recommends setting aside \$1.25 million in Certificate of Obligation proceeds for NAMP projects.
- The last General Obligation Bond authorization was in 1999. Bond elections have typically been held on a five-year cycle. As a consequence of prudent management of the City's debt management plan, sufficient debt capacity is available to accelerate the next bond authorization election to November 2003. Specifically, a \$115 million General Obligation bond program is proposed for authorization in an election in November 2003.
- A proposed 30% rate increase in the Stormwater Fee is Adopted to provide increased operating funding for improved drainage system maintenance and to permit the issuance of revenue-backed debt providing \$39.7 million for much-needed neighborhood drainage and flood control projects.
- To enhance the City's aviation support infrastructure (one of the City's targeted industries), the Capital

Budget provides \$82.2 million in FY 2003 for improvements to San Antonio International Airport facilities such as renovations to concourses, construction of new air freight facilities and building of a new parking garage.

- Another targeted industry addressed by the Adopted Budget is high technology through support for development of the Brooks City-Base Technology & Business Center. Specifically, \$1.6 million is provided in the Capital Budget for Brooks City-Base capital improvements and \$749,277 in the General Fund Budget for operating improvements for the Brooks City-Base Office to include funding for outside legal help, professional marketing services, and business plan development grant match.
- Development of KellyUSA to encourage the logistics targeted industry is also a community priority. In recognition of this, the Capital Budget includes \$2.15 million for improvement projects at KellyUSA.
- A total of \$500,000 is redirected to increase each Council District's Human Development Funds from \$70,000 to \$120,000 to support human development programs such as senior services, childcare, youth job skill training academies, youth services, scholarships and job training.
- The Hotel/Motel Tax Fund budget includes \$2.15 million in added advertising funding to further promote the local tourism industry. Of this amount, \$1.75 million represents a one-time improvement for FY 2003 and \$400,000 represents a recurring advertising budget improvement.
- The amount of \$500,000 is set aside as a challenge match to other local governments in the Stormwater Fund for a thorough study resulting in an Edwards Aquifer Management Planning Model to allow the determination of the impacts of future growth over the Recharge Zone.
- With respect to solid waste management, the Adopted Budget includes initiatives addressing Environmental Services Fund fiscal stability and brush program effectiveness. In order to maintain twice-a-week residential refuse collection, the monthly residential fee will increase by \$0.51 per month, or 5.5%, from \$11.70 to \$12.21 per month. To improve the effectiveness of the City's brush program, the curbside collection program will be focused to smaller, more targeted collection areas; the number of collection cycles will be reduced from three annual cycles to two; and the availability of the neighborhood Dial-A-Trailer brush collection program of the City will be increased for all parts of the City.
- The amount of \$500,000 is set aside in the Adopted Budget to initiate the development of a future southside Texas A&M University System four year campus. The funds will be used to conduct environmental and infrastructure requirement assessments.

The Adopted Budget includes a 3% wage increase for firefighters under the terms of the collective bargaining agreement with the San Antonio Professional Firefighters Association approved during FY 2002. The Adopted Budget also sets aside funds in anticipation of a new collective bargaining agreement in FY 2003 with the San Antonio Police Officers Association. The City will maintain the living wage standard for FY 2003 by increasing the minimum hourly wage from \$8.50 to \$8.75 bringing the minimum annual salary for a full-time City employee to \$18,200.

The finalization of the Adopted Budget represents the culmination of a significant effort on the part of all City departments. I would like to express my sincere appreciation to the City Council for providing valuable policy guidance to the process at the Council Goals and Objectives Worksession. I would also like to thank the staff in each department for their professionalism throughout the process. 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,

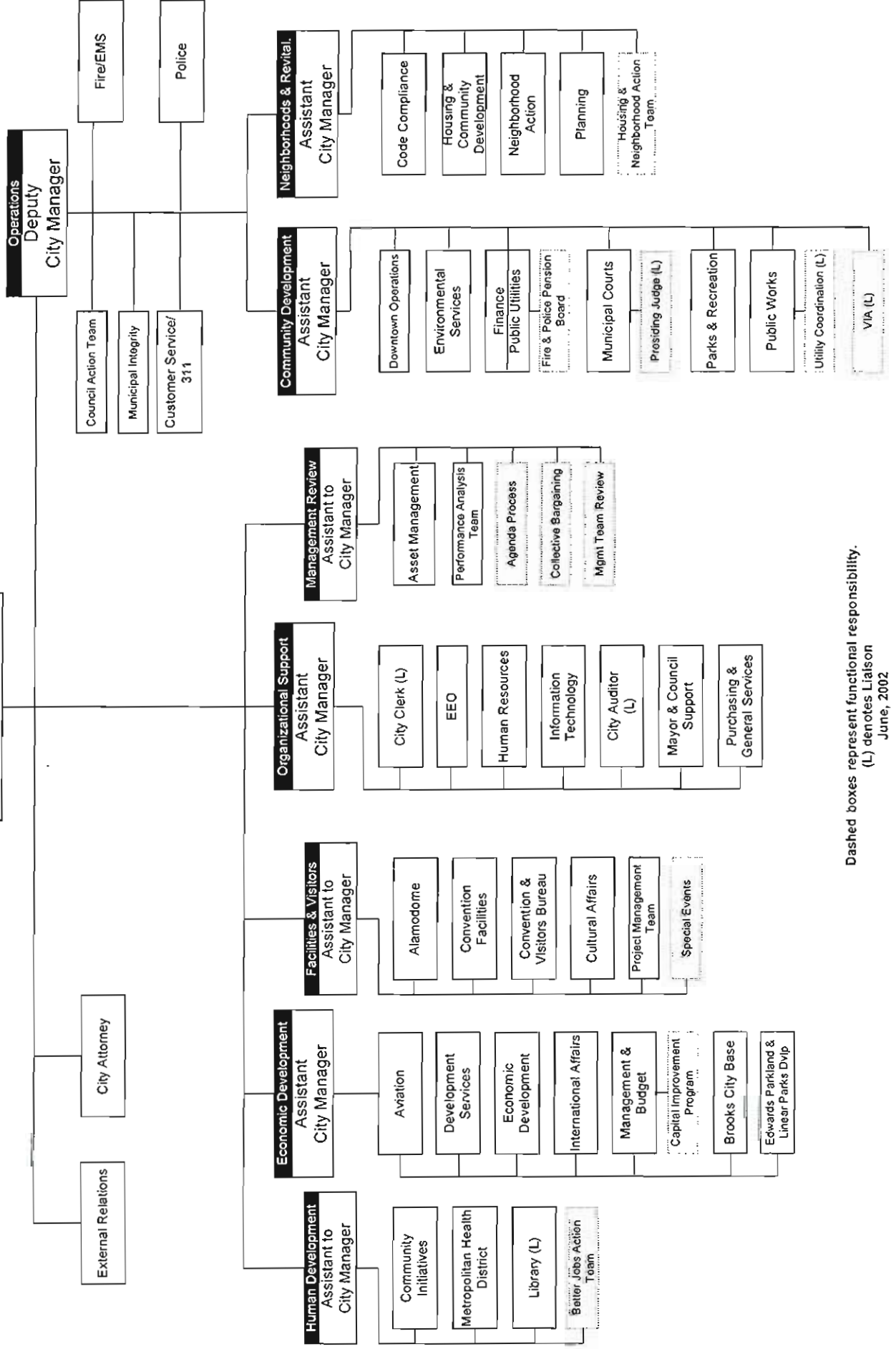


Terry M. Brechtel
City Manager

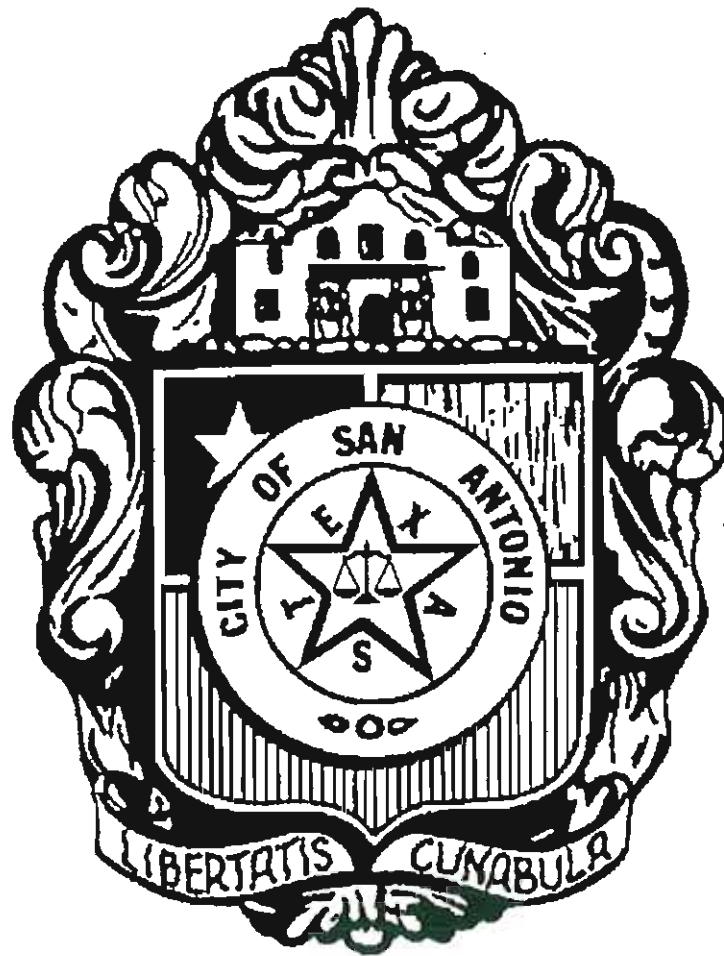
City of San Antonio

MAYOR & CITY COUNCIL

CITY MANAGER



Dashed boxes represent functional responsibility.
(L) denotes Liaison
June, 2002



Council Priorities

City Council FY 2003 Budget Priorities Listed by Category Rank

Category	Strategic Issue	Rank	Tier
Existing Infrastructure			
	Maintenance of Existing Infrastructure	1	One
	1999 Bond Program Implementation	3	One
	Neighborhood Access & Mobility Program (NAMP)	6	One
	2004 Bond Program	10	One
	Regional Watershed Management Program	13	One
	Downtown Development/Downtown Housing/Incentive Toolkit/CRAG Incentives/Mixed Income and Affordable Housing/Balanced Growth & Master Plan Policies	24	One
	Transportation Systems/Major Thoroughfare Plan	26	One
	Historic Civic Center/Government Offices	44	Two
	San Antonio River Improvements	45	Two
	Americans with Disabilities Act Infrastructure	51	Two
Public Safety			
	Police Services/Police Staffing Plan	2	One
	Fire Services/Fire Master Plan	4	One
	Emergency Medical Services	5	One
	Homeland Security	7	One
	Code Compliance	8	One
	Park Security	9	One
	Police and Fire Collective Bargaining Agreements	15	One
	Domestic Violence	42	Two
	Special Events Security (e.g. NCAA Final Four)	43	Two
Economic Development			
	Economic Development Strategic Plan	11	One
	Future Base Closures/Military Initiatives	14	One
	Targeted Industry Incentives	16	One
	Aviation Strategic Plan/International Airport/Stinson Airport	17	One
	International Trade/Business	19	One

City Council FY 2003 Budget Priorities Listed by Category Rank

Category	Strategic Issue	Rank	Tier
Economic Development			
	National Vaccine Production Facility	20	One
	Pan Am Games	27	One
	Neighborhood Commercial Revitalization	29	One
	Medical Center Area Improvements	30	One
	KellyUSA/Kelly Parkway Corridor	32	One
	Brooks City-Base/(BDA)	33	One
	Cultural Plan/Public Arts	34	One
	Annexation/Southside Initiative	35	One
	Culinary Arts	37	One
	Small Business Economic Development Advocacy & Incentives	47	Two
	Empowerment Zones/HUB Zones	49	Two
	Fort Sam Houston	53	Two
	Enterprise Zone Program	54	Two
	Convention Center Headquarters Hotel	56	Two
	Development Services	58	Two
	VIA Multi-Modal Center	60	Two
	Cultural Tourism	61	Two
	Tourism & Convention Industry/Conv.Center Exp. and Renovation	63	Two
	Alamodome	64	Two
	Southwest Business and Technology Park	67	Two
Housing & Neighborhood Planning			
	Neighborhood Improvement District (Street Reconstruction)	12	One
	Neighborhood Sweeps	25	One
	Housing Preservation and Rehabilitation	48	Two
	Community Building and Neighborhood Planning Program	52	Two
	Graffiti Abatement Program	55	Two
	Historic Survey/Districts	69	Two

City Council FY 2003 Budget Priorities Listed by Category Rank

Category	Strategic Issue	Rank	Tier
Human Development			
	Early Childhood Development	18	One
	Fit City Initiative	39	One
	Targeted Industry Academies (e.g. Aerospace, Information Technology)/Job Training	46	Two
	Family Strengthening/Youth & Elderly	50	Two
	After School Challenge Program/Summer Challenge Program and Assessment	57	Two
	Adult Literacy	65	Two
	Education Partnership	68	Two
Environment			
	Water Resources	22	One
	Edwards Aquifer Management Planning Model	31	One
	Remediation of Contaminated Sites	62	Two
	New Animal Control Facility	70	Two
	Environmental Health/Air Quality/ Energy Conservation	71	Two
	Solid Waste Management	76	Three
Parks & Libraries			
	San Antonio Public Library/Five-Year Strategic Plan	21	One
	Park Planning	28	One
	Hertzberg Library Building Redevelopment	77	Three
Charter Review/Governance			
	Model Governance/Term Limits	23	One
	Independent Office of Internal Review	41	One
	Council Redistricting	79	Three
Customer Service			
	Community Outreach	73	Two
	Competitive Workforce	74	Two
	Information Technology/Enterprise Resource Mgmt. System	75	Two
	Employee Performance Management & Award System	81	Three

City Council FY 2003 Budget Priorities Listed by Category Rank

Category	Strategic Issue	Rank	Tier
Customer Service			
	Performance Reviews (e.g. Capital Improvements Program Mgmt.)	82	Three
Organizational/Fiscal			
	Senior Citizen Property Tax Exemption	36	One
	Pending Revenue Issues	38	One
	Employee Health Benefits	40	One
	Federal Initiatives	59	Two
	State Legislative Issues	66	Two
	Intergovernmental Cooperative Agreements	72	Two
	Property Tax Relief	78	Three
	Debt Management Plan	80	Three
	Span of Control Organization Study	83	Three
	Funding for Organizations	84	Three
Non-Strategic Issue			
	Non-Strategic Issue	85	Three

City Council FY 2003 Budget Priorities Listed by Strategic Issue Rank

Strategic Issue	Category	Rank	Tier
Maintenance of Existing Infrastructure	Existing Infrastructure	1	One
Police Services/Police Staffing Plan	Public Safety	2	One
1999 Bond Program Implementation	Existing Infrastructure	3	One
Fire Services/Fire Master Plan	Public Safety	4	One
Emergency Medical Services	Public Safety	5	One
Neighborhood Access & Mobility Program (NAMP)	Existing Infrastructure	6	One
Homeland Security	Public Safety	7	One
Code Compliance	Public Safety	8	One
Park Security	Public Safety	9	One
2004 Bond Program	Existing Infrastructure	10	One
Economic Development Strategic Plan	Economic Development	11	One
Neighborhood Improvement District (Street Reconstruction)	Housing & Neighborhood Planning	12	One
Regional Watershed Management Program	Existing Infrastructure	13	One
Future Base Closures/Military Initiatives	Economic Development	14	One
Police and Fire Collective Bargaining Agreements	Public Safety	15	One
Targeted Industry Incentives	Economic Development	16	One
Aviation Strategic Plan/International Airport/Stinson Airport	Economic Development	17	One
Early Childhood Development	Human Development	18	One
International Trade/Business	Economic Development	19	One
National Vaccine Production Facility	Economic Development	20	One
San Antonio Public Library/Five-Year Strategic Plan	Parks & Libraries	21	One
Water Resources	Environment	22	One
Model Governance/Term Limits	Charter Review/Governance	23	One

City Council FY 2003 Budget Priorities Listed by Strategic Issue Rank

Strategic Issue	Category	Rank	Tier
Downtown Development/Downtown Housing/Incentive Toolkit/CRAG Incentives/Mixed Income and Affordable Housing/Balanced Growth & Master Plan Policies	Existing Infrastructure	24	One
Neighborhood Sweeps	Housing & Neighborhood Planning	25	One
Transportation Systems/Major Thoroughfare Plan	Existing Infrastructure	26	One
Pan Am Games	Economic Development	27	One
Park Planning	Parks & Libraries	28	One
Neighborhood Commercial Revitalization	Economic Development	29	One
Medical Center Area Improvements	Economic Development	30	One
Edwards Aquifer Management Planning Model	Environment	31	One
KellyUSA/Kelly Parkway Corridor	Economic Development	32	One
Brooks City-Base/(BDA)	Economic Development	33	One
Cultural Plan/Public Arts	Economic Development	34	One
Annexation/Southside Initiative	Economic Development	35	One
Senior Citizen Property Tax Exemption	Organizational/Fiscal	36	One
Culinary Arts	Economic Development	37	One
Pending Revenue Issues	Organizational/Fiscal	38	One
Fit City Initiative	Human Development	39	One
Employee Health Benefits	Organizational/Fiscal	40	One
Independent Office of Internal Review	Charter Review/Governance	41	One
Domestic Violence	Public Safety	42	Two
Special Events Security (e.g. NCAA Final Four)	Public Safety	43	Two
Historic Civic Center/Government Offices	Existing Infrastructure	44	Two
San Antonio River Improvements	Existing Infrastructure	45	Two

City Council FY 2003 Budget Priorities Listed by Strategic Issue Rank

Strategic Issue	Category	Rank	Tier
Targeted Industry Academies (e.g. Aerospace, Information Technology)/Job Training	Human Development	46	Two
Small Business Economic Development Advocacy & Incentives	Economic Development	47	Two
Housing Preservation and Rehabilitation	Housing & Neighborhood Planning	48	Two
Empowerment Zones/HUB Zones	Economic Development	49	Two
Family Strengthening/Youth & Elderly	Human Development	50	Two
Americans with Disabilities Act Infrastructure	Existing Infrastructure	51	Two
Community Building and Neighborhood Planning Program	Housing & Neighborhood Planning	52	Two
Fort Sam Houston	Economic Development	53	Two
Enterprise Zone Program	Economic Development	54	Two
Graffiti Abatement Program	Housing & Neighborhood Planning	55	Two
Convention Center Headquarters Hotel	Economic Development	56	Two
After School Challenge Program/Summer Challenge Program and Assessment	Human Development	57	Two
Development Services	Economic Development	58	Two
Federal Initiatives	Organizational/Fiscal	59	Two
VIA Multi-Modal Center	Economic Development	60	Two
Cultural Tourism	Economic Development	61	Two
Remediation of Contaminated Sites	Environment	62	Two
Tourism & Convention Industry/Conv.Center Exp. and Renovation	Economic Development	63	Two
Alamodome	Economic Development	64	Two
Adult Literacy	Human Development	65	Two
State Legislative Issues	Organizational/Fiscal	66	Two
Southwest Business and Technology Park	Economic Development	67	Two
Education Partnership	Human Development	68	Two

City Council FY 2003 Budget Priorities Listed by Strategic Issue Rank

Strategic Issue	Category	Rank	Tier
Historic Survey/Districts	Housing & Neighborhood Planning	69	Two
New Animal Control Facility	Environment	70	Two
Environmental Health/Air Quality/ Energy Conservation	Environment	71	Two
Intergovernmental Cooperative Agreements	Organizational/Fiscal	72	Two
Community Outreach	Customer Service	73	Two
Competitive Workforce	Customer Service	74	Two
Information Technology/Enterprise Resource Mgmt. System	Customer Service	75	Two
Solid Waste Management	Environment	76	Three
Hertzberg Library Building Redevelopment	Parks & Libraries	77	Three
Property Tax Relief	Organizational/Fiscal	78	Three
Council Redistricting	Charter Review/Governance	79	Three
Debt Management Plan	Organizational/Fiscal	80	Three
Employee Performance Management & Award System	Customer Service	81	Three
Performance Reviews (e.g. Capital Improvements Program Mgmt.)	Customer Service	82	Three
Span of Control Organization Study	Organizational/Fiscal	83	Three
Funding for Organizations	Organizational/Fiscal	84	Three
Non-Strategic Issue	Non-Strategic Issue	85	Three

Executive Summary

Executive Summary

FY 2003 Adopted Budget

OVERVIEW

The Adopted Budget for FY 2003 represents the most challenging budget in a decade. The Budget eliminates a projected \$42.4 million General Fund shortfall through a combination of reductions and redirections designed to minimize the adverse impact on the delivery of priority services.

The Adopted Budget also provides for added targeted investments in Council priority areas such as neighborhood infrastructure and maintenance, drainage and flood control, aviation infrastructure, Brooks City-Base, Kelly USA, human development, tourism promotion, environmental protection, solid waste management, and higher education development. These initiatives are included in the Adopted Budget without the need for an increase in the overall property tax rate that remains at 57.854 cents per \$100 valuation for the tenth consecutive year.

- The Neighborhood Accessibility and Mobility Program (NAMP) has provided resources for various neighborhood sidewalk and street improvements throughout the community in recent years. To augment the \$2 million annually budgeted in the General Fund for NAMP and recognizing that Maintenance of Infrastructure is the Council's highest budget priority, the Adopted Capital Budget sets aside \$1.25 million in Certificate of Obligation proceeds for NAMP projects.
- The last General Obligation Bond authorization was in 1999. Bond elections have typically been held on a five-year cycle. As a consequence of prudent management of the City's debt management plan, sufficient debt capacity is available to accelerate the next bond authorization election to 2003. Specifically, a \$115 million General Obligation bond program is proposed for authorization in an election in 2003.
- A 30% rate increase in the Stormwater Fee will provide increased operating funding for improved drainage system maintenance and to permit the issuance of revenue-backed debt providing \$39.7 million for much-needed neighborhood drainage and flood control projects.
- To enhance the City's aviation support infrastructure (one of the City's targeted industries), the Capital Budget provides \$82.2 million in FY 2003 for improvements to San Antonio International Airport facilities such as renovations to concourses, construction of new air freight facilities and building of a new parking garage.
- Another targeted industry addressed by the Adopted Budget is high technology through support for development of the Brooks City-Base Technology & Business Center. Specifically, \$1.6 million is provided in the Capital Budget for Brooks City-Base capital improvements and \$749,277 in the General Fund Budget for operating improvements for the Brooks City-Base Office to include funding for outside legal help, professional marketing services, business plan development grant match, property insurance, and security.
- Development of KellyUSA to encourage the logistics targeted industry is also a community priority. In recognition of this, the Capital Budget includes \$2.15 million for improvement projects at KellyUSA.
- A total of \$500,000 is redirected to increase each Council District's Human Development Funds from \$70,000 to \$120,000 to support human development programs such as senior services, childcare, youth job skill training academies, youth services, scholarships and job training.
- The Hotel/Motel Tax Fund budget includes \$2.15 million in added advertising funding to further promote the local tourism industry. Of this amount, \$1.75 million represents a one-time improvement for FY 2003 and \$400,000 represents a recurring advertising budget improvement.
- The amount of \$500,000 is set aside as a challenge match to other local governments in the Stormwater Fund for a thorough study resulting in an Edwards Aquifer Management Planning Model to allow the determination of the impacts of future growth over the Recharge Zone.
- With respect to solid waste management, the Adopted Budget includes initiatives addressing Environmental Services Fund fiscal stability and brush program effectiveness. In order to maintain twice-a-week residential refuse collection, the monthly residential fee will increase by \$0.51 per month, or 5.5%, from \$11.70 to \$12.21 per month. To improve the effectiveness of the City's brush

program, the curbside collection program will be focused to smaller, more targeted collection areas; the number of collection cycles will be reduced from three annual cycles to two; and the availability of the neighborhood Dial-A-Trailer brush collection program of the City will be increased for all parts of the City.

- The amount of \$500,000 is set aside in the Adopted Budget to initiate the development of a future southside Texas A&M four year campus. The funds will be used to conduct environmental and infrastructure requirement assessments.

The Adopted Budget includes a 3% wage increase for firefighters under the terms of the recently approved collective bargaining agreement with the San Antonio Professional Firefighters Association. The Adopted Budget also sets aside funds in anticipation of a new collective bargaining agreement in FY 2003 with the San Antonio Police Officers Association.

The City will maintain the living wage standard for FY 2003 by increasing the minimum hourly wage from \$8.50 to \$8.75 bringing the minimum annual salary for a full-time City employee to \$18,200.

BUDGET PROCESS

The process for developing the FY 2003 Adopted Budget involved the following overall steps:

- Public Input on Budget Priorities
- Five-Year Financial Forecast
- City Council Goals & Objectives Worksession
- Proposed Budget Preparation
- City Council Budget Worksessions
- Budget Adoption

The first step involved the receipt of public input on budget priorities through a Budget Open House that was conducted by the City Council on May 13, 2002. The Open House resulted in the preparation of a list of issues important to citizens and community groups serving as input to the Council's final setting of FY 2003 Budget Priorities. The community input from the Open House along with a list of proposed Strategic Issues was reviewed by the Council at a separate meeting for subsequent use at the City Council Goals & Objectives Worksession.

The next step was presentation by staff 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 Proposed Budget by projecting revenues and anticipated expenditures under a defined set of assumptions. The Forecast allows the City Council and staff to identify financial issues in sufficient time to develop a proactive strategy in order to address emerging Strategic Issues.

The Forecast, which was presented to the City Council on June 6, 2002, reflected the effects of the abrupt downturn in the economy that has occurred since the events of September 11, 2001. With respect to the General Fund, a shortfall of \$42.4 million was projected for FY 2003. Lower-than-expected revenues as a result of the slowing economy were the major contributing factors to the extent of the projected shortfall. With respect to expenditures, the FY 2003 projections were based upon the continuation of existing services at the FY 2002 level with adjustments for inflation, rising employee health insurance costs, adjustments to maintain the living wage standard and added expenditures for mandates. The Forecast also assumed added wage increase-related costs from the recently approved firefighter collective bargaining agreement and the impact of setting aside funds to adjust wages for police officers in anticipation of a new collective bargaining agreement in FY 2003. The five-year General Fund projection also projected shortfalls for FY 2004 (\$23.6 million), FY 2005 (\$14.4 million), FY 2006 (\$8 million), and FY 2007 (\$3.3 million).

Following the presentation of the Five-Year Financial Forecast, the City Council held the Goals and Objectives Worksession on June 7. This year was the thirteenth consecutive year in which the City Council met to determine its priorities for the coming budget deliberations. The focus of the worksession was to discuss among the members of Council the budget priority issues. Department heads and community stakeholders were available as resources to the Council to help answer questions. The worksession participants focused on establishing FY 2003 Budget Priorities through a process using as the basis the Strategic Issues identified in the Five-Year Financial Forecast. A survey was employed as part of the worksession to allow the Council to rank specifically the 84 Strategic Issues by priority. A follow-up meeting to finalize the budget priorities with the Council was held on June 13. A listing of the Council's FY 2003 Budget Priorities is provided immediately preceding this Executive Summary. The City staff has used the Council's guidance from the June 7 and June 13 meetings as the basis for recommending reductions in the Proposed Budget having the least adverse service delivery impact in the upcoming fiscal year and for proposing targeted added investments in key Council priority areas.

The Proposed and Adopted Budget documents both reflect 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 adopted performance indicators which help them track the City's progress in the efficient and effective delivery of services to citizens and achieve their stated goals and objectives. The performance indicators for each department are arranged in the Balanced Scorecard format. The performance measures are balanced in that they are grouped to reflect precisely each of the four key organizational aspects of each department: Customer Service, Financial Performance, Internal Processes Efficiency, and Employee Learning & Growth. The measures also are designed to demonstrate and validate the impact of adopted improvements to service delivery.

Additionally, departments were given target budgets based on current service requirements and allowed to submit expenditure proposals within the target amount. The target budgets submitted represent the departments' best judgment on how resources should be allocated based on their experience on the most effective method for delivering services. In view of the \$42.4 million shortfall projected by the Forecast for FY 2003, each department was specifically asked to prepare proposals for the redirection of resources and/or suggested program reductions equivalent to 5% of each department's FY 2002 Adopted Budget. Since late June, the City Manager and the Management Team have met with each department director to review the department's estimated commitments for FY 2002, FY 2003 base budgets, adopted revenue enhancements, resource redirections, and program reductions based on the City Council FY 2003 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 Hotel/Motel Fund, the Stormwater Fund, the Environmental Services 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
Charter Review/Governance	Auditor Classification Study	\$250,000
Economic Development	* Development of southside Texas A & M four-year campus	\$500,000
Economic Development	Increase contribution to Brooks City-Base	\$200,000
Economic Development	Enhance Tax Increment Finance District Administration	\$100,000
Economic Development	Restore 5 positions in Development Services	\$158,959
Economic Development	Add 4 Plumbing Inspectors	\$347,286
Human Development	Restore 1 Community Center Leader I for Therapeutic Recreation Site	\$27,464
Human Development	Add overtime funds to Police for support to Bike Rodeos	\$25,500
Human Development	* Veterans Affairs Commission	\$13,342
Human Development	* Fund Ella Austin Community Center	\$173,238
Non-Strategic Issue	Add 1 Animal Cruelty Officer	\$45,000
Parks & Libraries	Restore Library Materials Budget	\$400,000
Parks & Libraries	Restore Reagan Library Contract	\$55,400
Public Safety	Improve Staffing at Emergency Operations Center	\$146,126
Public Safety	Restore 4 EMS Lieutenants	\$472,094
Total Added Amendments		\$2,914,409

* One-Time Expenditures

Supporting Sources

Department/Source	Description	Amount
Delegate Agencies	Reduce contribution to Project Quest	\$455,400
Various	Savings from Revisions to 2002 Annexation Plan	\$1,218,228
Development Services	Added revenue from increased Plumbing Inspection Fees	\$362,620
Public Health Support	Transfer funds from the Public Health Support Fund ending balance	\$45,000
Capital Improvements Reserve Fund	Transfer funds from Capital Improvements Reserve Fund ending balance	\$331,044
Emergency Medical Services	Increase EMS Advanced Life Support and Mileage fees	\$502,117
Total Supporting Sources		\$2,914,409

Amendments to the Proposed Hotel/Motel Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Economic Development	Secure "American Originals Treasure from the National Archives" exhibit for the Witte Museum	\$400,000
Economic Development	Contribution to Sports Foundation for bid development and hosting obligations	\$350,000
Economic Development	Development of "Contemporary Art Splendors of Mexico" at the Blue Star Arts Project	\$50,000
Economic Development	Additional funding for CVB advertising budget	\$1,750,000
Economic Development	Restore Southeast Mexico CASA program	\$48,168
Economic Development	Development of the Hertzberg History Center	\$125,000
Economic Development	Event development funding	\$1,564,000
Economic Development	Performing Arts Center feasibility study	\$100,000
Economic Development	Culinary Arts Program study	\$100,000
Existing Infrastructure	Design enhancements to Mission Trails project	\$400,000
Total Added Amendments		\$4,887,168

Supporting Sources

Department/Source	Description	Amount
Hotel/Motel Occupancy Tax Fund	Pan American Games support funding	\$4,887,168
Total Supporting Sources		\$4,887,168

Amendments to the Proposed Stormwater Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Other Improvements	Restore reimbursement to SAWS for Texas Pollutant Discharge Elimination System stormwater regulatory compliance	\$608,000
	Total Added Amendments	\$608,000

Supporting Sources

Department/Source	Description	Amount
Stormwater Fund	Reduce Fund Balance	\$608,000
	Total Supporting Sources	\$608,000

Amendments to the Proposed Environmental Services Fund Budget

Added Amendments

City Council Budget Priority	Description	Amount
Other Improvements	Maintain twice-a-week residential refuse collection, retain curbside brush/bulky goods collection two cycles per year, and maintain once-a-week recycling program	\$969,000
	Total Added Amendments	\$969,000

Supporting Sources

Department/Source	Description	Amount
Environmental Services Fund	Increase monthly residential fee by \$0.51 per month	\$969,000
	Total Supporting Sources	\$969,000

Amendments to the Proposed Capital Budget

Added Amendments

City Council Budget Priority	Description	Amount
Existing Infrastructure	Development of a traffic model for the Medical Center Area	\$250,000
	Total Added Amendments	\$250,000

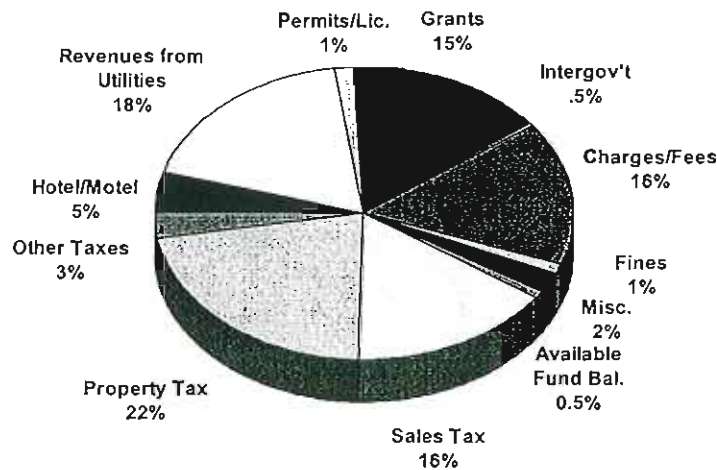
Supporting Sources

Department/Source	Description	Amount
Certificates of Obligation	Reduce Municipal Facilities improvement project	\$250,000
	Total Supporting Sources	\$250,000

FY 2003 ALL FUNDS ADOPTED BUDGET SUMMARY

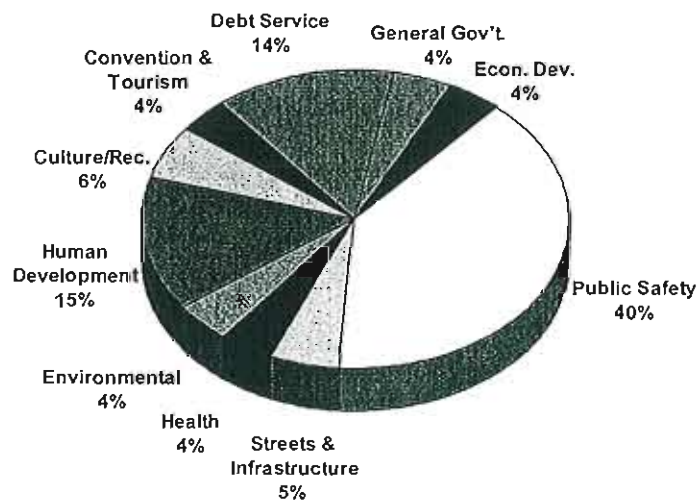
The FY 2003 Adopted Budget appropriation for all funds is **\$1.404 billion**, excluding transfers of **\$167 million**. This amount includes **total operating expenses of \$1.078 billion** and **\$325.9 million in capital expenditures**. The following charts show operating appropriations and revenues for all funds for FY 2003.

**FY 2003 ADOPTED CONSOLIDATED OPERATING BUDGET
SOURCE OF CURRENT REVENUES**



TOTAL: \$1,077,873,554

**FY 2003 ADOPTED CONSOLIDATED OPERATING BUDGET USE
OF FUNDS**



TOTAL: \$1,077,873,554

FY 2003 GENERAL FUND ADOPTED BUDGET

The Five-Year Financial Forecast projected a shortfall of \$42.4 million for the General Fund under certain assumptions. The Adopted Budget for FY 2003 eliminates the projected shortfall through a combination of reductions and redirections designed to minimize negative impacts on service delivery, while at the same time setting aside resources sufficient to make a total of \$2.3 million to make service delivery improvements. The below table summarizes the steps taken to balance the Proposed Budget for FY 2003. The details of the listed items in the below table will be discussed in the Executive Summary.

Five-Year Forecast Projected Shortfall **\$ (42.4)**

Change in FY 2002 Re-estimated Revenues	\$ 0.9	
Change in CPS Revenue Projections – FY 2003	3.0	
Change in Forecast Current Property Tax Estimates – FY 2003	(1.9)	
Added Revenue from 0.75 cents shift between Debt Service & O&M Property Tax Rate Components	3.0	
FY 2003 Revenue Policy Issues	1.0	
Added FY 2003 Charge-off Expenditures to Other Funds	0.5	
Other Changes in FY 2003 Revenue Projections	3.2	
Total Changes in Revenue Estimates and Projections		\$9.7

Savings in FY 2002 Re-estimated Expenditures	\$4.9	
Savings in FY 2003 Deferred Mandates	1.8	
Savings in FY 2003 Current Services Expenditures	2.4	
Savings in FY 2002 and FY 2003 Assessments from Internal Service and Self Insurance Funds	7.6	
Savings from FY 2003 Reductions	17.7	
Net Savings from FY 2003 Redirections	0.7	
Total Changes in Expenditure Estimates and Projections		\$35.0

Total Differences – Five-Year Forecast vs. FY 2002 Adopted Budget **\$44.7**

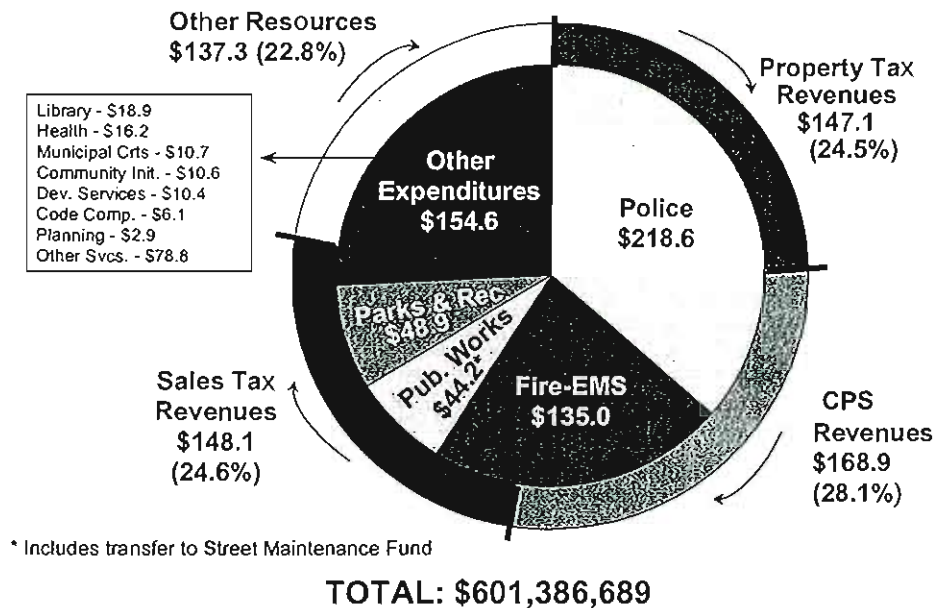
Resources Available for Improvements **\$2.3**

This section provides details on the General Fund revenue and expenditure changes adopted for FY 2003 that contribute to the elimination of the shortfall. Additionally, this section outlines proposals for improvements to service delivery and provides descriptions of mandated added expenses.

GENERAL FUND REVENUES

General Fund available resources are anticipated to be \$601.4 million. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately \$464.1 million, or 77.2%, of the total General Fund available resources. As shown on the chart below, the FY 2003 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.

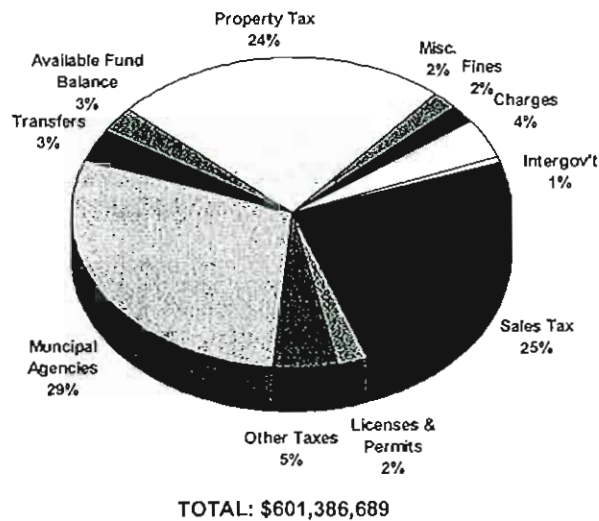
FY 2003 ADOPTED GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS (in millions)



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 \$601.4 million is available for appropriation as noted in the following chart. A corresponding pie chart appears in the expenditures section depicting seven areas of service delivery in which \$601.4 million is adopted for appropriation.

FY 2003 ADOPTED GENERAL FUND AVAILABLE REVENUES



● City Public Service \$168.9 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 2003 Adopted Budget amount of \$168.9 million from CPS revenues is \$5.7 million, or 3.5%, higher than the FY 2002 re-estimate of \$163.2 million.

The estimated revenue of \$163.25 million for FY 2002 is \$2.5 million, or 1.5%, lower than the original \$165.75 million budgeted in FY 2002.

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

- In the fall/winter of 2000 (first quarter of FY 2001) the combination of both dramatically higher natural gas prices and protracted cold weather caused CPS payments to the City to increase dramatically. Actual FY 2001 revenues amounted to \$171.6 million (this amount is net of the ratepayer rebate and additional Project WARM funds approved by Council in FY 2001 along with the added electricity costs incurred by City facilities).
- In contrast, in the fall/winter of 2001 (first quarter of FY 2002), fuel prices dropped back to more normal levels and the community experienced a very mild winter. Even with a conservative projection for FY 2002 (\$165.8 million budget - \$5.8 million less than the \$171.6 million actual amount), re-estimated revenues for FY 2002 - \$163.3 million - are still \$2.5 million less than anticipated.

As has been the case for the last several years, the CPS revenue projection of \$168.9 million for FY 2003 is conservative. 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.

● **Sales Tax** **\$148.1 million**

The national economic slowdown that began in late 2002 and exaggerated by the events of September 11 has negatively impacted re-estimated sales tax revenues in FY 2002 and projected revenues for FY 2003. Actual sales tax collections for the current year are projected to be at \$142 million. This amount is \$1.9 million, or 1.35%, less than the \$143.9 million budgeted in FY 2002 for sales tax revenue. The \$1.9 million loss in revenue is the most immediate indication of the adverse economic impact to the General Fund this year.

As additional evidence of the impact of the slowing economy, the projection for sales tax revenue in FY 2003 is only 2.86% above the \$143.9 million budgeted for FY 2002. While the FY 2003 projection is \$6.06 million, or 4.27%, over the FY 2002 re-estimate of \$142 million, \$1.9 million of the increase (or 1.35%) will just recover the \$1.9 million loss in revenue between the \$143.9 million budget amount and the \$142 million re-estimate for FY 2002. The table below summarizes these differences:

Sales Tax Revenue Annual Comparisons
(\$ in millions)

FY 2002 Budget	FY 2002 Re-Est	Diff. from '02 Budget Amount	Pctg.	FY 2003 Adopted	Diff. from '02 Budget Amount	Pctg.	Diff. from '02 Re-estimate Amount	Pctg.
\$143.94	\$142.00	(\$1.94)	-1.35%	\$148.06	\$4.12	2.86%	\$6.06	4.27%

While economists still predict steadily gaining economic growth later this year and through to 2003, recent fluctuations in the national stock markets since the presentation of the Five-Year Forecast reduce somewhat the level of confidence in the sales tax projection for FY 2003 made in the Forecast. The status of sales tax revenue source will be closely monitored throughout upcoming fiscal year.

● **City Current Property Tax** **\$143.8 million**

The FY 2003 Adopted Budget includes \$143.8 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per \$100 valuation. **For the tenth straight year, no increase in the overall tax rate is adopted.**

In the Five-Year Financial Forecast presented in June, the current property tax revenue projected for FY 2003 was \$142.7 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 4.15% rate of increase over re-estimated FY 2002 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District.

However, the Forecast projection had to be modified upon receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2003 projection is \$140.8 million as opposed to the \$142.7 million projected by the Forecast – a difference of \$1.9 million. The reason for the difference is that new property values from improvements increased by only 2.9% according to BAD, not the 4.15% amount as projected in the Forecast. Consequently, current property tax revenues projected for FY 2003 will be short \$1.9 million, thereby increasing the projected General Fund shortfall from \$42.4 million to \$44.3 million.

Both the Five-Year Forecast projection and the revised projection based on the certified roll assumed no changes to the property tax rate. To make up the \$1.9 million shortfall between the Forecast projection and the new certified roll projection, and to provide \$1.05 million in additional resources to the General Fund, the Adopted Budget shifts 0.75 cents from the debt service component of the property tax rate to

the maintenance and operations (M&O) portion of the tax rate. The shift between the components of the tax rate maintains the FY 2002 overall tax rate of 57.854 cents per \$100 valuation at the same overall level in FY 2003.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2002 is 22.400 cents per \$100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2002 is 35.454 cents per \$100 of assessed value. These two components taken together provided for a total tax rate for FY 2002 of 57.854 cents per \$100 of assessed value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2003 show an increase in total net taxable value of approximately \$1.2 billion, or 3.03%, above last year. Included in this total is \$1.15 billion for new improvements and \$6.5 million in annexations, which reflects real growth of 2.92% 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 \$45.3 million, or 0.11%. The following chart breaks down the components of total taxable value.

**Taxable Values in Billions
(FY 2003)**

Base Value FY 2002	Increase in Base Value	Annexation	New Improvements	Total Value FY 2003
\$39.607	\$0.045	\$0.006	\$1.148	\$40.806
% of Increase:	0.11%	0.02%	2.90%	3.03%

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 \$45 million, or 0.11%. Consequently, to generate the same amount of General Fund revenue for FY 2003 as generated in FY 2002, the effective O&M property tax rate for FY 2003 will be set at 35.226 cents per \$100 valuation, a decrease from the adopted FY 2002 O&M tax rate (35.454) by 0.228 cents, or 0.64%.

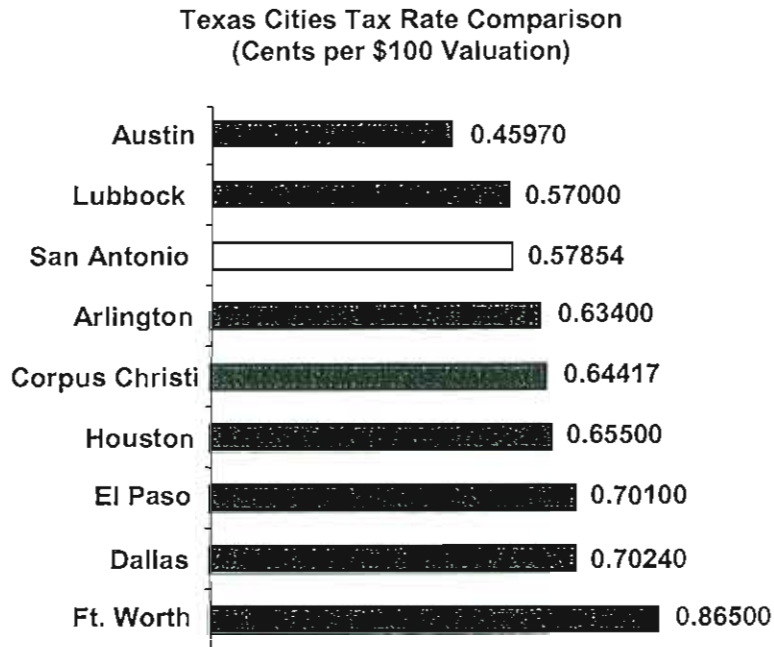
The Adopted Budget sets the overall Property Tax rate for FY 2003 at the same absolute level set for FY 2002 – 57.854 cents per \$100 valuation. Specifically,

- The FY 2003 M&O rate is adopted at 36.204 cents per \$100 valuation which is 0.75 cents (3/4 cent) above the FY 2002 adopted M&O rate of 35.454 cents per \$100 valuation; and
- The FY 2003 debt service rate is adopted at 21.650 cents per \$100 valuation which is 0.75 cents (3/4 cent) below the FY 2002 adopted debt service rate of 22.400 cents per \$100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the FY 2002 total property tax rate of 57.854 cents per \$100 valuation. **Therefore, for the tenth straight year the overall tax rate does not increase.** For the individual homeowner whose appraised value has not changed from FY 2002 to FY 2003, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2002 to FY 2003, the average homestead in the City of San Antonio increased in value from \$83,632 to \$88,481 which is an increase of \$4,849, or 5.8%.

The calculation of the average homestead value takes into account improvements as well as changes to base valuation. The increase in the average value means that the average homestead will pay \$28.05 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 2003 of 57.854 cents per \$100 valuation places San Antonio as the third lowest of the major cities in Texas. The following chart shows the adopted FY 2003 tax rate for San Antonio as compared to the rates in other major Texas cities.



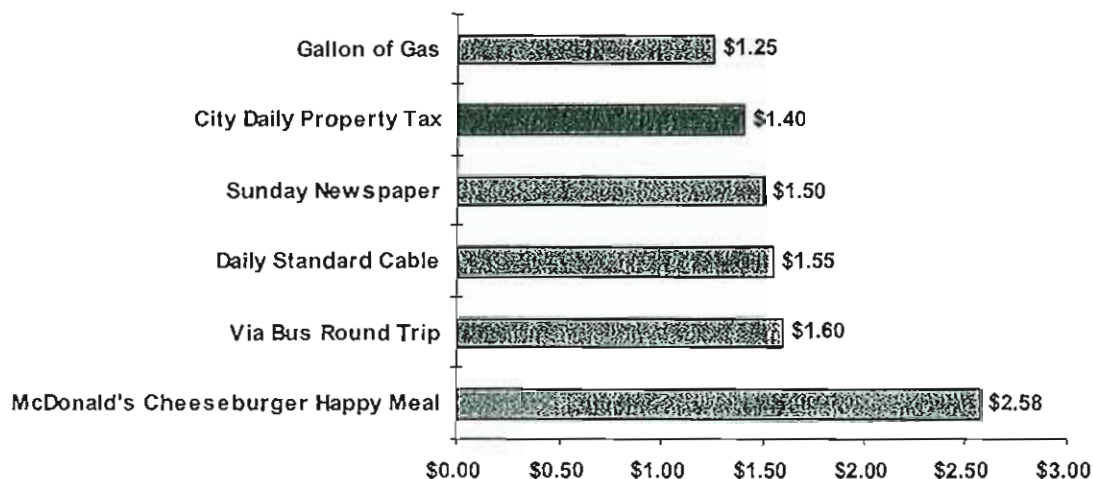
The following sample statement of taxes due demonstrates the portion of local taxes that are due to the City of San Antonio. This sample statement compares current and adopted tax rates for an \$88,481 home, which is the average certified homestead value. City taxes represent \$511.90 or 21.36% of the total taxes due.

**SAMPLE STATEMENT
PROPERTY TAXES
BEXAR COUNTY, TEXAS**

Taxing Unit	2002 Assessed Value	Homestead Exemption	Taxable Value	Tax Rate Per \$100 Value	Tax Levy	% of Total Levy
San Antonio I.S.D.	\$ 88,481	\$ 15,000	\$ 73,481	\$1.72200	\$ 1,265.34	52.79%
Alamo Comm. College District	\$ 88,481		\$ 88,481	\$0.10710	\$ 94.76	3.95%
Bexar County	\$ 88,481		\$ 88,481	\$0.317571	\$ 280.99	11.72%
University Health System	\$ 88,481		\$ 88,481	\$0.243869	\$ 215.78	9.00%
County Road & Flood	\$ 88,481	\$ 3,000	\$ 85,481	\$0.01610	\$ 13.76	0.57%
San Antonio River Authority	\$ 88,481		\$ 88,481	\$0.016425	\$ 14.53	0.61%
<i>City of San Antonio</i>	\$ 88,481		\$ 88,481	\$0.57854	\$ 511.90	21.36%
Totals				\$3.001605	\$2,397.06	100.00%

The average daily amount of City property taxes due is **\$1.40**, 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 \$88,481.

Daily Consumer Costs Comparison



The senior citizen homestead tax exemption is maintained at \$60,000 for FY 2003. According to the Bexar Appraisal District, there are a total of 65,344 homestead accounts that qualify for a senior citizen exemption. To date, a total of 43,438 senior citizen homestead exemption accounts have been certified. Of these certified accounts 18,579, or 42.7%, pay no City property tax.

Among the City Council's high Budget Priorities is raising the property tax exemption for senior citizens. This issue received a rank of 36 out of 84 priorities. In response to this priority, the Adopted Budget includes a recommendation that the senior citizen homestead exemption be increased from \$60,000 to \$65,000 in calendar year 2003. Specifically, the Council action to authorize the increase was made as part of the adoption of the FY 2003 Budget for implementation by BAD in calendar year 2003. The impact to City property tax revenues will be realized in FY 2004. The estimated loss in FY 2004 revenue from the new exemption totals \$777,000, with the General Fund losing \$476,000 and the Debt Service Fund losing \$301,000.

● Changes to Revenues

In order to address the pressure on available funds, the Adopted General Fund Budget includes recommendations to increase some existing fees and create new fees. These recommended revenue items total \$2.14 million.

The Asset Management Department is raising two fees that have not been raised since FY 1998. The two fee changes are projected to generate \$7,250.

- The Public Right-of-Way License Agreement Fee, which is charged for licenses to encroach on public rights-of-way, is currently assessed at \$2,500 per residential encroachment and \$5,000 for each commercial encroachment. The department is combining the fees into a single commercial/residential encroachment license fee at a cost of \$5,000. It is further adopted that the ordinance establishing the new fee allow staff to recommend to City Council a reduction or waiver of an encroachment license fee if the encroachment is beneficial to the public under defined criteria such as development within the inner city.
- The Sale of Land Fee is a non-refundable processing fee for the closure, vacation and abandonment of public right-of-way. Currently, \$250 is charged for unimproved right-of-way closure and \$500 is charged for improved public right-of-way. The department is combining the fees into a single processing fee of \$500 applicable to both types of public right-of-way, since the processing requirements for both types of closures is identical.

The Community Initiatives Department is transferring operation of the Margarita Huantes Learning and Literacy Development Center (LLDC) to the Youth Opportunity (YO) Grant Program. The YO Program will lease the 8,000 square foot facility from the City of San Antonio at a rate of \$1.24 per square foot per month for a total of \$119,040 of added annual revenue to the General Fund.

The Fire Department is raising three fees associated with Emergency Medical Services that will generate an additional \$825,810 in FY 2003.

- The department is converting the current Advanced Life Support (ALS) Transport Fee of \$300 per transport into two fees based upon the level of service provided. The establishment of two different fees will be consistent with recently changed Medicare definitions of reimbursable ALS services:
 - A \$300 minimum per transport fee will be charged for ALS Level 1 services when a patient is transported and provided basic care by a paramedic. Beginning December 1, 2002 the ALS Level 1 service fee will be a minimum of \$350 per transport.
 - A \$400 per transport fee will be charged for ALS Level 2 services when a patient is transported, and provided advanced care requiring the administration of more aggressive and invasive life saving procedures. The rate is effective October 1, 2002 and remains unchanged in December.

- In order to recover the high cost of administering the medication Amiodarone, which is used to assist patients in cardiac arrest, the Fire Department will charge \$170 for each administration of the medication.
- The current Ambulance Service Mileage Fee, which has not been altered since FY 1997, is also increasing from \$4 per mile to \$6 per mile effective October 1, 2002 to help offset the rising operating costs associated with transporting patients. The Adopted Budget further includes increasing this rate from \$6 to \$9 per mile effective December 1, 2002.

The Health Department is increasing the Commercial Swimming Pool License Fee, which has not been changed since FY 1997, from \$130 for the first two pools/\$50 for each additional pool to \$180 for the first two pools/\$50 for each additional pool. This fee increase will generate \$50,860.

The Library Department will increase the fees assessed for library services for persons residing outside of the City and Bexar County. These fees have not been increased in ten years. The annual fee will increase from \$40 to \$60, and the quarterly fee will increase from \$10 to \$20. The fee increase will generate \$7,250.

The Parks & Recreation Department will increase six fees for FY 2003. The fee adjustments will result in a total of \$221,554 in increased revenue in FY 2003. The department is also eliminating the fee charged for use of the City's swimming pools.

- Three of the fee adjustments seek to better recover the cost for maintaining three parks pavilions (Camargo, Rosedale, Eisenhower) by modifying the pavilion permit fees associated with each pavilion based on levels of event attendance as opposed to type of use. These fees have not been changed since FY 1987.
- The Parks Usage Fee, which has not been changed since 1986, attempts to recover a portion of the costs associated with clean-up after organized events in the parks. The current \$25 flat fee per day per event will remain the same for family gatherings. Higher fees and cleanup deposits will be assessed for revenue producing events based on different levels of event attendance.
- New fees are adopted to recover a modest portion of the costs associated with providing recreational supplies for two organized youth-related programs. Specifically, an annual fee of \$5 will be charged each participant in the After School Challenge Program and the Parks Department's organized youth sports program.
- As part of a corresponding reduction in the temporary services expenses associated with the collection of swimming pool fees, sufficient savings will result enabling the Parks Department to make pool usage free to the public.

The Planning Department is changing three of its fees and adding a new fee. The fee adjustments reflect the rising costs of providing planning services in accordance with the new requirements of the revised Unified Development Code. A total of \$15,574 will be generated by the fee adjustments. Existing fees being modified include: Map Reproduction Fee (from \$18 to \$25 per linear foot), Plan Amendment Fee (from \$268 to \$500 per amendment review), and Plan Review Fee (from \$397 to \$500 per plan review). A new fee will also help recover the costs associated with making proposed changes to the City's Master Plan. An applicant requesting a zoning change that is inconsistent with an approved Neighborhood, Community or Perimeter Plan (which are integral parts of the City's Master Plan) must also seek Council approval of a change to any of these plans. The fee is \$450 per adopted Master Plan amendment.

The Police Department will adjust four fees that will generate a total of \$413,194 in additional revenue for the General Fund. Two of the adjustments are the Alarm Permit and Alarm Permit Renewal Fees and the other two fees involve the Growden Road Impound Lot.

- The Alarm Permit Fee is currently assessed at the time of initial permit application and the Alarm Permit Renewal Fee is assessed once every two years thereafter. The Alarm Permit Renewal Fee will now be assessed every year consistent with the practice of most other large Texas cities and as a means of keeping alarm records information more current. The residential Alarm Permit Fee and Renewal Fee remains at \$10 and the commercial Alarm Permit Fee and Renewal Fee remains at \$25.

- In order to help offset costs of operating the Growden Road Impound Lot, the Impounded Vehicle Storage Fee will increase from \$12 a day to \$15 per day, which is the maximum allowed by state law. Additionally, the Notification Fee charged to cover the cost of mailing a legal notification to the owner of an impounded vehicle will increase from \$10 to \$15.

The Public Works Department is increasing five fees and adding one fee that will provide \$124,613 in additional revenue to the General Fund.

- The fee assessed for Demolition of Unsafe Structures will increase. The intent of the fee is to recover expenditures associated with the demolition of structures deemed unsafe by various local governmental entities. Specifically, the fees currently charged by the City will increase from the current range of \$400 - \$900 per hour to \$600 - \$1,100 per hour. The difference in the amount of the fee assessed depends on whether the structure is residential or not and whether the structure contains asbestos or not.
- The Street Barricading Fee will increase from \$45 per block per day to \$75 per block per day to better recover costs associated with closing streets upon request.
- The Fee for Street Lane/Sidewalk Closures will increase from the current \$0.04 per square foot per day of occupied public sidewalk area to \$0.0525 per square foot with a minimum fee of \$20.
- The fee assessed for long-term use of metered and un-metered parking space in the Central Business District will increase from \$7 per parking space per day to \$15.
- The department will establish a new Projects Administrative Fee of 3% of project value that will be assessed against traffic signal capital projects in order to help offset the cost of traffic signal projects administration.

The Development Services Department will increase plumbing inspection fees to generate \$362,620 in General Fund revenues. These revenues will be utilized to offset the costs of adding four Plumbing Inspectors. Gas, Plumbing and Sewer Permit Fees will increase from \$22 to \$34. The Medical Gas Permit Fee will increase from \$20 to \$34.

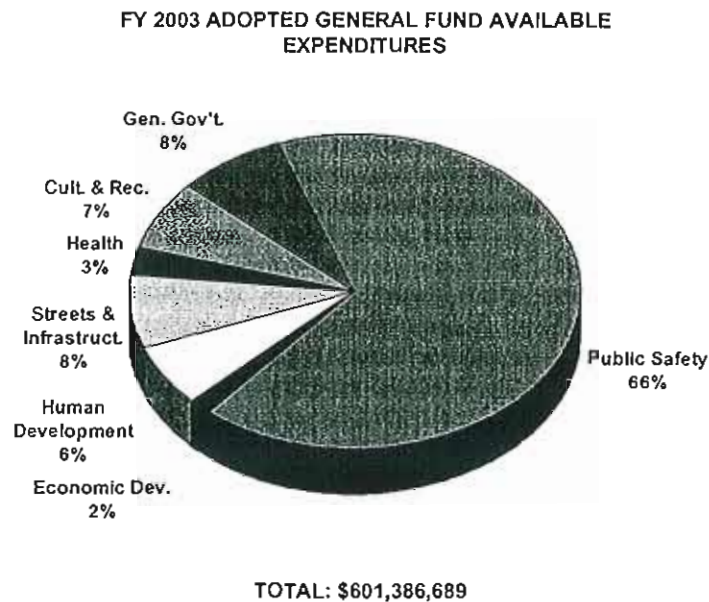
● Fund Balance

The final element of resources available in the General Fund is the fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$15.29 million that will be used to augment available resources for FY 2003.

GENERAL FUND EXPENDITURES

The FY 2003 Adopted General Fund expenditures are **\$601.4 million**. This amount represents **only a 0.2% increase** over the FY 2002 Adopted Budget, representing essentially a **zero growth budget**. This section will discuss current services, adopted changes to service delivery and mandated changes to service delivery. For purposes of presentation, the Emergency Medical Services (EMS) Fund and the Streets Maintenance Fund, which are dependent on the General Fund, will also be discussed in this section.

The pie chart below depicts the seven general areas of service delivery among which the \$601.4 million in General Fund expenditures is adopted for appropriation.



● Current Services

The current services budget represents the cost of providing services at the FY 2002 level before mandates or improvements are considered. Current services takes into account the full cost of existing personnel at FY 2002 staffing levels. No increases in civilian employee compensation are assumed in estimating the personnel cost component of the current services budget. The FY 2003 current services budget does, however, reflect significantly increased expenditures over the FY 2002 budget that are needed to accommodate cost increases that have been experienced in Employee Health Insurance and Workers Compensation program expenses.

More information on the rationale for the assessment rate increases for the Employee Health Insurance and Workers Compensation Programs will be provided in detail in the "FY 2003 Other Funds" section of the Executive Summary beginning on page S60. The total added cost impact to the General Fund for the self-insurance fund assessment rate increases is \$5.8 million. Each of the increased assessment rate adjustments is described below.

- The Employee Benefits Fund supports the City's employee health insurance program that provides health insurance for each employee and his or her dependents at no cost to the employee if the employee selects the standard CitiMed program. Employees, if they wish, may supplement the City's

contribution to receive coverage under a Health Maintenance Organization (HMO). The program has experienced dramatically increased costs for medical claims and prescriptions that have placed the Employee Benefits Fund in shortfall situation since the end of FY 2002. Specifically, medical claims costs rose 14.85% and prescription costs rose 36.4% in FY 2001. Furthermore, the volume of medical claims increased by 12.64% in FY 2001. The trend for cost increases is expected to continue with a 15% projected increase in overall medical costs for FY 2003. In response, the Financial Forecast recommended a series of assessment rate increases to be implemented over each of the next five years to minimize the adverse impact on the Employee Benefits Fund balance over the next five years. The percentage increase of the assessment rate included in the Adopted Budget for FY 2003 is 15.6% over FY 2002. The impact to the General Fund is \$4.4 million in additional expenditures in FY 2003.

- 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. The same types of increases in medical expenses that have been noted for the Employee Health Insurance Program have adversely impacted the Workers Compensation Fund as well. In order to maintain a Workers Compensation Fund balance adequate to support future claims, departmental assessments in all funds will need to be increased. For FY 2003 the percentage increase of the assessment rate is 19% over FY 2002. The impact to the General Fund is \$1.4 million in additional expenditures in FY 2003.

● City Council Budget Priorities - Changes to Service Delivery Overview

Overall, the FY 2003 Adopted Budget includes **\$3.68 million for program improvements, \$9.23 million in mandated improvements and \$18.25 million in redirections/reductions and expenditure charge-offs.** 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 84 Budget Priorities were used by staff as a guide in the development of the FY 2003 Adopted Budget. The individual Budget Priorities are ranked from 1 to 84 in order of importance. The reductions, redirections, mandates and improvements included in the Adopted Budget are described here in terms of these Priorities and grouped by overall categories of Priorities. The different categories of Priorities as they will be discussed in the Executive Summary are shown below listed in ranked order. Listings of the individual Priorities by individual rank and grouped by category are provided prior to the Executive Summary.

- Existing Infrastructure
- Public Safety
- Economic Development
- Housing and Neighborhood Development
- Human Development
- Environment
- Parks & Libraries
- Charter Review/Governance
- Customer Service
- Organizational/Fiscal
- Non-Strategic Issues

● Adopted Reductions and Expenditure Charge-Off's

The Adopted Budget contains **\$16.02 million** in recommended General Fund reductions and charge off of expenses. Net savings realized from redirections will be addressed in the following section titled "Adopted Redirections." Each adopted reduction is discussed below in connection with the corresponding Council Budget Priority and grouped by overall Priority category presented in reverse order of Council ranking, starting with those reductions that have no related individual Budget Priorities. Among the reductions include **the elimination of a total of 308 positions, 62 of which are filled and 246 of which are vacant.** In most cases the workload of the eliminated positions will have to be redistributed among remaining staff members in each affected work unit with a corresponding loss in efficiency and responsiveness. In other cases, as noted below, specific service levels will be significantly reduced or curtailed altogether.

In view of the projected \$42.4 million shortfall, each department was specifically asked to prepare proposals for suggested program reductions equivalent to 5% of each department's FY 2002 Adopted Budget.

The \$16.02 million in adopted reductions and charge-off expenses can be broken down into the following categories:

- Non-Strategic Issue reductions (non-Council Budget Priority) – \$7.65 million
- Service delivery reductions (Council Budget Priority) – \$7.14 million
- Reductions to implement the Span of Control Organizational Study – \$719,760
- Charge off of expenditures to other funds - \$513,960

As part of the above reductions all departments were asked to take across-the-board-reductions for certain expenditures. The total value of these reductions to the General Fund is \$2.08 million. The impact to each department of the across-the-board reductions is described as part of each department's reduction descriptions. The different across-the-board reductions are listed as follows:

- 20% reduction in wireless phone usage
- 50% reduction in travel
- 50% reduction in education
- 50% reduction in membership dues
- 50% reduction in non-After School Program recreational supplies and food supplies
- 50% reduction in software purchases
- 50% reduction in subscriptions
- 50% reduction in expense allowance
- 58% reduction in capital outlay

Additionally, as part of the efforts to address the shortfall, the assessment by the Heavy Equipment and Replacement Fund that builds up funding for regular replacement of individual vehicles (titled "rent of rolling equipment") in the City's fleet will be reduced across-the-board by 42% on a one-time basis for FY 2003. For the General Fund, this reduction generates one-time savings of \$4.2 million in FY 2003 and \$2.1 million in savings for other funds. The Heavy Equipment and Replacement Fund will be able to sustain this reduction only in FY 2003. The fund will continue to be able to meet requirements for scheduled vehicle replacement for next year and in the outyears, although with less of a fund balance for contingencies.

Following the listing of all the adopted General Fund reductions and expenditure charge-offs by corresponding Council Budget Priority, a discussion is presented with respect to the Adopted Budget's addressing of the findings of the Organizational Span of Control Study.

◆ **NON-STRATEGIC ISSUE REDUCTIONS - \$7.65 million**

The Non-Priority category covers reductions for which there are no corresponding Council Budget Priorities.

Asset Management. Three reductions totaling \$207,519.

- \$5,340. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$158,379. Reduce fees to professional contractors. This reduction will be offset with savings in contractual services expenditures carried forward from a prior year.
- \$43,800. Reduce funding for rental for office space that will not be required.

City Attorney. Four reductions totaling \$265,883.

- \$91,739. Eliminate a vacant Deputy City Attorney Position.
- \$91,482. Eliminate a vacant Assistant Attorney IV position.
- \$42,316. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$40,346. Eliminate a vacant Paralegal position.

City Auditor. One reduction totaling \$18,401 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

City Clerk. Four reductions totaling \$63,379.

- \$11,174. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$10,000. Reduce fees to professional contractors expenditures.
- \$28,134. Eliminate one filled Administrative Aide position that supports the Boards and Commissions and ceremonial functions.
- \$14,071. Realize savings through the management of vacant positions.

City Manager. Two reductions totaling \$95,496

- \$40,506. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$54,990. Eliminate one vacant Executive Assistant position.

Code Compliance. Two reductions totaling \$209,446.

- \$194,036. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$15,410. Realize additional savings through the management of vacant positions.

Community Initiatives. Nine reductions totaling \$434,017.

- \$68,375. Reduce fees to professional contractors.
- \$65,949. Eliminate one filled Sr. Administrative Assistant position.
- \$30,698. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$30,945. Reduce temporary services expenditures.
- \$28,136. Eliminate one filled Secretary I position.
- \$20,221. Net reduction from elimination of one vacant Technical System Supervisor. Remaining amount of position's cost (\$18,000) will be redirected to overtime expenditures so that the functions to have been performed by the position will be addressed by other staff.
- \$43,666. Eliminate one filled Caseworker Supervisor position from the Community Action Division.
- \$94,115. Realize additional savings through the management of vacant positions.
- \$51,912. Eliminate one filled Senior Administrative Assistant position in the Elderly and Disabled Services Division.

Customer Service/311. One reduction totaling \$4,600 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Development Services. Three reductions totaling \$415,327.

- \$294,983. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$35,344. Eliminate one filled Administrative Secretary position.
- \$85,000. Realize additional savings through the management of vacant positions.

Economic Development. One reduction totaling \$21,058 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Finance. Five reductions totaling \$277,193.

- \$92,431. Keep one Senior Financial Accountant and one Senior Administrative Assistant position vacant.
- \$42,838. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$39,057. Keep one Contract Specialist position vacant.
- \$52,586. Keep one Special Projects Coordinator position vacant.
- \$50,281. Keep one Rate Analyst II position vacant.

Fire. Five reductions totaling \$271,726.

- \$13,850. Reduce temporary services by 50% in the Office of the Chief.
- \$72,845. Eliminate two filled Equipment Technician positions providing vehicle maintenance.
- \$86,509. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$65,630. Eliminate two vacant Personnel Investigator positions that perform background investigations on potential Fire cadets.
- \$32,892. Eliminate one Administrative Aide.

Fire-Emergency Medical Services (EMS). Three reductions totaling \$111,497

- \$52,939. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$31,870. Eliminate one filled Stock Control Crew Leader position providing support to EMS fleet maintenance.
- \$26,688. Eliminate one filled Office Assistant providing support to the Assistant Chief in charge of EMS.

Health. Thirteen reductions totaling \$777,501.

- \$107,037. Close the Animal Care Facility on Sundays and eliminate one filled Animal Care Supervisor, one filled Animal Care Officer and one vacant Kennel Attendant position.
- \$41,266. Eliminate one filled Sanitarian II position.
- \$45,870. Keep Assistant Director for Clinical Services position vacant for six months.
- \$100,000. Realize additional savings through the management of vacant positions.
- \$50,970. Transfer two filled Office Assistant positions to grant program.
- \$67,089. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$56,946. Eliminate one filled Epidemiologist position. Services will be provided under new federal counter bioterrorism grant program.
- \$30,252. Reduce budget for needles and syringes.
- \$94,622. Reduce General Fund transfer to the Public Health Support Fund due to corresponding elimination of two filled positions in the Public Health Support Fund.
- \$67,290. Eliminate two filled Stock Clerk positions.
- \$28,135. Eliminate one filled Administrative Aide position.
- \$28,134. Keep one Administrative Aide position vacant.
- \$59,890. Keep two Laboratory Assistant positions vacant. Services will be provided under new federal counter bioterrorism grant program.

Human Resources. Two reductions totaling \$115,680.

- \$74,913. Eliminate one filled Human Resources Analyst and one filled Office Assistant position.
- \$40,767. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

International Affairs. One reduction totaling \$7,986 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Library. Two reductions totaling \$309,058.

- \$53,914. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions to be implemented City-wide.
- \$255,144. Realize additional savings through the management of vacant positions.

Management & Budget. Two reductions totaling \$36,025.

- \$11,690. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$24,335. Keep one vacant Budget & Management Analyst position vacant for six months.

Mayor & Council. Four reductions totaling \$34,363.

- \$3,868. Reduce line item expenditures.
- \$3,800. Reduce the temporary services budget in the Mayor's Office.
- \$19,800. Reduce budgeted funds for Councilmember expense allowance.
- \$6,895. Reduce administrative support temporary services.

Municipal Courts. Six reductions totaling \$547,602

- \$56,889. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$240,000. Reduce payment to Delinquent Parking Fines contractor because of a lower-than-anticipated recovery rate for the collection of delinquent parking fines.
- \$13,708. Reduce payment to Nursing and On-Call Medical Services contractor to reflect savings realized from the reduction in hours worked by contractor in FY 2002.
- \$116,939. Eliminate nine vacant positions associated with the FY 2002 improvement that would have established an Extended Court Hours program in FY 2002.
- \$87,291. Eliminate three Administrative Assistant I positions in the Warrant Operations Section. Change will require the transfer of duties for nighttime warrant verification and cashier service along with three existing positions from the Warrant Section to the Magistrate Section.
- \$32,775. Realize savings through the management of vacant positions.

Neighborhood Action. One reduction totaling \$22,631 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Non-Departmental/Non-Operating. One reduction totaling \$318,910 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Non-Departmental Offices. Two reductions totaling \$72,163.

- \$54,990. Eliminate one vacant Senior Management Coordinator position in the Performance Analysis Team.
- \$17,173. Reductions in the Neighborhood Revitalization Office, Downtown Operations Office, Performance Analysis Team, the Council Action Team, Better Jobs Office, Equal Employment Opportunity Office, and the Municipal Integrity Office to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

Parks & Recreation. Twenty reductions totaling \$1.054 million.

- \$4,200. Eliminate rental costs for summer recreation program office. The rental cost provides office space for added staff needed to supervise the summer recreation program. These supervisors will be relocated to the Brackenridge Park Office.
- \$182,797. Reduce temporary services expenditures related to the provision of temporary assistants for various recreation programs.
- \$3,102. Reduce temporary services expenditures in the Office of the Parks Director.

- \$169,673. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions to be implemented City-wide.
- \$38,656. Eliminate one filled Contract Specialist position performing monitoring of City leases and licenses.
- \$25,000. Eliminate High School Football Games Fee. This fee represented funding for the annual High School All Stars Game at the Alamodome.
- \$8,000. Eliminate Botanical Garden's promotional advertising program. The Botanical Society is willing to absorb the added costs.
- \$11,000. Eliminate production and distribution of the Fall Activity Guide. Parks will attempt to find commercial sponsors and will continue to advertise events on the department's website.
- \$14,271. Eliminate one filled, part-time Office Assistant position assigned to the copyroom.
- \$3,400. Reduce temporary services funding in the processing of participant injury forms for summer recreation programs.
- \$53,758. Eliminate one vacant Administrative Assistant II in the Director's Office.
- \$9,516. Reduce temporary services expenditures in the Parks Reservations Office.
- \$26,202. Eliminate one filled Equipment Operator I position in the Volunteer Services Division.
- \$35,750. Eliminate one vacant Administrative Assistant II position in the Recreation Services position.
- \$36,273. Eliminate one filled Dispatcher position from the department warehouse.
- \$132,860. Delay staffing of Rainbow Hills Community Center until September 2003 in line with construction completion projections.
- \$248,510. Eliminate 10 positions in Recreation Services – Four Recreation Attendants (one filled, three vacant), two Recreation Specialists (one filled and one vacant), two vacant Senior Recreation Specialists, one vacant Community Center Leader II and one filled Audio/Visual Technician.
- \$18,000. Reduce special events-related temporary services expenditures at Market Square.
- \$26,909. Eliminate one filled Office Assistant.
- \$6,539. Realize savings through the management of vacant positions.

Planning. Two reductions totaling \$35,302

- \$19,302. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$16,000. Realize savings through the management of vacant positions.

Police. Three reductions totaling \$940,182.

- \$435,680. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$457,197. Eliminate fourteen vacant and two filled administrative positions. The positions are three Administrative Assistant I's, five Secretary II's, six Office Assistants, one Administrative Aide, and one Cashier position. The workload of the other positions will be redirected among remaining civilian staff.
- \$47,305. Eliminate line item expenditures associated with the Police Training Academy to include expenses associated with professional speakers.

Public Works. Four reductions totaling \$211,987.

- \$61,516. Charge off portion of costs for One Assistant Director to the Parking Fund, Building Maintenance Fund and capital programs.
- \$65,246. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.
- \$33,662. Eliminate one filled Stock Control Leader position.
- \$51,563. Eliminate two vacant Office Assistant positions.

One-Time Capital Outlay. Reduce one-time General Fund capital outlay Citywide across-the-board by \$757,000 (from \$1.3 million to \$543,000).

Transfers. Eliminate \$30,440 General Fund transfer to the International Center Fund. The International Center Fund is self sufficient and no longer requires added support from the General Fund.

◆ **ORGANIZATIONAL/FISCAL REDUCTION - \$59,229**

State Legislative Issues (#66)

External Relations. One reduction totaling \$59,229 to reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

◆ **CUSTOMER SERVICE REDUCTIONS - \$1.65 Million**

Performance Reviews (e.g. Capital Improvements Program Management) (#82)

One-Time Special Projects. Eliminate funding (\$500,000) to conduct performance and organizational reviews by outside consultants. The Capital Improvements Program Management Organizational Review, which had been planned to be conducted by outside consultants, will now be primarily performed by City staff with assistance from consultants on a limited, as-needed basis on specialized aspects of the review using savings remaining from FY 2002.

Employee Performance Management & Award System (#81)

Human Resources. Eliminate funding for the annual Employee Service Awards Picnic (\$7,500). This function recognizes those employees with five, ten and 15 years of service to the City.

Non-Departmental/Non-Operating. Reduce the SA Star Award program (\$30,000). This program provides recognition to City employees for exemplary work performance with cash awards and gifts.

Information Technology/Enterprise Resource Management (#75)

Finance. Charge Controller position to the Enterprise Resource Management (ERM) System project for a savings of \$93,112. This position currently manages the ERM project on behalf of the City.

Fire. Eliminate one vacant Software Specialist position for a savings of \$58,629.

Health. Eliminate one filled Department System Specialist position for a savings of \$47,973.

Library. Two reductions totaling \$83,411.

- \$11,829. Eliminate one vacant, partially funded Department Systems Aide position.
- \$71,582. Eliminate one vacant Department Systems Manager position.

Management & Budget. Charge 25% of the costs of a Special Project Coordinator position to the ERM project and 25% each to the Workers Compensation and Liability Funds for a savings of \$28,708. The position is dedicated supporting information technology requirements of the Office of Management & Budget.

Non-Departmental/Non-Operating. Postpone second year costs of the City-wide personal computer lease program for a savings to the General Fund of \$300,000. Personal computers acquired under the first

year of the program remain to be installed in FY 2003. The postponement will have little impact on the City's systems.

Competitive Workforce (Rank #74)

Human Resources. Reduce funding for the Employee Tuition Reimbursement Program by \$25,000 from \$75,000 to \$50,000. It is anticipated that programs available through an agreement with the Alamo Community College District (ACCD) will help offset this reduction.

Community Outreach (#73)

Customer Service/311 System. Two reductions totaling \$209,000

- Eliminate funding for the annual City Kiosk contract at a savings of \$209,000. Use of the Kiosks has declined due to the development of the City's Community Link Centers and to the growing number of households with Internet access to the City's web pages.
- Eliminate the City Showcase program beginning in FY 2003.

Fire. Three reductions totaling \$264,357.

- \$131,421. Eliminate overtime for the Backdraft Band. This reduction will effectively cease all further City support for the band.
- \$42,261. Eliminate the Safehouse program and save overtime expenses.
- \$90,675. Eliminate one filled Fire Apparatus Operator position in the Public Education Program.

◆ CHARTER REVIEW/GOVERNANCE REDUCTIONS - \$77,858

Independent Office of Internal Review (#41)

Internal Review. Two reductions totaling \$77,858.

- \$52,579. Eliminate one vacant Senior Auditor position.
- \$25,279. Reduce individual administrative support line items to include 50% reductions in travel, education, membership dues, software and a 20% reduction in wireless phone expenses consistent with similar reductions implemented City-wide.

◆ PARKS & LIBRARIES REDUCTIONS - \$167,789

Park Planning (#28)

Parks & Recreation. Two reductions totaling \$86,451.

- \$40,344. Eliminate one vacant Park Planner II position in the Park Project Services Division.
- \$46,107. Eliminate one vacant Real Estate Specialist position in the Park Project Services Division. Rely more on Public Works Real Estate services.

San Antonio Public Library/Five-Year Strategic Plan (#21)

Library. Two reductions totaling \$81,338.

- \$42,682. Eliminate four part-time positions, two filled part-time Library Clerks from the Technical Services Division and two part-time Library Assistants (one vacant and one filled) from Bookmobile Operations. The number of bookmobiles in operation will be reduced from two to one and five stops will be eliminated from the current schedule based on usage data.
- \$38,656. Eliminate vacant Librarian I position.

◆ HUMAN DEVELOPMENT REDUCTIONS - \$1.01 Million

Education Partnership (#68)

Community Initiatives. Realign funding for Education Partnership scholarships to better accommodate projected scholarship funding requirements and realize annual savings of \$68,105. Reduction will lower total General Fund FY 2003 contribution amount from \$650,000 to \$581,895 for scholarships provided by the City for the five high schools added in FY 2001 (Burbank, Highlands, Lee, Jefferson, and McCollum). Projected annual scholarship funding requirements for current classes over each of the next five years indicate that an annual City contribution level of \$581,895 will be sufficient.

Adult Literacy (#65)

Community Initiatives. Eliminate one Literacy Program Coordinator position at the Margaret Huantes Literacy Center, saving \$58,306. The reduction will be offset by establishing the Huantes Center as an additional Youth Opportunity (YO) Grant Program learning site.

After School Challenge Program (#57)

Parks & Recreation. Three reductions totaling \$108,030.

- \$32,375. Eliminate the After School Programs at Las Palmas, Barkley and Roosevelt Elementary School campuses. These campuses will be permanently closed by their respective school districts in FY 2003.
- \$5,000. Delay the start of the After School Program at middle school sites until after Labor Day. Historically, middle school sites have had a slow start in attendance.
- \$70,655. Delay the start of the After School Program at elementary schools until after Labor Day. This will provide more time for planning and recruitment at the beginning of the school year.

Family Strengthening/Youth & Elderly (#50)

Community Initiatives. Two reductions totaling \$94,331.

- \$55,342. Reduce budgeted hours for part-time Family Plan Providers to 35 hours per week consistent with City-wide policy concerning part-time positions.
- \$38,989. Eliminate one vacant Caseworker II position in the Youth Services Division.
- \$18,394. Operational savings from transferring Barbara Jordan operating budget to San Antonio Fighting Back.

Health. Four reductions totaling \$68,357.

- \$10,840. Reduce Project WORTH advertising budget. This program promotes teen abstinence and parent communication in addressing teenage pregnancy. The advertising budget for the program will be reduced from \$60,590 to \$49,750.
- \$10,340. Reduce purchase of condoms for clients at the Sexually Transmitted Disease Clinics. The number of condoms distributed for each client will be reduced from 12 to six.
- \$5,800. Transfer contract physician expense at the City Chest Clinic to the Refugee Grant.
- \$41,377. Reduce budget for purchase of vaccines for clients who otherwise do not qualify for the Federal Vaccines for Children program from \$92,000 to \$50,623. Vaccine funding for disadvantaged clients will not be adversely impacted.

Parks & Recreation. Nine reductions totaling \$543,857.

- \$256,446. Reduce the temporary services expenses associated with the collection of swimming pool fees and make pool usage free to the public resulting in a net savings to the General Fund.

- \$98,646. Close one therapeutic Recreation site (Virginia Gill Center) and transfer the function to the Frank Garrett Center. Eliminate one vacant Community Center Supervisor position, one vacant Senior Community Center Leader position and one filled Community Center Leader I position.
- \$37,193. Close the Lincoln Pool. The pool will be closed for renovations in FY 2003.
- \$50,000. Eliminate five summer recreation sites. This reduction will reduce the number of budgeted summer recreation sites from 51 to 46.
- \$29,323. Eliminate one vacant Roving Leader position.
- \$9,516. Reduce hours for temporary services in support of a Youth Athletics Supervisor.
- \$5,235. Eliminate funding budgeted for a youth achievement recognition event.
- \$10,716. Eliminate funding for promotional materials for the City's Mentoring Program.
- \$46,782. Eliminate temporary funding for the Parks Department's Youth Works Program.

Targeted Industry Academies/Job Training (#46)

Non-Departmental Offices – Better Jobs Office. Eliminate one vacant Senior Management Analyst for a savings of \$52,585.

◆ HOUSING & NEIGHBORHOOD PLANNING REDUCTION - \$208,028

Graffiti Abatement Program (#55)

Parks & Recreation. Two reductions totaling \$55,443.

- \$25,443. Transfer graffiti abatement from Park Maintenance to Volunteer Services and eliminate one filled Maintenance Worker position.
- \$30,000. Eliminate overtime salaries expense for support from the Police Department's graffiti surveillance operations.

Community Building & Neighborhood Planning (#52)

Planning. Eliminate funding for the Neighborhood Improvement Challenge Program with a savings of \$100,000. Remaining funds carried forward from prior years will continue to be spent in support of the program into FY 2003

Housing Preservation and Rehabilitation (#48)

Neighborhood Action. Eliminate one vacant Special Projects Coordinator position assigned to the Housing Resources Division for a savings of \$52,585.

◆ ECONOMIC DEVELOPMENT REDUCTIONS - \$477,042

Small Business Economic Development Advocacy & Incentives (#47)

Economic Development. Eliminate funding for the General Fund contribution (\$200,000) for the Inner City Loan Program. The funding support is in the process of being replaced with loan funding from private banking institutions.

Cultural Plan/Public Arts (#34)

Parks & Recreation. Transfer the Murals Program and supporting positions to the Cultural Affairs Office which is supported from the Hotel/Motel Occupancy Tax Fund for a savings to the General Fund of \$75,375.

Neighborhood Commercial Revitalization (NCR) (#29)

Neighborhood Action. Two reductions totaling \$69,945.

- \$9,945. Reduce the General Fund's contribution to the NCR program's marketing budget by \$9,945.
- \$60,000. The City's General Fund contribution for the NCR Midtown on Blanco Revitalization Project is eliminated. This project is anticipated to be funded by the Community Development Block Grant (CDBG) Budget.

International Trade/Business (#19)

International Affairs. Two reductions totaling \$93,722.

- \$48,168. Transfer funding for Southeast Mexico CASA Office to the Hotel/Motel Tax Fund. This office was established to work out of the City's Mexico City CASA Office to promote San Antonio business development in Southeast Mexico.
- \$45,554. Eliminate one vacant International Affairs Specialist position in the Protocol Office.

Economic Development Strategic Plan (#11)

Economic Development. Reduce budgeted funding for travel and support to trade shows and exhibits by \$38,000 from \$60,000 to \$22,000.

◆ PUBLIC SAFETY REDUCTIONS - \$2.4 Million

Domestic Violence (#42)

Police. Eliminate two vacant Caseworker II positions assigned to Crisis Response Team duty at two police substations for a savings of \$71,500. At least one Caseworker II position will remain assigned at each substation.

Park Security (#11)

Parks & Recreation. Three reductions totaling \$143,602.

- \$40,080. Eliminate funding for after-hours contract security at the Botanical Gardens. The security services have already been terminated during FY 2002 due to higher-than-anticipated contract costs. The facilities have fully installed alarm systems.
- \$77,314. Keep two Park Police positions vacant.
- \$26,208. Eliminate one vacant Parks Police Dispatcher position.

Code Compliance (#8)

Code Compliance. Eliminate one vacant Abatement Officer position for a savings of \$38,656

Emergency Medical Services (#5)

Fire. Four reductions totaling \$979,323.

- \$855,554. Replace new full-time EMS unit (12 vacant Fire Apparatus Operator positions) scheduled to be introduced into operation on October 1, 2002 with additional overtime sufficient for a Peak Period EMS unit. Full 24-hour coverage will still be retained. Amount shown represents the net savings from eliminating the EMS unit and adding the Peak Period staffing overtime.

- \$73,304. Realize overtime savings for coverage of EMS districts. Currently, when a Lieutenant commanding an EMS district is absent on a given shift, another Lieutenant fills in on an overtime basis for the full 24-hour shift. The proposal is to reduce the overtime shift to 18 hours. The 18 hour shift will be scheduled during more operationally demanding hours.
- \$5,539. Realize overtime savings by paying high classification pay to a Lieutenant to command a city-wide EMS shift instead of paying overtime for a replacement Captain. Currently, when the city-wide EMS shift commanding Captain is absent, another Captain is brought in on overtime.
- \$44,926. Realize overtime savings by providing more required training units for paramedic refresher training during on-duty hours.

Fire Services/Fire Master Plan (#4)

Fire. Five reductions totaling \$725,396.

- \$243,350. Realize overtime savings by providing more required training units of emergency medical technician training during on-duty hours.
- \$140,625. Reclassify three Captain positions to Firefighters. The positions have no assignment and have been used as floating positions to cover absences.
- \$123,073. Reduce fire suppression overtime. Department will manage overtime expenditures more efficiently.
- \$158,692. Eliminate two filled Lieutenant positions. The positions have no assignment and have been used as floating positions to cover absences.
- \$59,656. Eliminate one vacant Special Projects Coordinator position assigned to the department's Safety program.

Police Services/Police Staffing Plan (#2)

Police. Seven reductions totaling \$436,771.

- \$30,568. Eliminate one vacant Senior Police Service Agent in the Support Services Division.
- \$95,613. Eliminate three vacant Police Communication Operator positions.
- \$44,011. Eliminate one vacant Management Analyst in the Financial Crimes unit.
- \$53,369. Eliminate one filled Program Manager from the Accreditation Office
- \$138,115. Eliminate five filled Police Service Agent positions assigned to Police substations whose primary duty is the sale of police reports to the public
- \$37,770. Eliminate 30 vacant School Crossing Guard positions.
- \$37,325. Eliminate one vacant Senior Crime Analyst position.

◆ EXISTING INFRASTRUCTURE REDUCTIONS - \$1.60 Million

Downtown Development/Downtown Housing/Incentive Toolkit/CRAG Incentives/Mixed Income and Affordable Housing/Balanced Growth & Master Plan Policies (#24)

Parks & Recreation. Eliminate contract maintenance services of planters that exist outside of the boundaries of the Downtown Public Improvements District along Houston Street for a savings of \$11,595.

Maintenance of Existing Infrastructure (#1)

Public Works. Eleven reductions totaling \$813,696. Of this amount, \$325,060 represent expenditure charge-off's and \$488,636 represent service level reductions.

- \$45,657. Charge off costs for one Engineering Technician to the Capital Improvements Program.
- \$68,518. Charge off costs for two Engineering Technicians to the Right-of-Way Program Fund.
- \$80,900. Charge off costs for one Geographic Information System (GIS) Manager to the following funds in the indicated proportions: Stormwater (50%), Right-of-Way Management (25%), Capital Improvement Program (20%), and Parking (5%).

- \$129,985. Charge off 50% of the costs of a Survey Crew to the Capital Improvement Program and 50% to the Stormwater Operating Fund. The crew will be responsible for surveys associated with both stormwater and capital improvement projects.
- \$184,209. Eliminate five vacant Construction Inspector I positions, one vacant Engineering Technician, and one vacant Secretary position from the Capital Programs and Engineering Divisions. This reduction will leave 45 Construction Inspector positions remaining. The added workload will be largely offset with a corresponding technology improvement to acquire wireless devices (personal digital assistants, radios, automatic vehicle location devices) to be used for more effective on-site reporting and dissemination of information. The amount is net of the \$66,000 technology improvement.
- \$70,602. Eliminate one vacant Sign Shop Supervisor position, reduce material funding for sign supports and remove unwarranted traffic signals. Signalized intersections not meeting the warrants established by state regulations will be evaluated by Traffic Engineering for removal.
- \$56,687. Eliminate two filled Crew Leader positions in Street Maintenance Division.
- \$44,441. Reduce annual striping of crosswalks by 50% and eliminate one vacant Markings Technician position.
- \$17,222. Reduce the relamping of signalized intersections from annually to every other year to be consistent with the practice of most cities.
- \$54,991. Eliminate one vacant Architect position.
- \$60,484. Reduce detector loop replacements & eliminate one vacant maintenance worker position. Detector loops are in-pavement devices that detect a vehicle's presence and allow the traffic signal to adjust to the volume of traffic. With this reduction, intersections with detector loops will become fixed-time programmed once the detector loops become inoperable through wear. Of the 1,078 traffic signals, 536 have detector loops.

Parks & Recreation. Ten reductions totaling \$742,184. Of this amount, \$74,082 representing expenditure charge-off's and \$668,102 representing service level reductions.

- \$23,196. Charge off 33% of personnel costs related to a Nature Preserve Coordinator position to the Proposition 3 – Parks Development and Expansion Fund. The position is dedicated one-third of the time to Edwards Aquifer parkland issues.
- \$50,886. Charge off the costs associated with two filled Maintenance Worker positions to the Recreation Athletic Fund. The positions perform maintenance at the Fischer and Kennedy softball complexes. Revenues earned from those facilities will support the positions.
- \$25,443. Eliminate one filled Gardner position from Horticultural Services delaying timely maintenance in the horticultural program.
- \$325,826. Eliminate 11 positions (nine vacant and two filled) in Park Operations. The positions include: two Equipment Operator I positions (one filled and one vacant), one vacant Senior Equipment Operator, one vacant Pump Mechanic Supervisor, one vacant Carpenter Supervisor, once vacant HVAC Technician I, one vacant Carpenter I, once vacant Tire Repairer, one vacant Fleet Maintenance Technician I, one vacant Tree Maintenance Worker and one filled Administrative Assistant I position. The elimination of these positions will impact trash removal from parks, mowing frequency at the Old City Cemeteries, tree maintenance, recreation center building maintenance and repairs associated with Parks Operations. Timely scheduling of work requests will also be impacted.
- \$25,444. Eliminate one filled Maintenance Worker position at La Villita.
- \$40,352. Eliminate one filled Building Maintenance Supervisor position at Market Square. The Parks Operation Division will oversee maintenance at Market Square.
- \$127,215. Eliminate five vacant Maintenance Worker positions from mowing and trimming crews. The elimination of these positions will require the increase in the separation of trimming operations from corresponding mowing operations from 24 hours to 72 hours.
- \$50,886. Eliminate two filled Gardner I positions within Horticultural Services that maintain the Japanese Tea Gardens. These responsibilities will be assumed by the Botanical Garden staff.
- \$42,368. Change working schedule for Horticultural Services and Park Maintenance skilled trade staff from five days per week/eight hours per day to four days per week/ten hours per day. Savings come from less overtime needed and less fuel expenses incurred.

- \$30,568. Eliminate one vacant Maintenance Crew Leader position that supervises community service workers providing playground maintenance. City-wide playground maintenance will be consolidated, leaving one remaining Maintenance Crew Leader to supervise community service personnel in this activity.

Fire. Eliminate one vacant Building Maintenance Officer for a savings of \$37,127. Proactive maintenance of Fire Department facilities will be adversely impacted. Remaining Building Maintenance staff will be primarily reactive.

◆ ORGANIZATIONAL SPAN OF CONTROL STUDY

In February 2002, the City Council approved the selection of an independent project team lead by the consulting firm of MAXIMUS, Inc. to conduct a span of control review of the City's organizational structure. The purpose of the review was to improve existing organizational structures, processes and service by maximizing staffing efficiencies and cost savings. The review focused on two interrelated issues – span of control and layers of management. Span of control is defined as the number of subordinate staff directly reporting to one manager or supervisor. Layers of management are the number of layers between the chief executive and the line staff employees at the service delivery level of the organization. Well-balanced span of control ratios and minimum management layers generally allow for:

- Faster, more customer-oriented decision-making
- Greater employee satisfaction and motivation
- More opportunities for employee skill development
- Greater management focus on planning and goals
- Less duplication of tasks, roles and responsibilities
- Clearer communication between top and bottom layers

Optimal span of control ratios may vary among various levels and functions within a department depending on the complexity of tasks being undertaken by subordinate personnel. All things being equal, a higher span of control ratio is more desirable than a lower ratio.

A Council-appointed Ad Hoc Committee was utilized throughout the review to participate in consultant selection, assist in the workplan development and to review and comment on each phase of the study. In addition, an Internal Committee comprised of City staff from different levels of the organization was utilized to provide information and feedback to the consultant. Progress update presentations and worksessions were held with both committees following each phase.

The review team utilized the information from the City to identify 15 City departments for inclusion in the study. The departments included in the study are:

- Code Compliance
- Community Initiatives
- Convention Facilities
- Development Services
- Economic Development
- Finance
- Health
- Human Resources
- Information Technology Services
- Municipal Courts
- Neighborhood Action
- Parks & Recreation
- Planning
- Public Works
- Purchasing

The Consultant team utilized the following criteria to evaluate the organizational structure and management staffing levels of each department and to develop recommendations:

- Complexity of work performed – does the function involve many steps, have many decision points, require a large amount of personal discretion in decision making?
- Degree of similarity of work performed – does the function perform just one activity, or does it carry out many different and related functions?
- Clarity of organizational objectives – is the mission of the function clearly defined?
- Degree of organizational risk – related to how much risk the City incurs if an activity is not performed or is performed poorly. Risk might involve financial or operational issues.
- Degree of public scrutiny – concerned with the degree to which public attention is routinely paid to a given activity.
- Roles of management and supervisory staff – relates to whether the supervisor is fully devoted to overseeing the primary activities of the function or if he/she has been assigned other duties.
- Degree of internal and external coordination required
- Degree of centralization versus decentralization – the physical dispersal of a section impacts the management and supervisory requirement.

The consultant concluded that the City's current organization structure provides a high level of accountability for services. To address demands for different types of services, the organization has many departments and managers controlling different operations. Nevertheless, most departments generally have effectively organized functions and appropriate numbers of management/supervisory staff. However, the consultant identified opportunities to improve upon the organizational structure and spans of control in the departments studied. The final recommendations, adopted by the consultant team, include a net reduction of 49 management positions for a total estimated organization-wide savings of \$2.7 million.

The City staff reviewed the consultant's recommendations in great detail as part of the FY 2003 Budget process with the benefit of input from each of the effected departments. As a result of the review, staff identified information concerning aspects of the City organization impacting the study's conclusions that the consultant had not taken into consideration. With this knowledge in mind, the Adopted Budget includes recommendations that address and implement many of the consultant's recommendations. Specifically, the FY 2003 Adopted Budget addresses the study by including recommendations that generate a combined \$827,221 in net savings - \$719,760 in the General Fund and \$107,461 in the Parking Fund. A total of 15 positions are being eliminated to address the consultant's recommendations. The specific recommendations of the Adopted Budget in response to the Span of Control Study are given below:

- Code Compliance - \$52,223 (General Fund)
 - Eliminate one vacant Neighborhood Services Coordinator position - accomplished through General Fund reduction - and redirect an available CDBG position toward supervisory tasks - \$52,223.
- Community Initiatives - \$94,878 (General Fund)
 - Eliminate one filled Assistant Multi-Service Center Supervisor position located at the Barbara Jordan Center - \$42,231
 - Eliminate one filled Assistant Manager position in the Elderly and Disabled Division - \$52,447
 - Add one Caseworker Supervisor position and equalize Span of Control for YO case management – accomplished through redirection of an existing position funded through the YO grant.
- Economic Development - \$129,277 (General Fund)
 - Eliminate two vacant Economic Development Manager positions - \$129,277
- Finance - \$50,817 (General Fund)
 - Eliminate one vacant Revenue Accounting Supervisor position - \$50,817
- Health - \$46,945 (General Fund)
 - Eliminate one filled Senior Sanitarian position - \$46,945
- Parks and Recreation - \$266,504 (General Fund)
 - Eliminate one filled Youth Initiatives Manager position - \$84,344

- Eliminate one filled Market Square Superintendent position - \$94,669
- Eliminate one filled Special Programs Supervisor position - \$35,674
- Eliminate one filled Nature Preserve Coordinator position - \$51,817
- **Public Works - \$186,577**
 - Eliminate one filled Carpentry Supervisor position and one filled Street Maintenance Supervisor position in the Street Maintenance Division - \$79,116 (Streets Maintenance Fund)
 - Eliminate one vacant Assistant Manager position and one filled Customer Service Superintendent position in the Parking Division - \$107,461 (Parking Fund)
 - Transfer the Building Maintenance and Security functions from the Parking Division to the Building Maintenance Division – no cost impact (Parking Fund and Building Maintenance Fund)
 - Transfer oversight of the Pavement Management System from the Streets Division to the Engineering Division – no cost impact (General Fund)

A detailed presentation of the consultant's recommendations including the comments of the Ad Hoc Committee was made as part of the City Council budget worksessions.

● **Adopted Redirections**

The Adopted Budget contains five recommended redirections involving the reallocation of existing resources to higher Council Priority programs which when combined will generate \$768,826 in savings to the General Fund in FY 2003. Each of the redirections is described below by overall Budget Priority category and Strategic Issue:

◆ **EXISTING INFRASTRUCTURE REDIRECTION**

Maintenance of Existing Infrastructure (#1)

Public Works. Establish a Pavement Reclamation & Reconstruction Program for a net savings of \$1.2 million. Reduce \$2.98 million in currently budgeted Contractual Street Maintenance funds that provide resources sufficient for contractual maintenance of 30 additional center-line miles. The adopted reduction is in tandem with an adopted improvement of \$1.77 million for manpower and equipment to provide maintenance for 30 additional center-line miles with City crews. Specifically, one additional Street Maintenance Crew will be added to include two Street Maintenance Supervisor positions, 15 Senior Equipment Operator positions, six Equipment Operator II positions, two Equipment Operator I positions, two Maintenance Worker positions, two Concrete Finisher positions and one Accountant II position. The improvement also includes the purchase equipment for on-site reclamation of old asphalt and the repaving of streets undergoing maintenance with reclaimed materials.

◆ **PUBLIC SAFETY REDIRECTION**

Police Services/Police Staffing Plan (#2)

Police. The FY 2003 Adopted Budget redirects a total of 38 sworn officer positions into high priority tasks consistent with the Police Staffing Plan. The goal of the plan is to maintain a Patrol Availability Factor (PAF) of 40% and above. The Police Rolling Staffing Plan presented in FY 2001 recommended the addition of 265 sworn positions and 20 civilian positions over five years. In FY 2002, 24 sworn positions were added. Additionally in FY 2002, 61 Police Officer positions were redirected to patrol units from other programs and ten civilian positions were added to provide support to Police operations.

For FY 2003, the Staffing Plan recommended the addition of 43 sworn positions at an estimated added cost of \$4 million. The Staffing Plan recommends that the Police Department maintain a PAF of 40%, which can instead be accomplished through a redirection of existing sworn positions rather than the addition of new sworn positions. This redirection is in recognition of the goal of the Staffing Plan and the

fiscal challenges before the City in FY 2003. Specifically, the Police Department recommends the redirection of 36 existing positions. Of the 36 redirected positions, 17 will be redirected to patrol. The remaining 19 positions will be allocated as recommended in the Rolling Staffing Plan to the following units: four to Traffic, two to DWI, three to Homicide, two to Vice, two to Night Detectives, two to Sex Crimes, two to Property Crimes, one to Repeat Offenders Program and one to the Report Review/UCR Detail. The table below indicates the units from which the 38 positions will be redirected and the units to which the positions will be reassigned.

Adopted Police FY 2003 Redirections

<u>Current Unit</u>	<u>Rank</u>	<u>No. of Psns.</u>	<u>Redirect Unit</u>
Professional Standards-Officer Concerns Program	Sergeant	1	Repeat Offenders Pgm.
Staff Inspection/Accreditation	Sergeant	1	UCR Detail
Youth Services	Det./Inv.	3	Homicide
	Det./Inv.	2	Vice
	Det./Inv.	2	Night Detectives
	Det./Inv.	2	Sex Crimes
Surveillance Detail	Officer	1	Patrol-Northwest
Vice	Officer	1	Traffic
Financial Crimes	Officer	1	Traffic
Narcotics	Officer	2	DWI Enforcement
ROP	Officer	1	Traffic
SAFFE	Officer	6	Patrol-1 ea. Sub
School Safety	Officer	2	Patrol-South
		2	Patrol-Northwest
		1	Traffic
Volunteers in Policing/Cellular on Patrol	Officer	1	Patrol-Northwest
Fleet Management	Det./Inv.	2	Property Crimes
	Officer	1	Patrol - Central
Crisis Negotiation	Officer	4	Patrol - Central
Total		36	

<u>Police Staffing Plan Recommendations</u>		<u>Filled by FY 2003 Redirects</u>	
ROP	Sergeant	1	1
Report Review/UCR Detail	Sergeant	1	1
Homicide	Det./Inv.	3	3
Vice	Det./Inv.	2	2
Night Detectives	Det./Inv.	2	2
Sex Crimes	Det./Inv.	2	2
Patrol	Officer	19	17
Traffic	Officer	4	4
DWI	Officer	2	2
Property Crimes	Det./Inv.	6	2
Integrity Unit	Det./Inv.	1	0
Totals		43	36
Summary by Rank	Sergeant	2	2
	Det./Inv.	16	11
	Officer	25	23
Totals		43	36

To ensure adequate coverage of duties in certain units from which sworn positions are being transferred, the Adopted Budget adds the following positions at a total added cost of \$57,360:

- \$15,337. Add one Senior Police Services Agent to provide support to the Financial Crimes Unit to help offset the loss of a redirected Police Officer position that will be assigned to the Traffic Division.
- \$42,023. Add three Senior Police Service Agents to provide support to the Fleet Management Division to help offset the loss of three redirected Police Officer positions (two to be assigned to Property Crimes and one to Patrol).

◆ HOUSING & NEIGHBORHOOD PLANNING REDIRECTION

Neighborhood Improvement District (Street Reconstruction) (#12)

Neighborhood Revitalization. To help mobilize resources to make needed improvements in targeted neighborhoods the City has utilized tax increment financing as one method. Experience in the use of this method has highlighted the need for other methods and incentives to better address the infrastructure requirements of already established neighborhoods. Other financing mechanisms currently being evaluated include the use of special taxing districts or Neighborhood Empowerment Zones to create Neighborhood Improvement Districts. These mechanisms could be used to make public improvements to such aspects of infrastructure as streets and drainage. To develop policies and criteria for an incentive program involving four Neighborhood Improvement Districts, an existing CDBG-funded position will be dedicated to the task in the Neighborhood Revitalization Office (Community Development Coordinator).

◆ ECONOMIC DEVELOPMENT REDIRECTION

Brooks City-Base/Brooks Development Authority (#33)

Brooks City-Base. One redirection of \$129,777 in existing resources and five improvements totaling \$620,000.

- Redirect two vacant Economic Development Manager positions from the Economic Development Department for a savings of \$129,277. Reallocate the two positions to the Brooks City-Base Office and increase the General Fund transfer to the Brooks City-Base Fund by \$129,277 to support the two positions. These positions will increase the personnel complement of the Brooks City-Base from three to five.
- \$620,000 in five improvements.
 - \$100,000. Add resources to retain outside legal counsel augmented by legal assistance from the City Attorney's Office.
 - \$200,000. Add resources to provide funding for professional marketing services.
 - \$60,000. Provide funds to acquire property insurance for housing and other facilities not occupied by the Air Force at the Brooks City-Base Research and Technology Center.
 - \$60,000. Provide funds to make a 20% grant match for the development of a business plan for the Brooks City-Base Research and Technology Center. The Brooks City-Base Office will seek to secure a grant during the upcoming fiscal year.
 - \$200,000. Provide funds for the provision of security for the City-Base.

◆ HUMAN DEVELOPMENT REDIRECTION

Targeted Industry Academies/Job Training (#46) Family Strengthening/Youth & Elderly (#50)

Special Projects. The General Fund's contribution to delegate agencies is reduced by \$1.25 million with the contribution to Project Quest being reduced by \$1.06 million (from \$3.0 million to \$1.95 million). \$500,000 of those resources will be redirected to augment the City Council's District Human Development Funds. In FY 2002 each Council District had \$70,000 in resources available to support human development programs such as senior services, training academies (e.g. Alamo Area Aerospace Academy), childcare programs, youth services programs, scholarship programs and job training programs. With this redirection, each Council District will have a total of \$120,000 each available to support these types of programs under the City's established policy for use of the funds. The remaining \$455,400 will be redirected to purchase library resources and for operating costs associated with the Reagan High School Library contract.

After School Challenge Program/Summer Challenge Program and Assessment (#57)

Parks & Recreation. The After School Program at Kennedy High School will be eliminated, the ratio at seventeen After School Alliance sites will be increased from 15:1 to 25:1 and temporary service budget for the Cultural Arts Summer Activities will be reduced, generating a combined savings of \$305,240. These funds will be redirected to the Summer Recreation Program to enhance the program at community centers and school sites, to include hands-on science, the arts, and summer reading programs based on a changing weekly theme. The program will also become self-monitored through the Texas Department of Protective and Regulatory Services guidelines, lowering the student to staff ratios from 35:1 to 25:1. Age appropriate groups will be provided for youth 6-14 years of age at community centers and school sites. Finally, there will be Teen Centers established for youth 15-19 years of age at 20 sites around town.

◆ CHARTER REVIEW/GOVERNANCE REDIRECTION

City Clerk. This redirection will transfer one Administrative Assistant II position from Non-Departmental – Performance Analysis Team to the City Clerk's Office to support City Charter review efforts.

◆ NON-STRATEGIC ISSUE REDIRECTION

Health. The redirection will eliminate one vacant Public Health Physician in the Medical Services Division generating a gross savings of \$77,739. One Nurse Practitioner position will be added to replace the deleted position at a cost of \$43,846. The redirection will allow the delivery of medical services under the supervision of an off-site physician. The net savings from the redirection equals \$33,893.

● Mandated Improvements to Service Delivery

The Adopted Budget contains **\$9.2 million** in mandated improvements. Mandates are defined as programs which the City must support as required by federal, state, or local law; required by contractual obligation; or required to support operation and maintenance costs for completed capital improvement projects. The mandates are described below and categorized by the Council's Budget Priorities.

◆ EXISTING INFRASTRUCTURE MANDATES - \$1.3 million

Maintenance of Existing Infrastructure (#1)

Parks and Recreation. Twelve mandates totaling \$1,296,639

- \$235,753. The acquisition and subsequent development to newly acquired parks & recreation facilities and improvements of existing facilities has necessitated the need for additional sanitation staff. Included in this mandate is the addition of six Maintenance Workers.
- \$184,473. This mandate provides for one Electrician to maintain the efficiency and effectiveness of the electrical maintenance program in new park land and facilities, and improvements to existing facilities including basketball courts, trail lighting, park toilets, pavilions, picnic facilities, playgrounds, sports fields and tennis courts.
- \$75,365. This mandate provides for one Carpenter II to maintain the efficiency and effectiveness of the carpentry maintenance program in new park land and facilities, and improvements to existing facilities including basketball courts, trail lighting, park toilets, pavilions, picnic facilities, playgrounds, sports fields and tennis courts.
- \$78,573. This mandate provides for one Plumber I to efficiently and effectively maintain the plumbing program in new park land and facilities, and improvements to existing facilities including basketball courts, trail lighting, park toilets, pavilions, picnic facilities, playgrounds, sports fields and tennis courts.
- \$53,161. This mandate adds two Administrative Aide positions to Parks Operations to assist in the maintenance of recently acquired parkland.
- \$107,258. This mandate adds two Gardener I positions and one Plumbers Helper to maintain improvements within Brackenridge Park. Park improvements, including landscape and erosion control, river band and wilderness area restoration, a playground, new paths, and extensive irrigation are scheduled for completion in August 2002.
- \$41,757. This mandate provides for enhanced maintenance of Edwards Aquifer Parklands acquired through Proposition 3 and adds one Geographic Information Systems Analyst for providing detailed maps of the area for maintenance crews.
- \$110,000. The Texas Department of Health adopted a new set of standards for public swimming pools and spas. Twenty-one of the 23 City pools are not in compliance with this new standard. This mandate represents the cost for making the necessary improvements.
- \$101,855. This adopted mandate adds two Maintenance Workers and one Maintenance Crew Leader to operate and maintain new and expanded park facilities and structures constructed utilizing funds from the approved 1999 Parks Bond Proposal.
- \$22,240. This mandate adds one Community Center Leader II for the Bode Community Center due to the facility expansion of a new gymnasium that will be complete in FY 2002. This position will be responsible for planning and organizing all programs at the Center.
- \$79,401. This mandate adds one Maintenance Worker and one Equipment Operator I for Leon Creek Parkland acquired through Proposition 3. The mandate addresses the maintenance and possible renovation of existing trails and the development of additional trails all within the floodplain.
- \$206,803. This mandate adds one Electrician and one Electrician Helper to operate and maintain park related improvements associated with the San Antonio River.

◆ **PUBLIC SAFETY MANDATES - \$7.05 million**

Police Services/Police Staffing Plan (#2)

Police. Eleven mandates totaling \$1,913,077.

- \$468,440. This mandate represents the contractually required increases in pay as police officers increase their years of service.
- \$76,500. This mandate reflects the incremental increase in the payment amounts due to the Bexar County Medical Examiner's Lab for forensic science services, as agreed upon in the existing interlocal agreement.
- \$40,533. This mandate reflects the incremental increase in the payment amounts due to the Bexar County Medical Examiner's Lab for toxicology lab analysis, as agreed upon in the existing interlocal agreement.
- \$140,000. This mandate represents the added required costs for the maintenance and repair of Police helicopter engines. The FAA requirement for all helicopters to remain in a flight worthiness status mandates that the engines receive overhauls at 1,750 operational hours and 3,500 operational hours.
- \$110,700. This mandate provides for the added operating expenditures associated with police equipment (10 police vehicles, 10 administrative vehicles) purchased with FY 2000 Local Law Enforcement Block Grant Match (LLEBG) funds.
- \$158,310. This mandate provides for the added operating expenditures associated with police equipment (9 police vehicles) purchased with FY 2001 Local Law Enforcement Block Grant Match (LLEBG) funds.
- \$307,520. This mandate reflects the costs to operate and maintain 200 additional Field Entry Reporting Systems (FERS) units being installed in FY 2003. These units are part of the overall Public Safety Integrated Technology System (PSITS) that will provide a comprehensive information management system to increase police officer and detective effectiveness while enhancing customer service. Acquisition of this system is supported with funds authorized by the 1999 General Obligation Bond Program. The FERS units will enable officers to enter reports from the field via wireless modem. Other PSITS components will provide for more efficient filing and retrieval of field-generated data. After 200 more are installed in FY 2003, 200 remain to be acquired and installed, bringing the total of FERS units deployed to 800.
- \$25,000. This mandate provides for the incremental operational and maintenance costs associated with the renovation and expansion of police substations. The improvements to the substations were supported with funds authorized by the 1999 General Obligation Bond Election.
- \$209,575. This mandate provides for grant matches for the 10 additional police officer positions created with the assistance of the FY 2000 Federal Universal Hiring Program Grant.
- \$249,225. This mandate provides for grant matches for the 10 additional police officer positions created with the assistance of the FY 2001 Federal Universal Hiring Program Grant.
- \$127,274. This mandate reflects the City's match requirement to receive state funds which will support the department's DWI enforcement program. The program is designed to increase DWI enforcement through overtime efforts of Traffic Officers.

Fire Services/Fire Master Plan (#4)

Fire. Five mandates totaling \$4,113,339.

- \$3,144,668. This mandate reflects the incremental added costs of the collective bargaining agreement recently approved with the International Association of Fire Fighters. Specifically, the resources provide for a contractually required 3% pay increase, the addition of a new step for the firefighter rank, the addition of a new step for the Fire Apparatus Officer rank, and increases to the education incentive pay.
- \$564,984. Add nine positions to staff a service truck at Station #46 as part of the 1997 Annexation of Stone Oak. This mandate will enable service truck personnel at Fire Station #46 to engage in firefighting tasks as soon as they arrive at a fire scene without having to wait on the arrival of a ladder

truck.

- \$22,200. This mandate reflects the anticipated cost of providing contractually required monthly incentive pay to Certified Emergency Medical Technicians (EMT). EMT Certification Pay varies depending on years of service and number of newly certified EMT's.
- \$141,000. This mandate reflects the added costs for the increasing number of firefighters who will be eligible to receive education incentive pay according to the new fire contract.
- \$240,487. This mandate reflects the contractually required increases in pay as firefighters increase their years of experience.

Emergency Medical Services (#5)

Fire/EMS. Four mandates totaling \$1,002,386.

- \$904,045. This mandate reflects the incremental added costs of the collective bargaining agreement recently approved with the International Association of Fire Fighters. Specifically, the resources provide for a contractually required 3% pay increase, the addition of a new step for the firefighter rank, the addition of a new step for the Fire Apparatus Officer rank, and increases to the education incentive pay.
- \$15,600. This mandate reflects the added costs for paramedics to receive increasing amounts of incentive pay as they increase their years of service.
- \$6,600. This mandate reflects the added costs for the increasing number of paramedics who will be eligible to receive education incentive pay according to the new fire contract.
- \$76,141. This mandate reflects the contractually required increases in pay as EMS personnel increase their years of experience.

Police and Fire Collective Bargaining Agreements (#15)

City Attorney. This mandate reflects the increased cost (\$20,000) associated with the contracting of outside legal counsel to assist in the labor negotiations with the San Antonio Police Officer's Association.

◆ ECONOMIC DEVELOPMENT MANDATES- \$206,306

Brooks City-Base/BDA (#33)

Non-Departmental/Non-Operating. CPS has estimated the cost of capital renewals and upgrades to the electric and gas system at Brooks to be \$16 million over the next 20 years. This mandate represents the City's annual payment to assist the Brooks Development Authority (\$15,000) with its share of capital renewals and upgrades for the electric and gas systems at Brooks. The annual payment is made pursuant to the agreement between the City and the Brooks Development Authority.

Small Business Economic Development Advocacy & Incentives (#47)

Non-Departmental/Non-Operating. This mandate represents the annual payment of \$191,306 required for refund of property taxes already collected in association with the Oberthur Gaming Technologies tax abatement.

◆ ENVIRONMENT MANDATES- \$12,369

Solid Waste Management (#76)

Public Works – Streets Maintenance. This mandate reflects the added costs (\$12,369) of disposing of waste materials generated by street maintenance operations under terms of City's solid waste disposal contract.

◆ **PARKS AND LIBRARIES MANDATES- \$69,183**

San Antonio Public Library/Five-Year Strategic Plan (#21)

Library. This mandate reflects the recurring and one-time costs (\$69,183) for equipping and staffing the Brook Hollow Branch Library. The expansion of the Brook Hollow Library branch is made possible with proceeds from the 1999 Bond Program and is scheduled for completion in May, 2003.

◆ **CHARTER REVIEW/GOVERNANCE MANDATES- \$30,000**

Council Redistricting (#79)

City Attorney. This mandate reflects the cost (\$30,000) associated with the contracting for outside consultation regarding City Council redistricting.

◆ **CUSTOMER SERVICE - \$370,000**

Information Technology/Enterprise Resource Management System (#75)

General Fund Transfers. This mandate will transfer funds to the Information Technology Services Fund for hardware and maintenance costs (\$370,000) associated with the Enterprise Resource Management System project.

◆ **NON-STRATEGIC ISSUE MANDATE - \$200,000**

The Non-Priority category covers mandates for which there are no corresponding Council Budget priorities.

Finance. This mandate reflects the added costs (\$200,000) of implementing new accounting requirements for government funds established by the Governmental Accounting Standards Board (GASB). Costs include the City procuring the services of a private consultant to assist in the planning and implementation of retroactive reporting requirements and will include inventory and valuation services of infrastructure assets.

● **Adopted Improvements to Service Delivery**

The Adopted Budget includes **\$1.87 million** in improvements to service delivery for FY 2003. This amount is categorized in the following pages as \$447,798 of improvements for annexation areas and \$1.43 million of other Council priority improvements.

◆ **ADOPTED SERVICE IMPROVEMENTS FOR ANNEXATION AREAS**

The FY 2003 Adopted Budget includes \$447,798 in improvements to provide services to areas that are proposed to be annexed this year. The areas proposed to be annexed in December, 2002 are: Galm Road/Loop 1604, Government Canyon, Sheldon Tract, Stanton Run, Helotes Park Terrace, Kyle Seale/1604, Thrift Tract, Cielo Vista, Stage Run, Lumberman Tract and the Southside Initiative area. These areas are described more specifically as follows:

➤ **Government Canyon/Galm Road**

- The Galm Road/Loop 1604 Area contains approximately 6,024 acres and is located in western Bexar County and borders along the east ROW line of Galm Road, the south ROW line of Braun Road and the west ROW line of FM 1604. There are 253 housing units and a population of 712 in this area.

- The Government Canyon Area includes approximately 10,250 acres. The annexation of these areas is to preserve the natural terrain and wilderness status and to protect the Edwards Recharge Zone from contamination and pollution. The sensitive areas located over the Edwards Recharge Zone were acquired by the City through funding provided by the Proposition 3 program and will be preserved as nature parks and shall maintain their natural beauty in the hill country. Over 80% of these properties are located within the boundaries of the Edwards Recharge Zone. There are no housing units or population in this area.
 - The Sheldon Tract Area is approximately 243 acres. This area is located in western Bexar County at the northwest corner of the intersection of Leslie and Braun Roads. The developer is proposing to develop this area with mixed uses, primarily single-family development with some commercial businesses. This voluntary annexation area currently has no housing units or population.
- Thrift Tract/Kyle Seale
- The Stanton Run Area contains approximately 73 acres and is located adjacent to the City of Helotes in west Bexar County along the southwest right-of-way line of Bandera Road, northwest of FM 1604 W and Bandera Road. There are 249 housing units and a population of 701 in this area.
 - The Helotes Park Terrace Area includes approximately 143 acres and is located in west Bexar County along the northwest right-of-way line of FM 1560 (Leslie Road), west of N FM 1604 W. There are 54 housing units and a population of 140 in this area.
 - The Kyle Seale/1604 Area is approximately 1,314 acres and is located in northwest Bexar County. There are 98 housing units and a population of 255 in this area.
 - The Thrift Tract Area includes approximately 1,275 acres. The properties were acquired by the City of San Antonio and are adjacent to the City of Grey Forest in northwest Bexar County. The annexation of these areas is to preserve the natural terrain and wilderness status and to protect the Edwards Recharge Zone from contamination and pollution. The sensitive areas located over the Edwards Recharge Zone were acquired by the City through funding provided by the Proposition 3 program and will be preserved as nature parks and shall maintain their natural beauty in the hill country. All of this area is located over the Edwards Recharge Zone. There are no housing units or population in this area.
- IH 10 West
- The Cielo Vista Area contains approximately 1,473 acres, consisting mostly of large tracts and is located in northwest Bexar County between IH 10 West, Babcock Road, and Boerne Stage Road. There are 110 housing units and a population of 246 in this area.
 - The Stage Run Area is approximately 142 acres and is located in northwest Bexar County, at the northwest corner of the intersection of IH 10 West and Boerne Stage Road. The Stage Run Area is a planned subdivision adopted for single family residences. There are currently no housing units or population in this area.
- Highway 281 North
- The Lumberman Tract Area contains approximately 2,861 acres and is located in northeast Bexar County north of Evans Road and east of Bulverde Rd. There are no housing units or population in this area.
- Southside Initiative Area. The area contains approximately 36,399 acres and is located in southern Bexar County, south of Loop 410 South. This area is bounded approximately on the north by Loop 410; on the south by the Medina and San Antonio Rivers; on the east by IH 37; and on the west by Nelson and Pearsall Roads. The areas are characterized by numerous flood plains, agricultural and farmland, mixed single family with mobile homes and mobile home parks. Some commercial development is located along most of the major arterials, specifically, along Palo Alto Road, Pleasanton and Somerset Roads, Loop 410 and US Highway 281 South. Existing businesses include flea markets, auto parts and auto repair shops, and light industry commercial. There are 955 housing units and a population of 2,897 in this area.

The \$447,798 in added costs in FY 2003 to provide services in the above annexation areas are listed by department below.

- Code Compliance - \$103,298. Addition of one Abatement Officer along with associated equipment costs.
- Development Services - \$39,114. Addition of one Planner II along with added funds to offset costs of providing inspection services to existing subdivisions.
- Fire - \$22,775. Added funds for the operational expenses for increased service areas.
- Fire/EMS - \$64,426. Added cost for additional peak period staffing operational costs.
- Health - \$23,648. Added operations costs for extending Animal Control and Vector Control Services.
- Municipal Elections - \$1,100. Costs to establish one additional voting site.
- Non Departmental/Non-Operating - \$20,250. Added electricity expenses for supporting street lights.
- Police - \$74,136. Addition of two patrol officers along with associated equipment costs.
- Public Works - \$51,698. Added costs for streets and traffic control system maintenance.
- Planning - \$47,352. Addition of one Senior Planner to assist in the implementation of limited purpose annexation.

● Other Council Priority Adopted Improvements

The Adopted Budget contains **\$1.43 million** in other council priority improvements in addition to those improvements added for annexed areas. The improvements are described below and categorized by the Council's Budget Priorities.

◆ PUBLIC SAFETY IMPROVEMENTS - \$146,126

Fire/EMS. Add \$146,126 to improve staffing at the Emergency Operations Center. One captain will be assigned to the EOC, and one Management Analyst will be added to focus on developing grant applications for Homeland Security and other emergency operations-related programs.

◆ ECONOMIC DEVELOPMENT IMPROVEMENTS - \$947,286

Special Projects. Add \$500,000 for environmental and infrastructure requirements assessments for future development of a Texas A&M four-year campus in the southside of the community.

Neighborhood Action. Add \$100,000 to enhance Tax Increment Finance (TIF) Administration. The funds will support service delivery changes and may include adding staff. Funding will better equip the TIF program to encourage revitalization in target areas of the City.

Development Services. Add four Plumbing Inspectors along with overtime funds to improve plumbing inspector responsiveness for an added cost of \$347,286 to be offset with an increase in plumbing inspection fees.

◆ HUMAN DEVELOPMENT IMPROVEMENTS - \$38,842

Police. Add \$25,500 for overtime resources for police officers to conduct approximately 170 Bike Rodeo events in cooperation with schools.

Economic Development. Set aside \$13,342 for administrative expenses associated with the City's Veterans Affairs Commission. Expenses include the publication of a quarterly newsletter for the local veterans community and funding to support various veterans events throughout the City.

◆ CHARTER REVIEW/GOVERNANCE IMPROVEMENTS – \$250,000

Internal Review. Provide \$250,000 to be set aside for compensation regrades for auditor personnel. The regrades will be implemented after the conclusion of a classification and compensation study by Human Resources.

◆ NON-STRATEGIC ISSUE IMPROVEMENTS - \$45,000

Health. Add one Animal Cruelty Officer to augment the City's animal cruelty enforcement efforts at an added cost of \$45,000.

FY 2003 OTHER FUNDS

HOTEL/MOTEL TAX FUND

The Adopted Budget for the Hotel/Motel Tax Fund is \$52.5 million. This Special Revenue Fund supports the Convention & Visitors Bureau, Convention Facilities, International Affairs, Cultural Affairs, outside arts and cultural agencies, and other convention/tourist-related activities.

The national economic slowdown that began in late 2002 and was exaggerated by the events of September 11 has also negatively impacted re-estimated Hotel/Motel Tax revenues in FY 2002 and projected revenues for FY 2003. Actual Hotel/Motel Tax collections for the current year are projected to be at \$35.7 million. This amount is \$1.9 million, or 5.08%, less than the \$37.63 million budgeted in FY 2002 for Hotel/Motel Tax revenue. The \$1.9 million loss in revenue is the most immediate evidence of the adverse economic impact to the local tourism industry and the Hotel/Motel Fund in the fall of 2001.

As additional evidence of the impact on the local tourism industry from the slowing economy, the projection for Hotel/Motel Tax revenue in FY 2003 is actually 1.14% less than the \$37.63 million budgeted for FY 2002. The FY 2003 projection for Hotel/Motel Occupancy Tax revenue is based upon an analysis of anticipated lodging demand, projected average daily room rates, estimated hotel/motel room supply and inflation rates. While the FY 2003 projection is \$1.48 million, or 4.14%, over the FY 2002 re-estimate of \$35.72 million, \$1.9 million of the increase (or 5.08%) will just recover the \$1.9 million loss in revenue between the \$37.63 million budget amount and the \$35.72 million re-estimate for FY 2002. The table below summarizes these differences:

Hotel/Motel Occupancy Tax Revenue Annual Comparisons (\$ in millions)

FY 2002 Budget	FY 2002 Re-Est	Diff. from '02 Budget Amount	Pctg.	FY 2003 Adopted	Diff. from '02 Budget Amount	Pctg.	Diff. from '02 Re-estimate Amount	Pctg.
\$37.63	\$35.72	(\$1.91)	-5.08%	\$37.21	(\$0.43)	-1.14%	\$1.48	4.14%

Funds in the amount of \$4.88 million have been set aside for the last three years in the Hotel/Motel Occupancy Tax Fund to support presentation of the Pan American Games in San Antonio in 2007. Since the games will not be held in San Antonio, the \$4.88 million will be reallocated as follows:

Advertising and Promotional

- \$1.75 million. Additional funding for advertising to address the challenges facing the local visitor industry.
- \$48,168. Redirect cost for the International Affairs' Southeast Mexico CASA program from the General Fund to the Hotel/Motel Tax Fund.

Visitor Attractions

- \$400,000. Assist the Witte Museum in securing the "American Originals Treasure from the National Archives" exhibit by funding the improvements to the air conditioning system in the exhibit galleries.
- \$125,000. Support the preservation of the Hertzberg Circus Collection and the development of the Hertzberg History Center.

- \$400,000. Additional funding to provide design enhancements to Mission Trails project on the southern portion of the San Antonio river.

Events Promotion

- \$350,000. Sports Foundation funding for the first year of a three-year commitment for bid development and hosting obligations.
- \$1.564 million. Event development funding to increase visitations and to increase media exposure of the City.

Cultural Tourism

- \$100,000. Provide funding for support of a Performing Arts Center feasibility study to enhance cultural tourism programs.
- \$50,000. Provide funding for a match of non-City funding to assist in the development of the "Splendors of Contemporary Mexican Art" exhibit at the Blue Star Arts Project.
- \$100,000. Provide funding for support to a Culinary Arts Program study.

For the Convention Facilities Department, the Adopted Budget holds 63 positions vacant, generating a savings of \$1.5 million. These positions were added to accommodate the expanded facility in anticipation of larger conventions to be booked at the Convention Center. In FY 2003, the Center is anticipating lesser convention activity due to the slower tourism activity being felt nationally. Consequently, the department will be able to keep 63 positions vacant generating additional savings for the Hotel/Motel Fund. Specifically, the vacant positions include: one Audio Visual Technician, one Building Maintenance Crew Leader, one Building Maintenance Mechanic, two Building Maintenance Officers, one Event Services Coordinator, one Electrician Helper, eight Maintenance Crew Leaders, 38 Maintenance Worker I positions, one Office Assistant, two Painter I's, one Plumber, one Special Projects Coordinator, one Senior Building Maintenance Mechanic, one Senior Event Services Coordinator, two Stock Clerks and one Telecommunications Technician. In addition, 133 positions that were on a phase-in hiring schedule for FY 2002 have been frozen, allowing only for the full staffing of 324 positions by the end of FY 2003.

With respect to the Convention & Visitors Bureau (CVB), the Adopted Budget increases the recurring tourism advertising budget by \$2.15 million (\$400,000 recurring and \$1.75 million one-time funds reallocated from the Pan American games support) to further promote travel to San Antonio as part of the local tourism industry's recovery from last fall's downturn. This recommendation will bring the total advertising budget for the bureau to \$7.75 million for FY 2003. The \$2 million increase in the CVB's FY 2002 advertising budget was a one-time increase for the current fiscal year only and was intended to give a boost to promotional efforts immediately following the events of September 11.

The Adopted Budget also redirects the Murals Program and supporting staff from the Parks Department to the Cultural Affairs Office to be funded through the Hotel/Motel Tax Fund. The redirection will transfer one Senior Community Center Leader position and one Senior Recreation Specialist position to the Cultural Affairs Office. This redirection will enhance services to the Cultural Tourism Initiative and Neighborhood Arts Program by providing technical assistance to communities, and inventorying of murals for future preservation and tourism opportunities. This redirection will result in \$75,375 in added expenditures to the Hotel/Motel Tax Fund and a corresponding savings to the General Fund.

Additionally, with respect to the Cultural Affairs Office, the Adopted Budget includes a one-time improvement to support the development of a Citywide Cultural Plan that establishes a new arts and cultural policy. The Plan will provide general directions and guidelines through which the City will seek to meet the present and future cultural needs of the San Antonio community. The improvement of \$120,000 will be used to leverage other non-City funds to cover the total cost needed for the Plan.

The FY 2003 Adopted Budget also includes \$300,000 to fund one-time expenses associated with the solicitation and negotiation of the Convention Center Headquarters Hotel project. Expenses include consultant fees and legal fees for the negotiation of contracts and related matters.

ALAMODOME OPERATING FUND

The Adopted Budget for the Alamodome Fund is \$8.0 million. The primary sources of revenue from operation of the Alamodome are facility rentals, food and beverage concessions, reimbursable expenses and various event-related fees. Revenues are estimated based on an event mix projection. The FY 2002 event mix assumed 143 event days which includes over 40 Spurs games and 21 days of Dallas Cowboys training camp. The FY 2003 event mix projection, on the other hand, assumes only 94 event days without the Spurs and the Cowboys training camp. The impact of not having the Spurs and Cowboys in the event mix will be offset somewhat with the scheduling of more high school football games and graduations. Nevertheless, included in the total \$7.2 million in projected revenue for the Alamodome Fund in FY 2003, is the transfer into the fund of \$1.57 million from the Alamodome Renewal & Improvement Fund and \$272,287 from the Alamodome Improvement & Contingency Fund. These transfers are necessary to keep the fund with a positive fund balance in FY 2003.

The Adopted Budget also includes a reduction keeping six positions within the Alamodome department vacant. The Alamodome positions include one Administrative Assistant II, one Accountant II, one Event Services Manager, one Custodial Services Crew Leader, one Plumber and one Maintenance Electrician. There will be no impact to service delivery in FY 2003 as a result of this reduction. The savings achieved from this reduction in FY 2003 will total \$195,345.

AVIATION FUND

The Adopted Budget for the Aviation Fund is \$43.02 million. In FY 2003, the fund will continue to maintain a three-month operational reserve of \$6.15 million. Among \$272,924 in reductions in the Adopted Budget for the Aviation Fund is \$143,889 reflecting the elimination of four Electronic Technician positions. The primary assignment for these positions was the maintenance and repair of the Airport's parking revenue control equipment. The entire parking system was recently replaced with state-of-the-art equipment that no longer requires this level of support.

The FY 2003 Budget adds \$652,497 in improvements. Among these improvements include:

- Add one Administrative Assistant I for the Airport Police in the Personnel Identification Office. As a consequence of the September 11, 2001 events, the Airport Police have been tasked with additional federally-mandated responsibilities. The position will assist Airport Police with the administrative tasks associated with these new requirements and will free uniformed personnel for security duties in the field. The FY 2003 cost of this improvement will total \$32,816.
- Add an Airport Capital Program Administration Team in order to implement effectively the Aviation Department's Capital Program. The team will consist of a Contract Specialist, an Architect and an Administrative Assistant II. The FY 2003 cost of this improvement will total \$141,048.
- Add \$160,000 for air service development. Air service development services will be utilized to increase the number of nonstop flights at San Antonio International Airport. The contractor will assist the Aviation Department in developing and presenting six technical and marketing proposals to airlines during FY 2003.
- Add \$165,144 for an expanded Air Cargo Management Program. One Real Estate Supervisor will be added. This position will be responsible for retaining existing cargo carrier operations, expanding cargo activity of existing carriers, and attracting new cargo business. Funds will also be allocated to retain the services of an air cargo development consultant to gather marketing intelligence, assist in accessing key industry contacts, and prepare presentations to prospective clients.

- Add one System Programmer I to support information technology (IT) system improvements that are being implemented in conjunction with the terminal renovation project. These key IT elements include a Multi-Use Flight Information Display System (MUFIDS), and a visual paging system, as well as the replacement and upgrade to the airfield lighting system and the security/access system. The FY 2003 cost of this improvement will total \$46,970.

GOLF FUND

The FY 2003 Adopted Budget for the Golf Fund is **\$6.9 million**. The fund continues to face fiscal challenges due in large part to unseasonable weather conditions experienced during the past two fiscal years and the impact of the recent flood this past July. The Five-Year Forecast projected a shortfall to occur in the current fiscal year as well as in FY 2003. To address the shortfall, the Adopted Budget recommends a combination of increases in golf fees and operation reductions.

With respect to golf fees, the following fee adjustments are among those adopted to generate a total of \$553,435 in new revenue in FY 2003:

- Increase Resident Golf Card fee costs by \$5 for City residents (from \$30 to \$35) and \$10 for County residents (from \$50 to \$60) to generate \$40,000.
- Increase Golf Cart Rental fees by 75 cents from \$19.25 to \$20 in order to generate \$63,321.
- Increase Par 3 Golf Course greens fees by a range of \$1.25 to \$1.75 per round depending on weekend or week day to generate \$41,221.
- Increase Greens Fees at all City golf courses by \$1.50 per round to generate \$381,629.
- Increase the fees for buckets of range balls by a range of 50 cents to a \$1 a bucket depending on bucket size to generate \$27,264.

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

With respect to expenditures, a total of \$407,686 in reduced expenditures is adopted for FY 2003:

- Eliminate one vacant Golf Activities Attendant, one vacant, part-time Golf Activities Attendant, one filled Golf Course Equipment Operator and one filled Golf Activities Supervisor at the Polo Field Driving Range. Since the facility is currently under lease to Golf San Antonio, there will be no anticipated impact on service due to this reduction. This reduction will result in savings of \$95,602.
- Eliminate one vacant Assistant Golf Operations Superintendent position. This position has not been filled for several years. Consequently, there will be no anticipated impact due to this reduction. This reduction will result in savings of \$38,657.
- Decrease temporary services expenditures due to recent hiring of temporary employees to fill full-time positions. There will be no impact on services due to this reduction. This reduction will result in savings of \$154,927.
- Decrease the contractual services budget at Cedar Creek and Mission del Lago Golf Courses due to the elimination of security guard services during FY 2002. In addition, this reduction will decrease the Botanical and Agricultural Supplies line item budget due to efficiencies garnered through better management practices and excess inventory from prior years. This reduction will result in savings of \$118,500.

The above expenditure reductions and revenue increases are expected to allow the Golf Fund to have a positive fund balance by the end of FY 2003.

PARKING FACILITIES FUND

The FY 2003 Adopted Budget of the Parking Facilities Fund is **\$9.6 million**. The fund continues to maintain its financial stability.

The Adopted Budget eliminates seven full-time vacant Parking Attendant positions from the Parking Operations Division at a savings of \$178,702. These positions are located in the Mid-City Parking Garage, Dolorosa Lot, and St. Mary's Parking Garage. This reduction has a corresponding adopted parking enforcement improvement of \$67,153, which will add two Enforcement Officer positions, initiate a re-grade study of enforcement, allow for certification in traffic management, and provide training through the City on cultural awareness, confrontational de-escalation, and tourism assistance. The total adopted net savings from this redirection in FY 2003 is \$111,549.

Additionally, the Adopted Budget transfers responsibility for building maintenance and security of parking facilities from the Parking Division to the Building Maintenance Division consistent with the recommendations of the Span of Control Study.

SELF INSURANCE - EMPLOYEE BENEFITS FUND

The FY 2003 Adopted Budget for the Self-Insurance Employee Benefits Fund is **\$66.8 million**. The City has long maintained as a significant employment benefit a health insurance program for employees and their dependents that is provided at no cost to the employee (standard CitiMed plan). However, as described in the City's Five-Year Financial Forecast, the City's continued ability to maintain this benefit has been threatened by significantly rising medical costs which have increased in recent years well above the normal rate of inflation. Continued maintenance of the current level of employee health benefit coverage in the future presents the greatest financial challenge. The reasons include:

- Enrollment in the CitiMed basic program has increased by 31.7% from September 1996 to September 2001. This increase stems from the transition of employees from HMO programs that 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. As a proactive measure to minimize migration of employees from the HMO plan, the City began contributing to the HMO premium costs on employees in FY 2002.
- Increase in the cost of prescriptions – 21.5% from FY 1999 to FY 2000, 36.4% from FY 2000 to FY 2001, and 25% from FY 2001 to FY 2002.
- Increase in the cost of medical claims – 16.13% from FY 1999 to FY 2000, 14.85% from FY 2000 to FY 2001, and 17% from FY 2001 to FY 2002.
- National authorities project medical costs to increase by 12% in FY 2003 with prescription costs increasing at a rate of 20%

The Employee Benefits Fund's budgeted end-of-year fund balance for FY 2001 was \$956,307. As a consequence of the dramatically escalating costs described above, the actual end-of-year balance for FY 2001 was a shortfall of \$4.8 million. With the same cost trends continuing through the current year, by the end of FY 2002 the fund is projected to have a shortfall of over \$13.3 million. To address this shortfall a number of measures have been included in the Adopted Budget including assessment increases for all funds totaling \$5.9 million or a 13% increase.

To address specific issues related to increasing costs, a consultant was contracted in FY 2002 to perform a three-year actuarial study and plan design review of the City's Employee Benefits program. The consultant was hired specifically to make recommendations on plan design changes to allow the City to begin to control costs. The Adopted Budget includes recommendations designed to save a total of \$1.36 million in claims costs in FY 2003 as described below.

Based upon the plan review consultant's recommendations, the Adopted Budget implements plan design changes to contain medical and prescription costs. The total cost savings in FY 2003 resulting from the plan changes is \$805,500. Benefits changes include the following:

- Combine different civilian employee non-Health Maintenance Organization (HMO) medical plans into a single plan that creates incentives for employees/dependants to use a lower cost preferred medical health care provider network. Total savings from this plan change in FY 2003 is estimated at \$610,500.
 - The City currently maintains two different medical plans for its employees and dependents that are provided at no added charge. The City also has an HMO option to which employees who select the plan make an additional contribution. The two different no-cost plans (Plans B and C) currently vary in terms of amount of the deductible that has to be met (Plan B - \$200 vs. Plan C - \$400), percentage of expenses covered (Plan B - 80% vs. Plan C - 70%) and maximum annual out-of-pocket expenses (Plan B - \$1,200 vs. Plan C - \$1,400). The benefits are provided regardless whether or not preferred network providers are used. Plan C also provides vision and dental benefits at no added charge.
 - The new combined plan will have separate policies for use of in-network providers versus out-of-network providers.
 - ⇒ In-network medical care will be paid at a \$250 deductible, 80% expense coverage, \$1,750 annual out-of-pocket maximum expenses and \$15 office visit co-payment (not applicable to out-of-pocket maximum).
 - ⇒ Out-of-network care will be paid at a \$500 deductible, 60% expense coverage, \$3,500 out-of-pocket maximum with no office visit co-payment.
 - The Plan C option of vision and dental benefits provided at no charge will be eliminated but will be available to all non-HMO participants at an added cost.
- Increase Prescription Card co-payments for an estimated savings in FY 2003 of \$195,000.
 - Generic drugs: from \$2 to \$5
 - Brand name with generic drugs not being available: from \$15 to \$20
 - Brand name with generic drugs being available: from \$20 to \$35

Other adopted changes to the Employee Benefits program designed to reduce costs include:

- Negotiation of a new Pharmacy Benefit Manager contract to obtain higher pharmacy discounts and rebates (estimated savings in FY 2003 - \$250,000).
- Enhancement of the Employee Benefits Utilization Review program. Specifically, the Adopted Budget adds one Case Management Nurse and one Utilization Review Specialist to augment the Utilization Review Manager's audit of health benefit claims. The total FY 2003 cost for this improvement will be \$110,697. It is estimated that a total of \$418,400 in claims expense savings will be generated by the improvement, creating a net savings to the Employee Benefits fund of \$307,703.

The combined savings impact of the above changes to the health benefits plan for employees along with the pharmacy management and benefits utilization initiatives is estimated at \$1.36 million in FY 2003.

The Employee Benefits Fund will require continuous and aggressive monitoring during the next fiscal year as the above adopted changes are implemented. Future plan modifications recommended by the consultant to be considered include establishing health care medical management programs focused on providing managed care for employees having chronic, high risk ailments involving high costs such as back pain, high risk maternity, heart disease and depression. Programs such as these will need to be carefully studied as means of providing long term solutions to address rising health care costs and increasing fund balance deficits.

SELF INSURANCE - WORKERS COMPENSATION FUND

The FY 2003 Adopted Budget for the Workers Compensation Fund appropriation is **\$14.3 million**. Revenues collected by the fund are received through departmental assessments based upon claim loss history. Higher-than-anticipated claims expenses realized near the end of FY 2001 reduced the fund balance from the \$5.2 million projected to be available at the beginning of FY 2002 to an actual balance of \$3.2 million. This reduction in the beginning available fund balance contributes directly to the shortfall projected for this fund in FY 2002. The same types of increases in medical expenses that have been noted for the Employee Benefits Fund have adversely impacted the Workers Compensation Fund as well.

In order to maintain a reserve adequate to support future claims, departmental assessments in all funds will need to be increased. The FY 2003 Budget reflects a 21% increase in assessments City-wide which will generate \$1.97 million in additional revenue for the fund.

ENVIRONMENTAL SERVICES FUND

The Adopted Budget for the Environmental Services Fund is **\$47 million**. The Five-Year Financial Forecast presented in June concluded that without any changes to the fund's rate structure or significant adjustments to expenditures, the Environmental Services Fund could expect significant annual shortfalls during the forecast period. During the Council budget prioritization process, the Council also expressed concern that the City's recent curbside brush collection program modifications have not been able to remedy the continued abuse by selected individuals that regularly use the brush pick-up program in-lieu of proper disposal at City landfills. The Adopted Budget addresses both the fiscal stability of the fund and the effectiveness of the brush collection and disposal program.

In order to maintain the current twice-a-week schedule, a 5.5% increase in the monthly Residential Collection Fee (from \$9.20 to \$9.71 per month - an increase of 51 cents) will be imposed, generating revenue of \$1.84 million annually. The other components of the overall monthly fee for solid waste services will remain the same: \$1.30 a month - Environmental Fee and \$1.20 a month - Brush Collection Fee. Under this scenario, the overall monthly fee with the three components combined will increase from \$11.70 per month to \$12.21 per month. Solid waste service will continue to include the current once-a-week recycling program.

In order to address the effectiveness of the City's brush collection and disposal program, the Adopted Budget will retain curbside brush/bulky goods collection and reduce the annual curbside collection cycles from three to two. The size of each brush collection area will be cut in half, and the Dial-A-Trailer program will be expanded.

STORMWATER OPERATING FUND

The FY 2003 Adopted Budget of the Stormwater Operating Fund is **\$18.5 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. As described in the Financial Forecast, the Stormwater Operating Fund continues to have fiscal stresses caused by slow growth in revenue and added costs arising from environmental mandates. Additionally, the recent July 2002 flood highlighted shortcomings in the City's drainage and flood control infrastructure that need to be addressed. In response to these needs, the Adopted Budget implements a 30% increase in the Stormwater Fee for residential, multi-family, commercial and public rates. The total revenue raised by the increase is projected at \$4.96 million. The added revenue will be dedicated to the following purposes: 60% for debt service (\$2.98 million) to support the issuance of revenue-back debt to fund neighborhood drainage and flood control capital improvement projects, and 40% (\$1.98 million) for improvements to stormwater operations. With \$2.98 million available for debt service for Stormwater Fee-backed revenue bonds, up to \$39.71 million in revenue bond-generated resources could be available for neighborhood drainage and flood control projects in FY 2003.

The Adopted Budget includes \$1.06 million in recommended improvements in the Stormwater Fund. Among the improvements include:

- The desire of the community to better understand the cumulative impact of continuing development over the Edwards Aquifer has been highlighted by the debate over the PGA Village project. The Adopted Budget includes \$500,000 as a challenge match to other local governments to pool funding for a thorough study resulting in an Edwards Aquifer Management Planning Model that will allow the City and other local governments and agencies to determine the impacts of future growth in a rigorous, consistent and scientific manner.
- Establish a regularly scheduled program for removing floatable debris and invasive vegetation from unimproved waterways (Creeks) within the City. This activity is currently performed on a reactive basis as a result of flooding. Five positions will be added: one Senior Engineering Operator, one Equipment Operator II, two Maintenance Workers and one Drainage Supervisor. The improvement cost also includes new equipment. With this improvement, the unimproved waterways will receive scheduled maintenance every (5) five years. Total cost of this adopted improvement in FY 2003 totals \$552,656.
- Establish a Stormwater Operations Concrete Crew. This improvement will provide for the addition of one Concrete Crew to the Storm Water Operations Division. The crew consists of one Maintenance Crew Leader, one Equipment Operator II, two Carpenter II positions, one Concrete Finisher, and two Maintenance Worker positions. This improvement will also provide for the equipment and materials to perform maintenance concrete repair work on aging storm water infrastructure. The cost of this adopted improvement in FY 2003 totals \$441,565.

The Adopted Budget also includes \$199,403 for mandated improvements in the Stormwater Fund. Among the mandated improvements include:

- Implement the new adopted Texas Pollutant Discharge Elimination System (TPDES) permit requirements. The TPDES permit requirement charges the Storm Water Operations Division to monitor river and creek floatables from flowing in major drainageways. The City will satisfy this permit requirement utilizing City forces along with the Restitution Program in cooperation with the Parks and Recreation Department. According to the adopted permit, the City must conduct floatable surveys on at least 100 sites per year. The intent of the survey is to monitor the effectiveness of the litter control programs in major drainageways. The cost of this mandate in FY 2003 will total \$140,638.
- Acquire a Geographical Imaging System (GIS) for the Storm Water Utility. GIS mapping is a requirement of the Texas Pollutant Discharge Elimination System (TPDES). This GIS system will facilitate the storm water master planning to include: sizing and locating regional detention facilities, floodplain modeling, drainage project evaluations, drainage complaint resolution, and verification of floodplain violators. The cost of this mandate in FY 2003 will total \$35,684.

FY 2003 CAPITAL BUDGET

The FY 2003 Adopted Capital Budget totals \$325.9 million which represents a 2% increase from the FY 2002 Adopted Capital Budget of \$319.8 million. The increase is the result of more projects within the 1999 General Obligation Bond Program beginning construction and an aggressive airport construction program consistent with the International Airport's master plan.

The FY 2003 Adopted Capital Budget reallocates resources budgeted in FY 2002 to be applied toward targeted one-time investments in high Council Budget Priority areas. Specifically, the FY 2002 Adopted Capital Budget included \$8 million for municipal facilities improvements to come from Certificate of Obligations. These funds are reallocated as follows in the Adopted Capital Budget:

- Brooks City-Base. Apply \$1.6 million toward Brooks City-Base facility modifications and development design costs.
- KellyUSA. Apply \$2.15 million toward the following projects at KellyUSA:
 - Kelly USA area watershed modeling: \$200,000
 - Technical studies for Kelly USA transportation enhancements: \$100,000
 - Design of New Luke Road: \$758,000
 - New Laredo Highway entrance: \$276,000
 - Rail accessibility upgrades for East Kelly: \$600,000
 - Quintana Road entrance enhancement: \$215,000
- Neighborhood Accessibility & Maintenance Program (NAMP). The Adopted Capital Budget includes \$1.25 million in Certificate of Obligation-funded resources as a one-time enhancement to the NAMP program. Specifically, each Council District will have \$125,000 from Certificate of Obligation funds as a one-time augmentation to the continuing annual appropriation of \$200,000 included in the Adopted Operating Budget for NAMP projects. In FY 2003, the total adopted NAMP funding for each Council District from the Operating and Capital Budget combined will be \$325,000.
- Municipal facility improvements: The Adopted Budget allocates \$2.75 million to provide funding for space reprogramming, design, and renovations to City buildings.
- Medical Center improvements. The Adopted Budget allocates \$2.71 million in FY 2003 and FY 2004 to support the reconstruction of three critical intersections essential for smooth traffic flow in the congested Medical Center Area. Specifically, \$250,000 will be utilized for the development of a traffic model in FY 2003. \$2.46 million will be added to the FY 2004 Capital Budget for construction work associated with the three intersections.

The Adopted Six-Year Capital Budget for the years FY 2003 through FY 2008 totals \$696 million. The Six-Year program represents the City's long-range physical infrastructure development and improvement plan. The program contains 360 projects to include \$353.9 million in air transportation improvements, \$84.9 million in streets projects, \$60.19 million in parks projects and \$57.5 million in drainage improvements. The Six-Year Capital Budget is coordinated with the City's Debt Management Plan to ensure that projected capital funding requirements are consistent with plans for the sale of authorized General Obligation and Certificate of Obligation debt.

The Adopted Budget also recommends that a \$115 million General Obligation Bond program be developed to bring to the voters for an authorization election in May 2003. The last General Obligation Bond authorization was in 1999. Bond elections have typically been on held a five-year cycle. As a consequence of prudent management of the City's debt management plan, sufficient debt capacity is available to develop a program that will accelerate the next bond authorization election to May 2003.

FY 2003 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 fiscal challenges presented by the projected \$42.4 million shortfall in the General Fund for FY 2003, however, required very difficult recommendations to be made on reductions in services and personnel. Every effort was made in the preparation of the Adopted Budget to minimize the adverse impact of the reductions on the City's employees. Nevertheless, elimination of some filled positions was necessary. For all funds, a total of 344 authorized positions are recommended for elimination of which 79 are filled and 265 of which are vacant.

The Adopted Budget continues the City's policy of providing a "living wage" for all employees. Specifically, the budget increases the salaries of all employees currently making less than \$8.75 per hour. In February of each year the Federal Government releases an official income level for poverty. The 2002 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 \$8.70 per hour. By establishing the \$8.75 per hour minimum effective October 1, 2002, the City will maintain its commitment to a living wage standard. The FY 2003 cost to the General Fund for this enhancement is \$438,000 while the cost for all funds is \$799,425.

The Adopted Budget also sets aside \$4.5 million in added mandated expenditures for increased wages, certification pays, and education pay arising from the terms of the recently approved collective bargaining agreement with the San Antonio Professional Firefighters Association. Specifically, the resources provide for a contractually required 3% pay increase for firefighters in FY 2003, the addition of a new step for the firefighter rank, the addition of a new step for the Fire Apparatus Officer rank, and increases to the education incentive pay.

The City recently began negotiations for a new collective bargaining agreement with the San Antonio Police Officers Association. The Adopted Budget sets aside \$4 million to accommodate up to a potential 3% wage adjustment for police officers similar to that provided for in FY 2003 under the wage terms of the recently approved firefighter association contract.

The following charts show the number of uniform and civilian positions authorized in the General Fund over the last six years. The charts provide a summary of the net result in positions after program reductions, mandates, program improvements, and reorganizations. On the civilian side, there is a net reduction of 195 civilian positions from FY 2002 to FY 2003. On the uniformed positions side, there is a net increase of 6 uniformed positions. With civilian and uniformed positions combined, there is an overall net decrease of 189 positions in the General Fund.

The total number of positions in FY 2003 for all funds including grants will grow by 139 positions from 14,258 positions in FY 2002 to 14,397 positions. Of the total FY 2003 positions, 1,250 positions are grant funded.

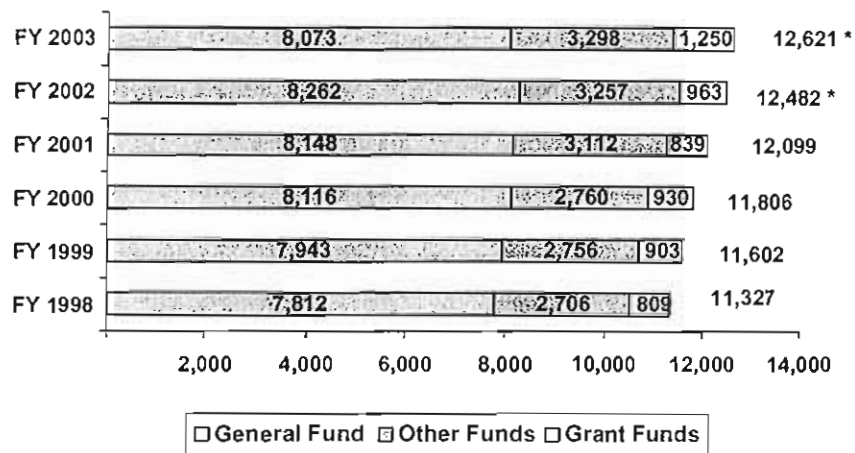
GENERAL FUND - AUTHORIZED CIVILIAN POSITIONS



GENERAL FUND - AUTHORIZED UNIFORM POSITIONS



AUTHORIZED POSITIONS - ALL FUNDS, CIVILIAN & UNIFORM POSITIONS



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

CONCLUSION

The Adopted Budget for FY 2003 represents a program of revenues and expenditures which provide for as high a level of basic services to the community as possible within the limits of available resources. The task was particularly challenging due to the desire to balance the budget in the face of a \$42.4 million shortfall without a tax rate increase and with due regard for the priorities identified by City Council this year.

The Adopted Budget for FY 2003 represents the most challenging budget in a decade. The Budget eliminates a projected \$42.4 million General Fund shortfall through a combination of reductions and redirections designed to minimize the adverse impact on the delivery of priority services. The Adopted Budget also provides for added targeted investments in Council priority areas such as neighborhood infrastructure and maintenance, drainage and flood control, aviation infrastructure, Brooks City-Base, Kelly USA, human development, tourism promotion, and environmental protection. While reductions to the workforce and the lack of a civilian wage increase package are being necessitated by adverse fiscal conditions faced in FY 2003, the City remains able to maintain the living wage standard for FY 2003 by increasing the minimum hourly wage from \$8.50 to \$8.75. Additionally, the Adopted Budget requires no increase in the overall property tax rate for the tenth consecutive year remaining at 57,854 cents per \$100 valuation.

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

	ACTUAL FY 2000-2001	REV. BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	CURRENT SVC. FY 2002-2003	PROGRAM CHANGES	ADOPTED FY 2002-2003
GENERAL FUND						
Revenue						
City Sales Tax	\$ 136,810,787	\$ 143,937,834	\$ 142,000,000	\$ 148,063,400	\$ 0	\$ 148,063,400
Liquor by the Drink Tax	3,426,706	3,484,855	3,484,855	3,643,397	0	3,643,397
Current Property Tax	123,769,979	137,055,558	136,920,191	143,795,023	0	143,795,023
Delinquent Property Tax	1,763,539	1,942,130	1,950,000	1,979,260	0	1,979,260
Penalty and Interest on Delinquent Taxes	1,410,133	1,262,300	1,300,000	1,319,500	0	1,319,500
Business and Franchise Tax	24,197,809	24,673,521	25,107,108	25,078,773	0	25,078,773
Licenses and Permits	12,683,156	13,288,960	13,646,488	14,333,473	413,931	14,747,404
City Public Service	171,588,437	165,756,000	163,256,000	168,978,000	0	168,978,000
CPS Payment for High Natural Gas Prices	10,822,575	0	0	0	0	0
San Antonio Water System	5,528,890	5,640,335	5,650,000	5,765,000	0	5,765,000
Other Agencies	2,865,885	2,517,179	2,808,892	2,985,627	0	2,985,627
Charges for Current Services					0	0
General Government	6,494,367	6,531,988	6,688,116	6,911,177	194,410	7,105,587
Planning	1,672,119	2,046,586	1,896,916	1,927,684	15,574	1,943,258
Public Safety	5,077,087	4,824,436	4,839,656	4,940,430	225,944	5,166,374
Highways/Streets/Sanitation	167,910	347,733	369,718	381,885	3,631	385,516
Health	2,105,265	1,851,460	1,909,173	1,956,406	50,860	2,007,266
Recreation and Culture	7,694,828	8,744,561	8,329,472	8,458,496	221,554	8,680,050
Fines	11,116,047	13,121,897	11,010,300	11,919,302	0	11,919,302
Miscellaneous Revenue					0	0
Sale of Property	1,473,646	1,430,347	1,454,100	1,467,960	2,250	1,470,210
Use of Money and Property	7,018,226	6,055,971	3,811,789	3,634,284	0	3,634,284
Recovery of Expenditures	2,197,607	1,865,475	1,943,519	1,833,380	66,522	1,899,902
Miscellaneous	173,472	58,470	693,990	46,670	127,189	173,859
Interfund Charges	3,386,411	4,484,699	4,186,987	4,129,990	0	4,129,990
TOTAL GENERAL FUND	\$ 643,444,881	\$ 660,922,276	\$ 643,267,270	\$ 663,649,117	\$ 1,321,866	\$ 664,971,982
OTHER FUNDS						
Alamodome	\$ 9,966,253	\$ 8,762,925	\$ 8,935,254	\$ 6,883,551	\$ 0	\$ 6,883,551
Alternate Services Employee	2,390,746	2,035,106	2,000,274	2,040,279	0	2,040,279
Aviation	40,638,229	43,135,481	42,918,254	43,293,629	133,390	43,427,019
Brooks City-Base	N/A	653,387	649,847	854,359	0	854,359
Building Maintenance	8,247,370	7,553,881	8,177,327	8,647,385	0	8,647,385
Capital Improvements Reserve	2,232,608	1,276,060	1,170,070	1,509,784	0	1,509,784
Confiscated Property	1,409,068	1,001,190	690,574	820,540	0	820,540
Emergency Medical Services	7,968,356	9,061,519	8,860,050	9,181,355	825,810	10,007,165
Enterprise Resource Management	409,775	2,979,259	1,983,715	4,882,534	0	4,882,534
Environmental Services	43,997,036	46,490,319	46,858,163	46,803,216	1,840,000	48,643,216
Equipment Renewal & Replacement	18,759,458	18,976,145	18,708,863	12,627,914	0	12,627,914
Expendable Trust Funds	5,434,569	1,082,442	846,245	894,425	0	894,425
Golf	6,681,113	7,503,706	6,837,092	6,887,749	553,435	7,441,184
Hotel/Motel	43,584,823	45,910,243	44,011,543	44,764,962	0	44,764,962
Hotel/Motel 2%	10,737,983	10,901,319	10,223,044	10,642,901	0	10,642,901
Information Technology Services	16,404,048	16,576,009	16,742,338	19,373,214	0	19,373,214
International Center	932,202	918,408	947,136	945,201	2,100	947,301
Job Training, Neighborhood Revitalization	382,573	14,150	100,210	105,300	0	105,300
Nelson Wolff Stadium	801,728	777,513	663,442	671,165	0	671,165
Official City Store	173,119	167,383	154,475	168,901	0	168,901
Parking	8,507,883	9,643,787	9,430,326	9,127,195	462,813	9,590,008
Parks Development and Expansion	17,327,466	18,370,547	18,062,201	18,667,286	0	18,667,286
Passenger Facility Charge	N/A	0	8,385,561	9,960,170	0	9,960,170
Project Management Office	780,855	838,301	835,079	907,006	0	907,006
Public Health Support	2,120,383	1,906,682	2,313,975	2,248,440	0	2,248,440
Purchasing & General Services	25,130,804	28,177,020	26,346,457	26,240,506	474,066	26,714,572
Recreation Athletic	451,212	0	445,036	451,500	0	451,500
Self Insurance	62,025,895	74,421,881	71,830,672	84,541,585	0	84,541,585
Stormwater	16,906,527	16,543,749	17,339,932	16,710,030	4,963,710	21,673,740
Stormwater Regional Facilities	4,248,473	4,081,641	3,766,917	3,654,267	1,800	3,656,067
Streets Maintenance & Improvement	3,172,103	579,700	3,706,292	456,353	0	456,353
Streets Right of Way	740,751	5,227,093	965,137	993,688	0	993,688
TOTAL OTHER FUNDS	\$ 362,563,409	\$ 385,566,846	\$ 384,905,501	\$ 445,072,765	\$ 9,257,124	\$ 454,329,889
TOTAL ALL FUNDS	\$ 906,008,290	\$ 936,489,121	\$ 928,162,771	\$ 1,008,621,882	\$ 10,578,989	\$ 1,019,200,871

GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	CURRENT SERVICE FY 2002-2003
APPROPRIATIONS				
DEPARTMENTAL APPROPRIATIONS				
Asset Management	\$ 836,541	\$ 1,463,569	\$ 1,434,766	\$ 1,665,898
Brooks City-Base	104,835	0	0	0
City Attorney	3,985,309	4,681,870	4,656,920	5,403,630
City Auditor	1,026,219	1,282,696	1,269,936	1,668,659
City Clerk	1,214,275	1,229,206	1,256,875	1,275,662
City Manager	1,625,571	1,863,763	1,801,544	1,909,864
Code Compliance	5,174,979	6,293,781	6,154,463	6,273,115
Community Initiatives	11,034,254	11,004,799	10,780,389	11,327,331
Customer Service & 311 System	2,283,877	2,360,637	2,357,656	2,615,603
Development Services	9,632,269	9,625,429	9,514,686	10,390,426
Economic Development	1,942,081	1,950,787	1,922,981	1,972,565
External Relations	1,087,774	1,186,520	1,170,483	1,278,341
Finance	6,874,380	7,695,977	7,681,940	8,052,927
Fire	97,953,936	102,772,199	103,514,691	104,869,962
Health	16,348,893	16,483,282	16,273,947	17,009,891
Human Resources	2,324,739	2,313,791	2,310,707	2,393,620
International Affairs	389,540	447,203	439,587	467,080
Library	17,705,094	18,584,214	18,453,704	19,340,055
Management & Budget	1,141,063	1,141,472	1,130,614	1,122,910
Mayor and Council	2,971,015	3,381,451	3,300,717	2,432,460
Municipal Courts	10,358,698	10,951,252	10,789,430	11,247,330
Municipal Elections	841,611	728,000	700,443	650,000
Neighborhood Action	1,187,573	1,625,390	1,471,835	1,488,636
Parks and Recreation	46,513,479	50,228,423	49,870,175	50,669,780
Planning	2,503,254	2,704,878	2,690,352	3,014,740
Police	201,968,713	217,517,095	217,829,060	218,595,275
Public Works	13,363,683	14,967,278	14,913,803	15,525,943
Agencies	6,684,228	6,709,765	6,659,765	6,137,980
Non-Departmental/Non-Operating	19,217,092	25,725,741	22,287,033	28,378,798
Non-Depart.-CPS Rebate/Proj. WARM	10,822,575	0	0	0
One-Time Projects	2,430,630	2,478,791	2,278,791	1,200,000
Transfers				
Emergency Medical Services	27,018,447	28,280,922	28,652,197	27,661,009
Streets Maintenance & Improvement	30,544,261	31,054,297	31,138,316	30,636,662
Other Transfers	12,881,123	11,485,070	11,461,839	9,530,390
TOTAL APPROPRIATIONS	\$ 571,992,011	\$ 600,219,548	\$ 596,169,645	\$ 606,206,542
TOTAL AVAILABLE FUNDS	\$ 644,597,251	\$ 623,713,191	\$ 634,628,196	
GROSS ENDING BALANCE	\$ 72,605,240	\$ 23,493,643	\$ 38,458,551	
RESERVE FOR REVENUE LOSS	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000	23,168,000
ENDING BALANCE	\$ 49,437,240	\$ 325,643	\$ 15,290,551	

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET APPROPRIATIONS
PROGRAM CHANGES BY DEPARTMENT**

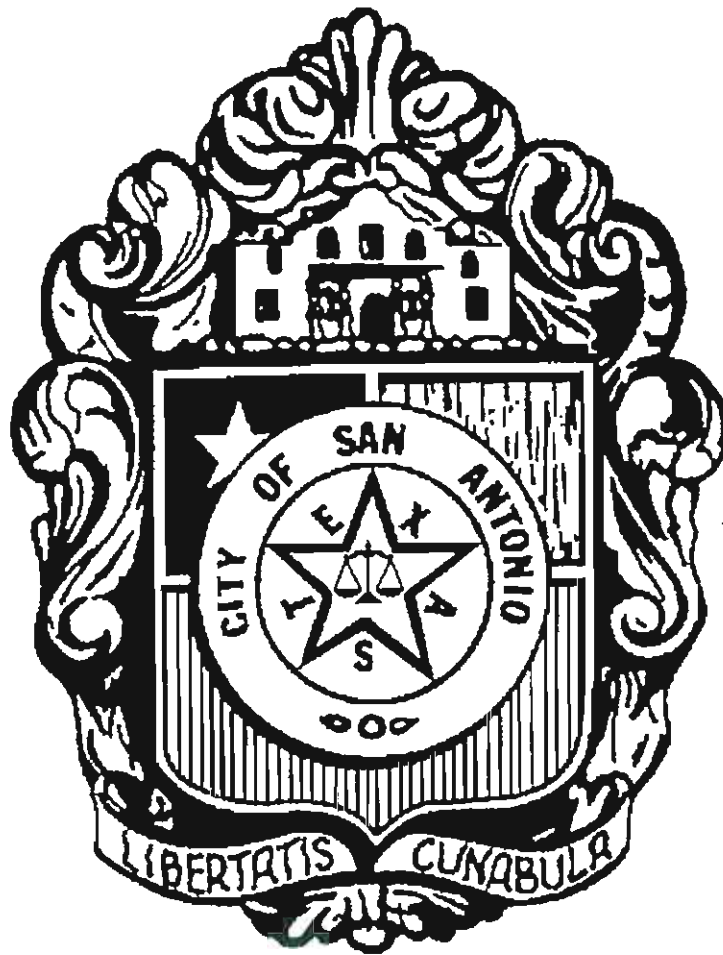
REDIRECTION/REDUX FY 2002-2003	IMPROVEMENTS FY 2002-2003	MANDATES FY 2002-2003	TOTAL PROG.CHANGES	ADOPTED FY 2002-2003	APPROPRIATIONS
					DEPARTMENTAL APPROPRIATIONS
\$ (207,519) \$	0 \$	0 \$	(207,519) \$	1,458,379	Asset Management
0	0	0	0	0	Brooks City-Base
(265,883)	0	50,000	(215,883)	5,187,747	City Attorney
(77,858)	250,000	0	172,142	1,840,801	Internal Review
(63,379)	40,263	0	(23,116)	1,252,546	City Clerk
(95,496)	0	0	(95,496)	1,814,368	City Manager
(300,325)	103,298	0	(197,027)	6,076,088	Code Compliance
(768,031)	0	0	(768,031)	10,559,300	Community Initiatives
(213,600)	0	0	(213,600)	2,402,003	Customer Service & 311 System
(415,327)	386,400	0	(28,927)	10,361,499	Development Services
(350,335)	13,342	0	(336,993)	1,635,572	Economic Development
(59,229)	0	0	(59,229)	1,219,112	External Relations
(328,010)	0	200,000	(128,010)	7,924,917	Finance
(1,391,236)	122,026	4,113,339	2,844,129	107,714,091	Fire
(880,047)	68,648	0	(811,399)	16,198,492	Health
(148,180)	0	0	(148,180)	2,245,440	Human Resources
(101,708)	0	0	(101,708)	365,372	International Affairs
(473,807)	0	69,183	(404,624)	18,935,431	Library
(36,025)	0	0	(36,025)	1,086,885	Management & Budget
(34,363)	0	0	(34,363)	2,398,097	Mayor and Council
(559,102)	0	0	(559,102)	10,688,228	Municipal Courts
0	1,100	0	1,100	651,100	Municipal Elections
(145,161)	100,000	0	(45,161)	1,443,475	Neighborhood Action
(3,013,375)	0	1,296,639	(1,716,736)	48,953,044	Parks and Recreation
(135,302)	47,352	0	(87,950)	2,926,790	Planning
(1,448,453)	156,996	1,327,003	35,546	218,630,821	Police
(598,503)	96,998	0	(501,505)	15,024,438	Public Works
(1,249,066)	0	0	(1,249,066)	4,888,914	Agencies
(851,921)	458,250	206,306	(187,365)	28,191,433	Non-Departmental/Non-Operating
0	0	0	0	0	Non-Depart.-CPS Rebate/Proj. WARM
(500,000)	1,000,000	0	500,000	1,700,000	One-Time Projects
					Transfers
(1,429,394)	64,426	1,002,386	(362,582)	27,298,427	Emergency Medical Services
(1,466,531)	20,700	12,369	(1,433,462)	29,203,200	Streets Maintenance & Improvement
(125,062)	749,277	956,074	1,580,289	11,110,679	Other Transfers
\$ (17,732,228) \$	\$ 3,679,076 \$	\$ 9,233,299 \$	\$ (4,819,853) \$	\$ 601,386,689	TOTAL APPROPRIATIONS
					TOTAL AVAILABLE FUNDS
					\$ 23,197,451
					GROSS ENDING BALANCE
					\$ 23,168,000
					RESERVE FOR REVENUE LOSS
					\$ 29,451
					ENDING BALANCE

**FY 2002-2003 ALL FUNDS
BUDGET SUMMARY**

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY	ENTERPRISE FUNDS
ORGANIZATIONS							
Departmental Appropriations							
Alamodome	\$	\$	\$	\$ 8,564,897	\$	\$	\$
Asset Management	1,458,379			478,910			
Aviation			120,000		18,495,556		35,261,634
Brooks City-Base	0			1,054,359			
City Attorney	5,187,747	308,888	245,920				
City Auditor	1,840,801	180,383					
City Clerk	1,252,546						
City Manager	1,814,368						
Code Compliance	6,078,088	250,000					
Community Initiatives	10,559,300	248,603	103,913,205				
Convention Facilities				18,333,388			
Convention & Visitors Bureau				16,578,607			
Cultural Affairs			336,733	943,798			
Customer Service & 311 System	2,402,003						
Development Services	10,361,499			137,700			
Economic Development	1,635,572		306,605			478,536	
Environmental Services			332,956				44,435,082
External Relations	1,219,112						
Finance	7,924,917	87,572		4,395,709			
Fire	107,714,091		78,335	37,305,592			
Health	16,198,492		20,551,818	1,835,476		207,320	
Housing and Community Development		1,262,538					
Human Resources	2,245,440						
Information Technology Services							
International Affairs	365,372			918,811			
Library	18,935,431		2,197,795				
Management & Budget	1,086,885						
Mayor & Council	2,398,097						
Municipal Court	10,688,228						
Municipal Elections	651,100						
Neighborhood Action	1,443,475	2,394,538	2,909,597				
Non-Departmental/Non-Operating	28,191,433			3,639,930			
Parks & Recreation	48,953,044	427,368	825,681	8,105,867	13,907,750	403,020	
Planning	2,926,790	302,151	60,000				
Police	218,630,821		8,479,526	1,998,170			
Project Management Office				603,663	10,934,230		
Public Works	15,024,438	28,000		42,224,328	3,181,467		4,939,888
Purchasing & General Services							
Self Insurance							
Contribution to Other Agencies	4,888,914	17,900,859		2,401,193			
One-Time Projects	1,700,000						
Alternate Services Employee							
Debt Service					98,587,438		
Total Net Appropriations	\$ 533,774,383	\$ 23,388,880	\$ 140,358,171	\$ 149,520,399	\$ 145,106,441	\$ 1,088,876	\$ 84,636,404
Transfers	\$ 67,612,308	\$ 0	\$ 0	\$ 63,716,056	\$ 7,000,000	\$ 542,344	\$ 28,820,818
TOTAL APPROPRIATIONS	\$ 601,386,689	\$ 23,388,880	\$ 140,358,171	\$ 213,236,455	\$ 152,106,441	\$ 1,631,220	\$ 113,457,222

**FY 2002-2003 ALL FUNDS
BUDGET SUMMARY**

TOTAL OPERATING FUNDS		CAPITAL PROJECTS		TOTAL OPERATING/ CAPITAL		INTERNAL SERVICE FUNDS		ORGANIZATIONS	
									Departmental Appropriations
\$	8,564,897	\$		\$	8,564,897	\$		Alamodome	
	1,937,289		8,188,000		10,125,289			Asset Management	
	53,877,190		82,287,000		136,164,190			Aviation	
	1,054,359		1,600,000		2,654,359			Brooks City-Base	
	5,740,555				5,740,555			City Attorney	
	2,021,164				2,021,164			City Auditor	
	1,252,546				1,252,546			City Clerk	
	1,814,368				1,814,368			City Manager	
	6,328,088				6,326,088			Code Compliance	
	114,721,108		1,922,000		116,643,108			Community Initiatives	
	18,333,389		320,000		16,653,389			Convention Facilities	
	16,578,607				16,578,607			Convention & Visitors Bureau	
	1,280,531				1,280,531			Cultural Affairs	
	2,402,003				2,402,003			Customer Service & 311 System	
	10,499,199				10,499,199			Development Services	
	2,420,713		2,149,000		4,569,713			Economic Development	
	44,768,038				44,768,038			Environmental Services	
	1,219,112				1,219,112			External Relations	
	12,408,198		41,100,000		53,508,198			Finance	
	145,098,018		21,398,000		166,496,018			Fire	
	38,793,106				38,793,106			Health	
	1,262,538				1,262,538			Housing and Community Development	
	2,245,440				2,245,440			Human Resources	
	0				0	19,772,602		Information Technology Services	
	1,284,183				1,284,183			International Affairs	
	21,133,226		7,738,000		28,871,226			Library	
	1,086,885				1,086,885			Management & Budget	
	2,398,097				2,398,097			Mayor & Council	
	10,688,228				10,688,228			Municipal Court	
	651,100				651,100			Municipal Elections	
	6,747,610		1,160,000		7,907,610			Neighborhood Action	
	31,831,363				31,831,383			Non-Departmental/Non-Operating	
	72,622,730		53,644,000		126,266,730			Parks & Recreation	
	3,288,941		221,000		3,509,941			Planning	
	229,108,517		6,783,000		235,891,517			Police	
	11,537,893		2,150,000		13,687,893			Project Management Office	
	65,397,921		95,231,000		160,628,921		8,338,950	Public Works	
	0				0	46,772,758		Purchasing & General Services	
	0				0	74,071,903		Self Insurance	
	25,190,966				25,190,966			Contribution to Other Agencies	
	1,700,000				1,700,000			One-Time Projects	
	0				0	2,040,279		Alternate Services Employee	
	98,587,438				98,587,438			Debt Service	
\$	<u>1,077,873,554</u>	\$	<u>325,891,000</u>	\$	<u>1,403,764,554</u>	\$	<u>150,996,492</u>	Total Net Appropriations	
\$	<u>167,691,524</u>	\$	<u>0</u>	\$	<u>167,691,524</u>	\$	<u>23,718,490</u>	Transfers	
\$	<u>1,245,565,078</u>	\$	<u>325,891,000</u>	\$	<u>1,571,456,078</u>	\$	<u>174,714,982</u>	TOTAL APPROPRIATIONS	



Revenues

GENERAL FUND REVENUES

General Fund available resources are anticipated to be **\$601.4 million**. The three principal sources of General Fund revenue are: City Sales Tax, City Public Service (CPS) payments, and Property Tax. Taken together, these three sources of revenue account for approximately \$464.1 million, or 77.2%, of the total General Fund available resources.

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

● City Public Service **\$168.9 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 2003 Adopted Budget amount of \$168.9 million from CPS revenues is \$5.7 million, or 3.5%, higher than the FY 2002 re-estimate of \$163.2 million.

The estimated revenue of \$163.25 million for FY 2002 is \$2.5 million, or 1.5%, lower than the original \$165.75 million budgeted in FY 2002.

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

- In the fall/winter of 2000 (first quarter of FY 2001) the combination of both dramatically higher natural gas prices and protracted cold weather caused CPS payments to the City to increase dramatically. Actual FY 2001 revenues amounted to \$171.6 million (this amount is net of the ratepayer rebate and additional Project WARM funds approved by Council in FY 2001 along with the added electricity costs incurred by City facilities).
- In contrast, in the fall/winter of 2001 (first quarter of FY 2002), fuel prices dropped back to more normal levels and the community experienced a very mild winter. Even with a conservative projection for FY 2002 (\$165.8 million budget - \$5.8 million less than the \$171.6 actual amount), re-estimated revenues for FY 2002 - \$163.3 million - are still \$2.5 million less than anticipated.

As has been the case for the last several years, the CPS revenue projection of \$168.9 million for FY 2003 is conservative. 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.

● Sales Tax **\$148.1 million**

The national economic slowdown that began in late 2002 and was exaggerated by the events by September 11 has negatively impacted re-estimated sales tax revenues in FY 2002 and projected revenues for FY 2003. Actual sales tax collections for the current year are projected to be at \$142 million. This amount is \$1.9 million, or 1.35%, less than the \$143.9 million budgeted in FY 2002 for sales tax revenue. The \$1.9 million loss in revenue is the most immediate indication of the adverse economic impact to the General Fund this year.

As additional evidence of the impact of the slowing economy, the projection for sales tax revenue in FY 2003 is only 2.86% above the \$143.9 million budgeted for FY 2002. While the FY 2003 projection is \$6.06 million, or 4.27%, over the FY 2002 re-estimate of \$142 million, \$1.9 million of the increase (or 1.35%) will just recover the \$1.9 million loss in revenue between the \$143.9 million budget amount and the \$142 million re-estimate for FY 2002. The table below summarizes these differences:

Sales Tax Revenue Annual Comparisons

(\$ in millions)

FY 2002 Budget	FY 2002 Re-Est	Diff. from '02 Budget Amount	Pctg.	FY 2003 Adopted	Diff. from '02 Budget Amount	Pctg.	Diff. from '02 Re-estimate Amount	Pctg.
\$143.94	\$142.00	(\$1.94)	-1.35%	\$148.06	\$4.12	2.86%	\$6.06	4.27%

While economists still predict steadily gaining economic growth later this year and through to 2003, recent fluctuations in the national stock markets since the presentation of the Five-Year Forecast reduce somewhat the level of confidence in the sales tax projection for FY 2003 made in the Forecast. The status of sales tax revenue source will be closely monitored throughout upcoming fiscal year.

● City Current Property Tax \$143.8 million

The FY 2003 Adopted Budget includes \$143.8 million in maintenance and operations support for the General Fund from property taxes while maintaining the tax rate at the current year level - 57.854 cents per \$100 valuation. **For the tenth straight year, no increase in the overall tax rate is adopted.**

In the Five-Year Financial Forecast presented in June, the current property tax revenue projected for FY 2003 was \$142.7 million. The estimate assumed no change to the property tax rate and was based solely on added revenue coming from anticipated growth in new property value improvements. Specifically, the projected 4.15% rate of increase over re-estimated FY 2002 property tax revenues was based upon preliminary estimates of new improvement taxable value from the Bexar Appraisal District.

However, the Forecast projection had to be modified upon receipt of the certified tax roll from the Bexar Appraisal District (BAD) in late July. Specifically, based upon the certified roll, the new FY 2003 projection is \$140.8 million as opposed to the \$142.7 million projected by the Forecast – a difference of \$1.9 million. The reason for the difference is that new property values from improvements increased by only 2.9% according to BAD, not the 4.15% amount as projected in the Forecast. Consequently, current property tax revenues projected for FY 2003 will be short \$1.9 million, thereby increasing the projected General Fund shortfall from \$42.4 million to \$44.3 million.

Both the Five-Year Forecast projection and the revised projection based on the certified roll assumed no changes to the property tax rate. To make up the \$1.9 million shortfall between the Forecast projection and the new certified roll projection, and to provide \$1.05 million in additional resources to the General Fund, the Adopted Budget recommends the shift of 0.75 cents from the debt service component of the property tax rate to the maintenance and operations (M&O) portion of the tax rate. The shift between the components of the tax rate maintains the FY 2002 overall tax rate of 57.854 cents per \$100 valuation at the same overall level in FY 2003.

As described above, the property tax rate consists of two components. The first is the debt service component that is determined by the City's debt service requirements. The current debt service rate for FY 2002 is 22.400 cents per \$100 of assessed value. Funds from this component are deposited in the Debt Service Fund and are used exclusively to pay the principal and interest on debt. The second component of the tax rate is the amount for maintenance and operations (M&O) contributed to the General Fund. The current M&O rate for FY 2002 is 35.454 cents per \$100 of assessed value. These two components taken together provided for a total tax rate for FY 2002 of 57.854 cents per \$100 of assessed value.

Property tax values are determined by the BAD in conformance with State law. Values for the City of San Antonio recently reported by BAD for FY 2003 show an increase in total net taxable value of approximately \$1.2 billion, or 3.03%, above last year. Included in this total are \$1.15 billion for new improvements and \$6.5 million in annexations, which reflects real growth of 2.92% 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 \$45.3 million, or 0.11%. The following chart breaks down the components of total taxable value.

**Taxable Values in Billions
(FY 2003)**

Base Value FY 2002	Increase in Base Value	Annexation	New Improvements	Total Value FY 2003
\$39.607	\$0.045	\$0.006	\$1.148	\$40.806
% of Increase:	0.11%	0.02%	2.90%	3.03%

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 \$45 million, or 0.11%. Consequently, to generate the same amount of General Fund revenue for FY 2003 as generated in FY 2002, the effective O&M property tax rate for FY 2003 will be set at 35.226 cents per \$100 valuation, a decrease from the adopted FY 2002 O&M tax rate (35.454) by 0.228 cents, or 0.64%.

The Adopted Budget sets the overall Property Tax rate for FY 2003 at the same absolute level set for FY 2002 – 57.854 cents per \$100 valuation. Specifically,

- The FY 2003 M&O rate is adopted at 36.204 cents per \$100 valuation which is 0.75 cents (3/4 cent) above the FY 2002 adopted M&O rate of 35.454 cents per \$100 valuation; and
- The FY 2003 debt service rate is adopted at 21.650 cents per \$100 valuation which is 0.75 cents (3/4 cent) below the FY 2002 adopted debt service rate of 22.400 cents per \$100 valuation and is consistent with the requirements of the City's Debt Management Plan.

Together, the adopted M&O and debt service rates combine to equal the FY 2002 total property tax rate of 57.854 cents per \$100 valuation. **Therefore, for the tenth straight year the overall tax rate does not increase.** For the individual homeowner whose appraised value has not changed from FY 2002 to FY 2003, there will be no change in their City property tax bill. However, if the Bexar Appraisal District changes the appraised value on the same home to reflect changes in market value, the impact will vary, depending on the value determined by BAD. From FY 2002 to FY 2003, the average homestead in the City of San Antonio increased in value from \$83,632 to \$88,481 which is an increase of \$4,848, or 5.8%. The calculation of the average homestead value takes into account improvements as well as changes to base valuation. The increase in the average value means that the average homestead will pay \$28.05 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 2003 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 2003. According to the Bexar Appraisal District, there are a total of 65,344 homestead accounts that qualify for a senior citizen exemption. To date, a total of 43,438 senior citizen homestead exemption accounts have been certified. Of these certified accounts 18,579, or 42.7%, pay no City property tax.

Among the City Council's high Budget Priorities is raising property tax exemption for senior citizens. This issue received a rank of 36 out of 84 priorities. In response to this priority, the Adopted Budget includes a recommendation that the senior citizen homestead exemption be increased from \$60,000 to \$65,000 in calendar year 2003. Specifically, the Council action to authorize the increase was made as part of the adoption of the FY

2003 Budget for implementation by BAD in calendar year 2003. The impact to City property tax revenues will be realized in FY 2004. The estimated loss in FY 2004 revenue from the new exemption totals \$777,000, with the General Fund losing \$476,000 and the Debt Service Fund losing \$301,000.

● Changes to Revenues

In order to address the pressure on available funds, the Adopted General Fund Budget includes recommendations to increase some existing fees and create new fees. These recommended revenue items total \$2.14 million.

The Asset Management Department is raising two fees that have not been raised since FY 1998. The two fee changes are projected to generate \$7,250.

- The Public Right-of-Way License Agreement Fee, which is charged for licenses to encroach on public rights-of-way, is currently assessed at \$2,500 per residential encroachment and \$5,000 for each commercial encroachment. The department is combining the fees into a single commercial/residential encroachment license fee at a cost of \$5,000. It is further adopted that the ordinance establishing the new fee allow staff to recommend to City Council a reduction or waiver of an encroachment license fee if the encroachment is beneficial to the public under defined criteria such as development within the inner city.
- The Sale of Land Fee is a non-refundable processing fee for the closure, vacation and abandonment of public right-of-way. Currently, \$250 is charged for unimproved right-of-way closure and \$500 is charged for improved public right-of-way. The department is combining the fees into a single processing fee of \$500 applicable to both types of public right-of-way, since the processing requirements for both types of closures is identical.

The Community Initiatives Department is transferring operation of the Margarita Huantes Learning and Literacy Development Center (LLDC) to the Youth Opportunity (YO) Grant Program. The YO Program will lease the 8,000 square foot facility from the City of San Antonio at a rate of \$1.24 per square foot per month for a total of \$119,040 of added annual revenue to the General Fund.

The Development Services Department will increase plumbing inspection fees to generate \$362,620 in General Fund revenues. These revenues will be utilized to offset the costs of adding four Plumbing Inspectors. Gas, Plumbing and Sewer Permit Fees will increase from \$22 to \$34. The Medical Gas Permit Fee will increase from \$20 to \$34.

The Fire Department is raising three fees associated with Emergency Medical Services that will generate an additional \$323,693 in FY 2003.

- The department is converting the current Advanced Life Support (ALS) Transport Fee of \$300 per transport into two fees based upon the level of service provided. The establishment of two different fees will be consistent with recently changed Medicare definitions of reimbursable ALS services:
 - A \$300 minimum per transport fee will be charged for ALS Level 1 services effective October 1, 2002. Beginning December 1, 2002, the ALS Level 1 service fee will be a minimum of \$350 per transport.
 - A \$400 per transport fee will be charged for ALS Level 2 services when a patient is transported and provided advanced care requiring the administration of more aggressive and invasive life saving procedures. This rate is effective October 1, 2002, and remains unchanged in December.
- In order to recover the high cost of administering the medication Amiodarone, which is used to assist patients in cardiac arrest, the Fire Department will charge \$170 for each administration of the medication.
- The current Ambulance Service Mileage Fee, which has not been altered since FY 1997, is also increasing from \$4 per mile to \$6 per mile, effective October 1, 2002, to help offset the rising operating costs associated with transporting patients. The Adopted Budget further includes increasing this rate from \$6 to \$9 per mile effective December 1, 2002.

The Health Department is increasing the Commercial Swimming Pool License Fee, which has not been changed since FY 1997, from \$130 for the first two pools/\$50 for each additional pool to \$180 for the first two pools/\$50 for each additional pool. This fee increase will generate \$50,860.

The Library Department will increase the fees assessed for library services for persons residing outside of the City and Bexar County. These fees have not been increased in ten years. The annual fee will increase from \$40 to \$60 and the quarterly fee will increase from \$10 to \$20. The fee increase will generate \$7,250.

The Parks & Recreation Department will increase six fees for FY 2003. The fee adjustments will result in a total of \$221,554 in increased revenue in FY 2003. The department is also eliminating the fee charged for use of the City's swimming pools.

- Three of the fee adjustments seek to better recover the cost for maintaining three parks pavilions (Camargo, Rosedale, Eisenhower) by modifying the pavilion permit fees associated with each pavilion based on levels of event attendance as opposed to type of use. These fees have not been changed since FY 1987.
- The Parks Usage Fee, which has not been changed since 1986, attempts to recover a portion of the costs associated with clean-up after organized events in the parks. The current \$25 flat fee per day per event will remain the same for family gatherings. Higher fees and cleanup deposits will be assessed for revenue-producing events based on different levels of event attendance.
- New fees are adopted to recover a modest portion of the costs associated with providing recreational supplies for two organized youth-related programs. Specifically, an annual fee of \$5 will be charged each participant in the After School Challenge Program and the Parks Department's organized youth sports program.
- As part of a corresponding reduction in the temporary services expenses associated with the collection of swimming pool fees, sufficient savings will result enabling the Parks Department to make pool usage free to the public.

The Planning Department is changing three of its fees and adding a new fee. The fee adjustments reflect the rising costs of providing planning services in accordance with the new requirements of the revised Unified Development Code. A total of \$15,574 will be generated by the fee adjustments. Existing fees being modified include: Map Reproduction Fee (from \$18 to \$25 per linear foot), Plan Amendment Fee (from \$268 to \$500 per amendment review), and Plan Review Fee (from \$397 to \$500 per plan review). A new fee will also help recover the costs associated with making proposed changes to the City's Master Plan. An applicant requesting a zoning change that is inconsistent with an approved Neighborhood, Community or Perimeter Plan (which are integral parts of the City's Master Plan), must also seek Council approval of a change to any of these plans. The fee is \$450 per Master Plan amendment.

The Police Department will adjust four fees that will generate a total of \$413,194 in additional revenue for the General Fund. Two of the adjustments are the Alarm Permit and Alarm Permit Renewal Fees and the other two fees involve the Growden Road Impound Lot.

- The Alarm Permit Fee is currently assessed at the time of initial permit application and the Alarm Permit Renewal Fee is assessed once every two years thereafter. The Alarm Permit Renewal Fee will now be assessed every year consistent with the practice of most other large Texas cities and as a means of keeping alarm records information more current. The residential Alarm Permit Fee and Renewal Fee remains at \$10 and the commercial Alarm Permit Fee and Renewal Fee remains at \$25.
- In order to help offset costs of operating the Growden Road Impound Lot, the Impounded Vehicle Storage Fee will increase from \$12 a day to \$15 per day, which is the maximum allowed by state law. Additionally, the Notification Fee charged to cover the cost of mailing a legal notification to the owner of an impounded vehicle will increase from \$10 to \$15.

The Public Works Department is increasing five fees and adding one fee that will provide \$124,613 in additional revenue to the General Fund.

- The fee assessed for Demolition of Unsafe Structures will increase. The intent of the fee is to recover expenditures associated with the demolition of structures deemed unsafe by various local governmental entities. Specifically, the fees currently charged by the City will increase from the current range of \$400 - \$900 per hour to \$600 - \$1,100 per hour. The difference in the amount of the fee assessed depends on whether the structure is residential or not and whether the structure contains asbestos or not.

- The Street Barricading Fee will increase from \$45 per block per day to \$75 per block per day to better recover costs associated with closing streets upon request.
- The Fee for Street Lane/Sidewalk Closures will increase from the current \$0.04 per square foot per day of occupied public sidewalk area to \$0.0525 per square foot with a minimum fee of \$20.
- The fee assessed for long-term use of metered and un-metered parking space in the Central Business District will increase from \$7 per parking space per day to \$15.
- The department will establish a new Projects Administrative Fee of 3% of project value that will be assessed against traffic signal capital projects in order to help offset the cost of traffic signal projects administration.

● **Fund Balance**

The final element of resources available in the General Fund is the fund balance in excess of the \$23.17 million Reserve for Revenue Loss. The General Fund is estimated to have an unreserved fund balance of \$15.29 million that will be used to augment available resources for FY 2003.

OTHER FUNDS REVENUES

● **Airport Operating Fund**

The Aviation Department is implementing a new fee that will generate a revenue increase of \$133,390 in FY 2003.

- This fee will discontinue the administrative practice of providing more than one day of Disabled Parking Validation at San Antonio International Airport to individuals that possess Disabled Plates and Hangtags. In 1996, the State Legislature passed a bill that required free parking in all public-owned parking facilities for disabled individuals. Due to significant financial burden, the requirement on airports was rescinded. Under the adopted action, parking for disabled individuals will still be free for the first 24 hours. The adopted action will not affect parking validation for Disabled Veterans (required by state law) or the other special groups of armed forces veterans designated by City Council.

● **Environmental Services Fund**

The Environmental Services is increasing the monthly residential fee for garbage collection, generating a revenue increase of \$1,840,000 in FY 2003.

- The residential fee for garbage collection will increase by \$0.51 per month, or 5.5%, to support twice-a-week residential refuse collection for approximately three years.

● **Golf Fund**

The Parks & Recreation Department is increasing various fees in Golf Operations for a total increase in revenue of \$553,435 in FY 2003. The following fee adjustments are among those adopted to generate new revenue in FY 2003.

- The Resident Golf Card fee will increase by \$5 for City residents (from \$30 to \$35) and \$10 for County residents (from \$50 to \$60) to generate \$40,000 in additional revenue.
- The Golf Cart Rental fees will increase by 75 cents (from \$19.25 to \$20.00) in order to generate \$63,321 in additional revenue.
- The Par 3 Golf Course Greens Fees will increase by a range of \$1.25 to \$1.75 per round, depending on weekend or weekday. These adopted rate increases will generate \$41,221 in additional revenue.
- The Greens Fees at all City golf courses will increase by \$1.50 to generate \$381,629 in additional revenue.
- The fees for buckets of range balls will increase by a range of 50 cents to \$1 per bucket, depending on bucket size. These rate increases will generate \$27,264 in additional revenue.

- **International Center Fund**

The International Center will add a new fee that will generate a revenue increase of \$2,100 in FY 2003.

- To respond to client demands, the International Center requested and received funds for the purchase of Audio Visual equipment during FY 2001. The purchase of this equipment is entering the final phase and should be operational during the first quarter of FY 2003. The adopted rate structure of the Audio Visual equipment is based upon the fees that are currently being charged by Convention Facilities for the same type of equipment: \$60 per event for wireless microphone, \$45 per event for lecturn/podium, \$20 per event for standard microphone, and \$150 per event for projection screen.

- **Parking Fund**

The Public Works Department will increase two existing fees for a combined revenue increase of \$462,813 in FY 2003.

- The Parking System Revenue Bond allows rate increases as necessary to ensure that revenues exceed expenses, while continuing to provide competitive rates that will promote downtown development. Rates will increase for the following: Market Street Garage, HemisFair Garage, Continental Lot, Durango Street Lot, Houston/Nolan Lot, I-35 Lots, Library Garage, Dolorosa Lot, downtown decals, I-37 Parade Parking, Municipal Courts, and Cattleman's. These rate increases will generate additional revenue of \$398,688 in FY 2003.
- Consistent with the Parking System Revenue Bond, the Parking Meter rate will increase from \$0.75 per hour to \$1.00 per hour Monday through Saturday. This fee increase will improve turnover for the street meters in the downtown core areas that have high volume usage from patrons utilizing services provided for the general public. This rate increase will generate additional revenue of \$64,125 in FY 2003.

- **Stormwater – Regional Detention Facilities Fund**

The Public Works Department is implementing a new fee that will generate a revenue increase of \$1,800 in FY 2003.

- Floodplain verification letters document the current status of the floodplain relative to a specific property. At the request of citizens, the Department currently processes about 60 floodplain verification letters per year at no charge. It is estimated that each request takes approximately one hour for City Staff to prepare. The Department will charge a fee of \$30 per letter to cover the costs of processing the request.

- **Stormwater Maintenance & Operations Fund**

The Public Works Department will increase one existing fee and implement two new fees for a combined revenue increase of \$4,963,710 in FY 2003.

- Currently, Stormwater Utility is facing increasing demands and costs to services that are outpacing the available resources. To better respond to the high level of demand, Stormwater Utility will implement a rate increase for Residential, Multi-Family, Commercial, and Public rates. This rate increase will generate additional revenue of \$4,962,660 in FY 2003.
- Stormwater Maintenance & Operations conducts tours of the tunnel facilities for special interest groups, and the Parks & Recreation Department occasionally rents out the tunnel facilities for special events. The Stormwater Fund has previously absorbed the personnel and preparation costs associated with tours and special events. The Department will add a fee of \$250 per tour and \$100 per special event rental to recover costs for preparation of facilities for tours and special events. These new fees will generate additional revenue of \$1,050 in FY 2003.



Improvements

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Maintenance of Existing Infrastructure		
Public Works	Equipment for Capital Programs and Engineering Divisions	66,000
Public Works - Street Maintenance	Pavement Reclamation & Reconstruction Program - Add 30 Position (Associated with Reduce Contractual Street Maintenance)	0
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<u>66,000</u>
Police Services/Police Staffing Plan		
Police	Add 1 Sr. Police Services Agent (Associated with Redirect 1 Police Officer Position Assigned to Financial Crimes to Traffic)	15,337
	Add 3 Sr. Police Services Agents (Associated with Redirect 3 Officers from Fleet Management--2 to Property Crimes; 1 to Patrol)	42,023
<i>Subtotal for Police Services/Police Staffing Plan</i>		<u>57,360</u>
Homeland Security		
Fire	Add 1 Management Analyst for EOC and Improve Other Staffing	99,251
<i>Subtotal for Homeland Security</i>		<u>99,251</u>
Economic Development Strategic Plan		
Special One-Time Projects	Develop Southside Texas A&M Campus	500,000
<i>Subtotal for Economic Development Strategic Plan</i>		<u>500,000</u>
Model Governance/Term Limits		
City Clerk	Redirect 1 Administrative Assistant II	40,263
<i>Subtotal for Model Governance/Term Limits</i>		<u>40,263</u>
Neighborhood Commercial Revitalization		
Neighborhood Action	Enhance TIF Administration	100,000
<i>Subtotal for Neighborhood Commercial Revitalization</i>		<u>100,000</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Brooks City-Base/(BDA)		
Transfer - Other	Redirect 1 Economic Development Manager to Brooks City-Base	59,629
	Property Insurance	60,000
	Business Plan	60,000
	Redirect 1 Economic Development Manager to Brooks City-Base	69,648
	Outside Legal Counsel	100,000
	Marketing Program (Phase II)	200,000
	Brooks Security Services	200,000
<i>Subtotal for Brooks City-Base/(BDA)</i>		<i>749,277</i>
Annexation/Southside Initiative		
Code Compliance	Add 1 Abatement Officer for Annexation	103,298
Development Services	Add 1 Planner II for Annexation	39,114
Fire	Annexation Services	22,775
Fire - EMS	Add Peak-Period Staffing for Annexation Services	64,426
Health	Add Animal Control/Vector Control Services for Annexation	23,648
Municipal Elections	Add One Election Site for Annexation	1,100
Non-Departmental/Non-Operating	Add Streetlight Utility Funds for Annexation	20,250
Planning	Add 1 Sr. Planner for Annexation	47,352
Police	Add 2 Patrol Officers for Annexation Services	74,136
Public Works	Add Traffic Maintenance Services for Annexation	30,998
Public Works - Street Maintenance	Add Street Maintenance for Annexation	20,700
<i>Subtotal for Annexation/Southside Initiative</i>		<i>447,797</i>
Independent Office of Internal Review (City Auditor)		
City Auditor	Auditor Classification Study	250,000
<i>Subtotal for Independent Office of Internal Review (City Auditor)</i>		<i>250,000</i>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Family Strengthening/Youth & Elderly		
Economic Development	Expense Funding for Veterans Affairs Commission	13,342
Police	Add Overtime Funds for Police Bike Rodeo	25,500
Special One-Time Projects	Add \$50,000 Per City Council District for Human Development Services Funds	500,000
<i>Subtotal for Family Strengthening/Youth & Elderly</i>		<u>538,842</u>
Development Services		
Development Services	Add 4 Plumbing Inspectors	347,286
<i>Subtotal for Development Services</i>		<u>347,286</u>
Competitive Workforce		
Non-Departmental/Non-Operating	Living Wage Increase	438,000
<i>Subtotal for Competitive Workforce</i>		<u>438,000</u>
Non-Strategic Issue		
Health	Add 1 Animal Cruelty Officer	45,000
<i>Subtotal for Non-Strategic Issue</i>		<u>45,000</u>
Total General Fund		<u>3,679,076</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
Homeland Security		
Aviation	Add 1 Administrative Assistant for Security Access and Control	32,816
	Stinson Security Services	39,866
<i>Subtotal for Homeland Security</i>		<u>72,682</u>
Aviation Strategic Plan/International Airport/Stinson Airport		
Aviation	Add 1 System Programmer I for IT System Administration	46,970
	Add 3 Positions for Airport Capital Program Administration	141,048
	Air Service Development	160,000
	Add 1 Real Estate Supervisor for Air Cargo Development	165,144
<i>Subtotal for Aviation Strategic Plan/International Airport/Stinson Airport</i>		<u>513,162</u>
Competitive Workforce		
Aviation	Living Wage Increase	66,653
<i>Subtotal for Competitive Workforce</i>		<u>66,653</u>
Total Airport Operating & Maintenance Fund		<u>652,497</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Alamodome Fund		
Competitive Workforce		
Alamodome	Living Wage Increase	31,052
<i>Subtotal for Competitive Workforce</i>		<u>31,052</u>
<i>Total Alamodome Fund</i>		<u>31,052</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Brooks City-Base Fund		
Brooks City-Base/(BDA)		
Brooks City-Base	Redirect 1 Economic Development Manager to Brooks City-Base	59,629
	Property Insurance	60,000
	Business Plan	60,000
	Redirect 1 Economic Development Manager to Brooks City-Base	69,648
	Outside Legal Counsel	100,000
	Brooks Security Services	200,000
	Marketing Program (Phase II)	200,000
<i>Subtotal for Brooks City-Base/(BDA)</i>		<i>749,277</i>
Total Brooks City-Base Fund		749,277

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Building Maintenance Fund		
Competitive Workforce		
Public Works	Living Wage Increase	35,584
	<i>Subtotal for Competitive Workforce</i>	<u>35,584</u>
Non-Strategic Issue		
Public Works	Add 14 Positions (Transfer from Parking Fund)	640,620
	<i>Subtotal for Non-Strategic Issue</i>	<u>640,620</u>
	Total Building Maintenance Fund	<u>676,204</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Employee Benefits Fund		
Employee Health Benefits		
Human Resources	Add 2 Positions for Utilization Review Services	110,697
<i>Subtotal for Employee Health Benefits</i>		<u>110,697</u>
<i>Total Employee Benefits Fund</i>		<u>110,697</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Environmental Services Fund		
Annexation/Southside Initiative		
Environmental Services	Add Environmental Services for Annexation	27,447
<i>Subtotal for Annexation/Southside Initiative</i>		<u>27,447</u>
Competitive Workforce		
Environmental Services	Living Wage Increase	4,402
<i>Subtotal for Competitive Workforce</i>		<u>4,402</u>
Solid Waste Management		
Environmental Services	Brush Collection Change to Eight "Roving" Sites and Two Citizen Collection Centers	298,790
<i>Subtotal for Solid Waste Management</i>		<u>298,790</u>
Total Environmental Services Fund		<u>330,639</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Golf Fund		
Competitive Workforce		
Parks & Recreation	Living Wage Increase	37,079
	<i>Subtotal for Competitive Workforce</i>	<u>37,079</u>
Total Golf Fund		<u>37,079</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Hotel/Motel Fund		
Maintenance of Existing Infrastructure		
Public Works - Street Maintenance	Mission Trails	400,000
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<u>400,000</u>
Targeted Industry Incentives		
Convention & Visitors Bureau	Sport Foundation Contribution	350,000
<i>Subtotal for Targeted Industry Incentives</i>		<u>350,000</u>
International Trade/Business		
International Affairs	Transfer Costs of Southeast Mexico CASA Office from General Fund	48,168
<i>Subtotal for International Trade/Business</i>		<u>48,168</u>
Cultural Plan/Public Arts		
Cultural Affairs	Transfer Murals Program to Hotel/Motel Fund - Move 2 Positions from General Fund	75,375
	Cultural Plan	120,000
Non-Departmental/Non-Operating	Performing Arts Center Feasibility Study	100,000
<i>Subtotal for Cultural Plan/Public Arts</i>		<u>295,375</u>
Culinary Arts		
Non-Departmental/Non-Operating	Culinary Arts Program	100,000
<i>Subtotal for Culinary Arts</i>		<u>100,000</u>
Special Events Security (e.g. NCAA Final Four)		
Non-Departmental/Non-Operating	Event Development - Increase Visitations and Media Exposure	1,563,963
<i>Subtotal for Special Events Security (e.g. NCAA Final Four)</i>		<u>1,563,963</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Hotel/Motel Fund		
Cultural Tourism		
Non-Departmental/Non-Operating	Contemporary Arts Splendors of Mexico	50,000
	Hetzberg Circus Collection/Hertzberg History Museum	125,000
	Witte Museum Exhibit Attraction	400,000
<i>Subtotal for Cultural Tourism</i>		<u>575,000</u>
Tourism & Convention Industry/Conv.Center Exp. and Renovation		
Convention & Visitors Bureau	Enhance Consumer Advertising	2,150,000
<i>Subtotal for Tourism & Convention Industry/Conv.Center Exp. and Renovation</i>		<u>2,150,000</u>
Competitive Workforce		
Convention & Visitors Bureau	Living Wage Increase	14,299
Convention Facilities	Living Wage Increase	66,292
<i>Subtotal for Competitive Workforce</i>		<u>80,591</u>
Non-Strategic Issue		
Non-Departmental/Non-Operating	Convention Center Headquarters Hotel Professional Services	300,000
<i>Subtotal for Non-Strategic Issue</i>		<u>300,000</u>
Total Hotel/Motel Fund		<u>5,863,097</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
International Center Fund		
Competitive Workforce		
Public Works	Living Wage Increase	2,515
	<i>Subtotal for Competitive Workforce</i>	<u>2,515</u>
Total International Center Fund		<u>2,515</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Occupational Health Fund		
Competitive Workforce		
Health	Living Wage Increase	629
	<i>Subtotal for Competitive Workforce</i>	<u>629</u>
	<i>Total Occupational Health Fund</i>	<u>629</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Official City Store Fund		
Non-Strategic Issue		
Asset Management	Add 3 Positions - Reduce Temporary Service Funds	0
<i>Subtotal for Non-Strategic Issue</i>		<u>0</u>
Total Official City Store Fund		<u>0</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parking Fund		
Tourism & Convention Industry/Conv.Center Exp. and Renovation		
Public Works	Add 2 Positions for Parking Enforcement Enhancement	67,153
	<i>Subtotal for Tourism & Convention Industry/Conv.Center Exp. and Renovation</i>	<u>67,153</u>
Competitive Workforce		
Public Works	Living Wage Increase	27,941
	<i>Subtotal for Competitive Workforce</i>	<u>27,941</u>
Total Parking Fund		<u>95,094</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Public Health Support Fund		
Competitive Workforce		
Health	Living Wage Increase	4,402
	<i>Subtotal for Competitive Workforce</i>	<u>4,402</u>
	Total Public Health Support Fund	<u>4,402</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Purchasing & General Services Fund		
Competitive Workforce		
Purchasing & General Services	Living Wage Increase	15,720
<i>Subtotal for Competitive Workforce</i>		<u>15,720</u>
Total Purchasing & General Services Fund		<u>15,720</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Stormwater Fund		
Regional Watershed Management Program		
Public Works	Add 7 Positions for Stormwater Operations Concrete Crew	441,565
	Add 5 Positions for Undeveloped Drainage Way Maintenance Program	552,656
	Watershed Modeling Plan	800,000
<i>Subtotal for Regional Watershed Management Program</i>		<u>1,794,221</u>
Annexation/Southside Initiative		
Public Works	Add Stormwater Maintenance for Annexation	29,818
<i>Subtotal for Annexation/Southside Initiative</i>		<u>29,818</u>
Remediation of Contaminated Sites		
Public Works	Environmental Services to Bamberger Park	98,000
<i>Subtotal for Remediation of Contaminated Sites</i>		<u>98,000</u>
Competitive Workforce		
Public Works	Living Wage Increase	36,885
<i>Subtotal for Competitive Workforce</i>		<u>36,885</u>
Non-Strategic Issue		
Public Works	Add 12 Positions for TPDES Program Transition	1,760,831
<i>Subtotal for Non-Strategic Issue</i>		<u>1,760,831</u>
Total Stormwater Fund		<u>3,719,755</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Streets ROW		
Maintenance of Existing Infrastructure		
Public Works	Add 2 Engineering Technicians (Transferred from Streets Maintenance Fund)	68,518
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<u>68,518</u>
<i>Total Streets ROW</i>		<u>68,518</u>

FY 2003 ADOPTED PROGRAM CHANGES
Improvements

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Wolff Fund		
Competitive Workforce		
Alamodome	Living Wage Increase	1,672
<i>Subtotal for Competitive Workforce</i>		<u>1,672</u>
Total Wolff Fund		<u>1,672</u>



Mandates

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Maintenance of Existing Infrastructure		
Parks & Recreation	Add 1 Community Center Leader II for Bode Community Center	22,240
	Add 1 Geographic Information Systems Analyst for Prop 3	41,757
	Add 2 Administrative Aides for Administrative Functions	53,161
	Add 1 Carpenter II for Carpentry Maintenance	75,365
	Add 1 Plumber for Plumbing Program	78,573
	Add 1 Maintenance Crew Leader and 1 Equipment Operator I for Leon Trail Maintenance	79,401
	Add 1 Maintenance Crew Leader & 2 Maintenance Worker for Mobile Services	101,855
	Add 1 Gardner and 1 Plumber Helper for Brackenridge Grounds Crew	107,258
	Pool Entrapment System	110,000
	Add 1 Electrician for Electrical Maintenance Program	184,473
	Add 6 Maintenance Worker for Sanitation Support	235,753
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<i>1,089,836</i>
Police Services/Police Staffing Plan		
Police	Substation Expansion - 1999 G. O. Bonds	25,000
	Medical Examiner Contract - Toxicology Services	40,533
	Medical Examiner Contract - Forensic Services	76,500
	FY 2000 LLEBG Grant	110,700
	Helicopter Maintenance	140,000
	FY 2001 LLEBG Grant	158,310
	Public Safety Integrated Technology O & M Costs	307,520
	Police Longevity Pay	468,440
Transfer - Other	Texas Department of Transportation (TxDOT) Grant	127,274
	FY 2000 Universal Hiring Program Grant	209,575
	FY 2001 Universal Hiring Program Grant	249,225
<i>Subtotal for Police Services/Police Staffing Plan</i>		<i>1,913,077</i>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Fire Services/Fire Master Plan		
Fire	EMT Certification Pay	22,200
	Education Incentive Pay	141,000
	Longevity	240,487
	Add 9 Positions for Service Truck for Prior Annexation	564,984
	Fire Contract	3,144,668
<i>Subtotal for Fire Services/Fire Master Plan</i>		<i>4,113,339</i>
Emergency Medical Services		
Fire - EMS	EMS Education Pay	6,600
	EMS Paramedic Certification Pay	15,600
	EMS Longevity	76,141
	Fire Contract - EMS	904,045
<i>Subtotal for Emergency Medical Services</i>		<i>1,002,386</i>
Economic Development Strategic Plan		
Non-Departmental/Non-Operating	Oberthur Tax Abatement Payment	191,306
<i>Subtotal for Economic Development Strategic Plan</i>		<i>191,306</i>
Police and Fire Collective Bargaining Agreements		
City Attorney	Collective Bargaining Negotiation Services	20,000
<i>Subtotal for Police and Fire Collective Bargaining Agreements</i>		<i>20,000</i>
San Antonio Public Library/Five-Year Strategic Plan		
Library	Add 4 positions for Expansion of the Brook Hollow Branch Library	69,183
<i>Subtotal for San Antonio Public Library/Five-Year Strategic Plan</i>		<i>69,183</i>
Brooks City-Base/(BDA)		
Non-Departmental/Non-Operating	Brooks City-Base Electric/Gas Systems Improvements	15,000
<i>Subtotal for Brooks City-Base/(BDA)</i>		<i>15,000</i>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
San Antonio River Improvements		
Parks & Recreation	Add 1 Electrician and 1 Electrician Helper for San Antonio River Expansion	206,803
<i>Subtotal for San Antonio River Improvements</i>		<u>206,803</u>
Information Technology/Enterprise Resource Mgmt. System		
Transfer - Other	ERM Hardware & Maintenance Costs	370,000
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>370,000</u>
Solid Waste Management		
Public Works - Street Maintenance	Landfill Disposal Fee Increase	12,369
<i>Subtotal for Solid Waste Management</i>		<u>12,369</u>
Council Redistricting		
City Attorney	Consultation for Council Redistricting	30,000
<i>Subtotal for Council Redistricting</i>		<u>30,000</u>
Non-Strategic Issue		
Finance	GASB 34 Required Fixed Asset Inventory	200,000
<i>Subtotal for Non-Strategic Issue</i>		<u>200,000</u>
Total General Fund		<u>9,233,299</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
Police and Fire Collective Bargaining Agreements		
Aviation	Firefighter Longevity Pay	4,162
	Collective Bargaining Agreement Costs	88,597
	<i>Subtotal for Police and Fire Collective Bargaining Agreements</i>	<u>92,759</u>
Information Technology/Enterprise Resource Mgmt. System		
Aviation	ERM Hardware & Maintenance Costs	27,888
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>27,888</u>
	Total Airport Operating & Maintenance Fund	<u>120,647</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Alamodome Fund		
Information Technology/Enterprise Resource Mgmt. System		
Alamodome	ERM Hardware & Maintenance Costs	6,369
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>6,369</u>
	Total Alamodome Fund	<u>6,369</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Building Maintenance Fund		
Maintenance of Existing Infrastructure		
Public Works	Add 1 Electrician for Fire Stations	50,542
	Add 1 Building Custodian and Operational Funding for Northeast Service Center	67,955
	Police Substation Services	69,538
	Add 6 Positions for One-Stop Development Center	454,660
	<i>Subtotal for Maintenance of Existing Infrastructure</i>	<i>642,695</i>
Information Technology/Enterprise Resource Mgmt. System		
Public Works	ERM Hardware & Maintenance Costs	33,044
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<i>33,044</i>
	Total Building Maintenance Fund	675,739

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Employee Benefits Fund		
Information Technology/Enterprise Resource Mgmt. System		
Human Resources	ERM Hardware & Maintenance Costs	4,503
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<i>4,503</i>
<i>Total Employee Benefits Fund</i>		4,503

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Environmental Services Fund		
Information Technology/Enterprise Resource Mgmt. System		
Environmental Services	ERM Hardware & Maintenance Costs	30,580
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		30,580
Solid Waste Management		
Environmental Services	Collection & Disposal Contracts	334,982
<i>Subtotal for Solid Waste Management</i>		334,982
Total Environmental Services Fund		365,562

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Equipment Renewal & Replacement Fund		
Remediation of Contaminated Sites		
Purchasing & General Services	Remediation of Contaminated Sites	115,500
<i>Subtotal for Remediation of Contaminated Sites</i>		<u>115,500</u>
Environmental Health/Air Quality/ Energy Conservation		
Purchasing & General Services	Environmental Health/Air Quality/Energy Conservation	60,000
<i>Subtotal for Environmental Health/Air Quality/ Energy Conservation</i>		<u>60,000</u>
Total Equipment Renewal & Replacement Fund		<u>175,500</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Golf Fund		
Information Technology/Enterprise Resource Mgmt. System		
Parks & Recreation	ERM Hardware & Maintenance Costs	4,768
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>4,768</u>
	<i>Total Golf Fund</i>	<u>4,768</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Hotel/Motel Fund		
Tourism & Convention Industry/Conv.Center Exp. and Renovation		
Non-Departmental/Non-Operating	Hosting Obligations for Various Promotions	347,000
<i>Subtotal for Tourism & Convention Industry/Conv.Center Exp. and Renovation</i>		<u>347,000</u>
Information Technology/Enterprise Resource Mgmt. System		
Transfer - Other	ERM Hardware & Maintenance Costs	31,804
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>31,804</u>
Non-Strategic Issue		
Transfer - Other	Alamodome Special Event Hosting Obligations	334,000
<i>Subtotal for Non-Strategic Issue</i>		<u>334,000</u>
Total Hotel/Motel Fund		<u>712,804</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Information Technology Services Fund		
Information Technology/Enterprise Resource Mgmt. System		
Information Technology Services Department	ERM Hardware & Maintenance Costs	78,229
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>78,229</u>
<i>Total Information Technology Services Fund</i>		<u>78,229</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
International Center Fund		
Information Technology/Enterprise Resource Mgmt. System		
Asset Management	ERM Hardware & Maintenance Costs	1,149
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>1,149</u>
<i>Total International Center Fund</i>		<u>1,149</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Liability Insurance Fund		
Information Technology/Enterprise Resource Mgmt. System		
Management & Budget	ERM Hardware & Maintenance Costs	5,499
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<i>5,499</i>
	<i>Total Liability Insurance Fund</i>	<i>5,499</i>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Occupational Health Fund		
Information Technology/Enterprise Resource Mgmt. System		
Health	ERM Hardware & Maintenance Costs	2,707
Human Resources	ERM Hardware & Maintenance Costs	666
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>3,373</u>
Total Occupational Health Fund		3,373

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Official City Store Fund		
Information Technology/Enterprise Resource Mgmt. System		
Asset Management	ERM Hardware & Maintenance Costs	734
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>734</u>
<i>Total Official City Store Fund</i>		<u>734</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parking Fund		
Information Technology/Enterprise Resource Mgmt. System		
Public Works	ERM Hardware & Maintenance Costs	6,216
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<i>6,216</i>
	Total Parking Fund	6,216

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Public Health Support Fund		
Information Technology/Enterprise Resource Mgmt. System		
Health	ERM Hardware & Maintenance Costs	7,340
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>7,340</u>
	<i>Total Public Health Support Fund</i>	7,340

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Purchasing & General Services Fund		
Information Technology/Enterprise Resource Mgmt. System		
Purchasing & General Services	ERM Hardware & Maintenance Costs	46,377
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>46,377</u>
Total Purchasing & General Services Fund		46,377

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Stormwater - Regional Detention Ponds		
Information Technology/Enterprise Resource Mgmt. System		
Public Works	ERM Hardware & Maintenance Costs	1,634
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>1,634</u>
	<i>Total Stormwater - Regional Detention Ponds</i>	<u>1,634</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Stormwater Fund		
Regional Watershed Management Program		
Public Works	TPDES Permit-GIS Mapping	35,684
	Add 3 Positions for Texas Pollution Discharge Elimination System Permit	140,638
<i>Subtotal for Regional Watershed Management Program</i>		<u>176,322</u>
Information Technology/Enterprise Resource Mgmt. System		
Public Works	ERM Hardware & Maintenance Costs	10,808
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>10,808</u>
Solid Waste Management		
Public Works	Landfill Disposal Fee Increase	12,273
<i>Subtotal for Solid Waste Management</i>		<u>12,273</u>
Total Stormwater Fund		<u>199,403</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Streets ROW		
Information Technology/Enterprise Resource Mgmt. System		
Public Works	ERM Hardware & Maintenance Costs	4,386
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>4,386</u>
	<i>Total Streets ROW</i>	<u>4,386</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Wolff Fund		
Information Technology/Enterprise Resource Mgmt. System		
Alamodome	ERM Hardware & Maintenance Costs	3,289
	<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>	<u>3,289</u>
<i>Total Wolff Fund</i>		<u>3,289</u>

FY 2003 ADOPTED PROGRAM CHANGES
Mandates

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Workers' Compensation Fund		
Information Technology/Enterprise Resource Mgmt. System		
Management & Budget	ERM Hardware & Maintenance Costs	8,442
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>8,442</u>
<i>Total Workers' Compensation Fund</i>		<u>8,442</u>

Reductions

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Maintenance of Existing Infrastructure		
Fire	Eliminate 1 Building Maintenance Officer	37,127
Parks & Recreation	Charge-Off 33% of Prop. 3 Nature Preserve Coordinator to Prop. 3 Fund	23,196
	Charge-Off Two Maint. Workers in Hort. Services to Recreation Athletic Fund	50,886
	Eliminate 1 Gardener Position	25,443
	Eliminate 1 Maintenance Worker	25,444
	Eliminate 1 Maintenance Crew Leader	30,568
	Eliminate 1 Building Maintenance Supervisor	40,352
	Convert to Four Day Work Week - Horticultural Services & Park Maintenance	42,368
	Eliminate 2 Gardener I's at Japanese Tea Gardens	50,886
	Eliminate 5 Maintenance Workers	127,215
	Eliminate 11 Positions Primarily from Park Operations	325,826
Public Works	Charge-Off 1 GIS Manager Costs to 3 Other Funds and CIP (Parking)	4,045
	Charge-Off 1 GIS Manager Costs to 3 Other Funds and CIP (CIP)	16,180
	Charge-Off 1 GIS Manager Costs to 3 Other Funds and CIP (ROW)	20,225
	Charge-Off 1 GIS Manager Costs to 3 Other Funds and CIP (Stormwater)	40,450
	Charge-Off Survey Crew to Stormwater Operating Fund	64,992
	Charge-Off Survey Crew to CIP Funds	64,993
	Reduce Bulb Relamping Program	17,222
	Reduce Marking & Striping Service	17,437
	Eliminate 1 Maintenance Worker	25,444
	Eliminate 1 Markings Technician Position	27,004
	Reduce Line Items; Signal Electricity Savings	30,487
	Reduce Detector Loop Replacements	35,040
	Eliminate 1 Sign Shop Supervisor	40,115
	Eliminate 1 Architect Position	54,991
	Eliminate 7 Positions Total in Capital Programs and Engineering Divisions	250,209
Public Works - Street Maintenance	Charge-Off Costs for One Engineering Associate to CIP Funds	45,657
	Eliminate 1 Carpentry Supervisor	38,699
	Eliminate 1 Street Maintenance Supervisor	40,417
	Eliminate 2 Drainage Crew Leaders	56,687
	Transfer 2 Engineering Technicians to Right-of-Way Fund	68,518

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Maintenance of Existing Infrastructure		
Public Works - Street Maintenance	Pavement Reclamation & Reconstruction Program Redirection - Reduce Contractual Street Maintenance (\$2.9M) and Add 30 Positions for City Crew (\$1.7M)	1,212,293
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<u>2,950,416</u>
Police Services/Police Staffing Plan		
Police	Eliminate 1 Sr. Police Services Agent	30,568
	Eliminate 1 Sr. Crime Analyst	37,325
	Eliminate 30 Vacant School Crossing Guard Positions	37,770
	Eliminate 1 Management Analyst	44,011
	Eliminate 1 Program Manager from Accreditation	53,369
	Eliminate 3 Police Communication Operators	95,613
	Eliminate 5 Police Service Agents Assigned to Substations	138,115
<i>Subtotal for Police Services/Police Staffing Plan</i>		<u>436,771</u>
Fire Services/Fire Master Plan		
Fire	Eliminate 1 Special Projects Coordinator	59,656
	Reduce Regular Overtime	123,073
	Reclassify Three Captains to Firefighters	140,625
	Eliminate 2 Lieutenants	192,692
	Reduce Overtime for Continuing Education Training	243,350
<i>Subtotal for Fire Services/Fire Master Plan</i>		<u>759,396</u>
Emergency Medical Services		
Fire - EMS	Overtime Savings for Captain Coverage	5,539
	Overtime Savings for Training	44,926
	Overtime Savings for District Officer Coverage	73,304
	Eliminate 12 Positions (One Full -Time EMS Unit) & Add Peak Period	1,194,128
<i>Subtotal for Emergency Medical Services</i>		<u>1,317,897</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Code Compliance		
Code Compliance	Eliminate 1 Abatement Officer	38,656
	Eliminate 1 Neighborhood Services Coordinator	52,223
<i>Subtotal for Code Compliance</i>		<u>90,879</u>
Park Security		
Parks & Recreation	Eliminate 1 Park Police Service Agent (Dispatcher)	26,208
	Eliminate Foot Patrol Security at Botanical Gardens	40,080
	Unfund 2 Vacant Park Police Positions	77,314
<i>Subtotal for Park Security</i>		<u>143,602</u>
Economic Development Strategic Plan		
Non-Departmental/Non-Operating	Reduce Economic Development Initiatives Spending	38,000
<i>Subtotal for Economic Development Strategic Plan</i>		<u>38,000</u>
International Trade/Business		
International Affairs	Eliminate 1 International Affairs Specialists	45,554
	Transfer Costs of Southeast Mexico CASA Office to Hotel/Motel Fund	48,168
<i>Subtotal for International Trade/Business</i>		<u>93,722</u>
San Antonio Public Library/Five-Year Strategic Plan		
Library	Eliminate 2 Part-Time Library Clerks	19,028
	Eliminate 2 Part-Time Library Assistants	23,654
	Eliminate 1 Librarian I	38,656
<i>Subtotal for San Antonio Public Library/Five-Year Strategic Plan</i>		<u>81,338</u>
Model Governance/Term Limits		
Non-Departmental/Non-Operating	Redirect 1 Administrative Assistant II	40,263
<i>Subtotal for Model Governance/Term Limits</i>		<u>40,263</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Downtown Development/Downtown Housing/Incentive Toolkit/CRAG Incentives/Mixed Income and Affordable Housing/Balanced Growth & Master Plan Policies		
Parks & Recreation	Eliminate Planter Maintenance	11,595
<i>Subtotal for Downtown Development/Downtown Housing/Incentive Toolkit/CRAG Incentives/Mixed Income and Affordable Housing/Balanced Growth & Master Plan Policies</i>		<i>11,595</i>
Park Planning		
Parks & Recreation	Eliminate 1 Park Planner II	40,344
	Eliminate 1 Real Estate Specialist Position	46,107
<i>Subtotal for Park Planning</i>		<i>86,451</i>
Neighborhood Commercial Revitalization		
Neighborhood Action	Reduce NCR Marketing Budget	9,945
	Shift Midtown on Blanco NCR Funding	60,000
<i>Subtotal for Neighborhood Commercial Revitalization</i>		<i>69,945</i>
Brooks City-Base/(BDA)		
Economic Development	Redirect 1 Economic Development Manager to Brooks City-Base	59,629
	Redirect 1 Economic Development Manager to Brooks City-Base	69,648
<i>Subtotal for Brooks City-Base/(BDA)</i>		<i>129,277</i>
Cultural Plan/Public Arts		
Parks & Recreation	Transfer Murals Program to Hotel/Motel Fund - Move 2 Positions	75,375
<i>Subtotal for Cultural Plan/Public Arts</i>		<i>75,375</i>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Independent Office of Internal Review (City Auditor)		
City Auditor	Reduce Line Item Budgets	6,878
	Citywide Line Item Expense Reduction	18,401
	Eliminate 1 Sr. Auditor	52,579
<i>Subtotal for Independent Office of Internal Review (City Auditor)</i>		<u>77,858</u>
Domestic Violence		
Police	Eliminate 2 Caseworker II's	71,500
<i>Subtotal for Domestic Violence</i>		<u>71,500</u>
Targeted Industry Academies (e.g. Aerospace, Information Technology)/Job Training		
Non-Departmental/Non-Operating	Eliminate 1 Sr. Management Analysts in Better Jobs Office	52,585
<i>Subtotal for Targeted Industry Academies (e.g. Aerospace, Information Technology)/Job Training</i>		<u>52,585</u>
Small Business Economic Development Advocacy & Incentives		
Economic Development	Eliminate General Fund Support to SALDC for Inner City Loan Fund	200,000
<i>Subtotal for Small Business Economic Development Advocacy & Incentives</i>		<u>200,000</u>
Housing Preservation and Rehabilitation		
Neighborhood Action	Eliminate 1 Special Projects Coordinator	52,585
<i>Subtotal for Housing Preservation and Rehabilitation</i>		<u>52,585</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Family Strengthening/Youth & Elderly		
Community Initiatives	Transfer Barbara Jordan Operating Budget to SAFB	18,394
	Eliminate 1 Caseworker II	38,989
	Eliminate 1 Position from Barbara Jordan Operating Budget	42,431
	Eliminate 1 Assistant Social Services Manager	52,447
	Personnel Budget Cost Savings from Conversion	55,342
Health	Reduce Contractual Services at City Chest Clinic	5,800
	Reduce Commodities - STD Clinic	10,340
	Reduce Contractual Services Funds with Project WORTH Budget	10,840
Parks & Recreation	Reduce Commodities - Vaccine Funds	41,377
	Eliminate Youth Social Event	5,235
	Reduce Temporary Services in Youth Athletics	9,516
	Eliminate Mentorship Incentives	10,716
	Eliminate 1 Position from Roving Leader Program	29,323
	Close Lincoln Pool	37,193
	Eliminate Youth Works Program	46,782
	Eliminate Five Summer Recreation Sites	50,000
	Eliminate 1 Youth Initiatives Manager	84,344
	Eliminate 3 Positions - Close One Therapeutic Recreation Site	98,646
	Eliminate 103 Temporary Positions Resulting from Making Swimming Pool Admittance Free	256,446
<i>Subtotal for Family Strengthening/Youth & Elderly</i>		<u>904,161</u>
Community Building and Neighborhood Planning Program		
Planning	Eliminate Neighborhood Improvement Challenge Program	100,000
<i>Subtotal for Community Building and Neighborhood Planning Program</i>		<u>100,000</u>
Graffiti Abatement Program		
Parks & Recreation	Eliminate 1 Position and Move Graffiti Abatement from Park Maintenance to Volunteer Services	25,443
	Eliminate Overtime Salaries for Police Department's Graffiti Covert/Surveillance Operations	30,000
<i>Subtotal for Graffiti Abatement Program</i>		<u>55,443</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
After School Challenge Program/Summer Challenge Program and Assessment		
Parks & Recreation	Delay Start of After School Program at Middle Schools (Labor Day)	5,000
	Eliminate After School at Las Palmas, Barkley and Roosevelt Elementary Schools	32,375
	Delay Start of After School Program at Elementary Schools (Labor Day)	70,655
<i>Subtotal for After School Challenge Program/Summer Challenge Program and Assessment</i>		<u>108,030</u>
Tourism & Convention Industry/Conv.Center Exp. and Renovation		
Parks & Recreation	Eliminate 1 Market Square Superintendent	94,669
<i>Subtotal for Tourism & Convention Industry/Conv.Center Exp. and Renovation</i>		<u>94,669</u>
Adult Literacy		
Community Initiatives	Eliminate 1 Coordinator Position and Move Huantes LLDC Operation to YO	58,306
<i>Subtotal for Adult Literacy</i>		<u>58,306</u>
State Legislative Issues		
External Relations	Line Item Reduction	27,660
	Citywide Line Item Expense Reduction	31,569
<i>Subtotal for State Legislative Issues</i>		<u>59,229</u>
Education Partnership		
Community Initiatives	Reduce Funding for San Antonio Education Partnership Scholarships	68,105
<i>Subtotal for Education Partnership</i>		<u>68,105</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Community Outreach		
Customer Service & 311 System	Eliminate Kiosk Contract	209,000
Fire	Eliminate Overtime for the Safehouse	42,261
	Eliminate 1 Fire Apparatus Operator - Eliminate Public Education Program	90,675
	Eliminate Overtime for the Backdraft Band	131,421
<i>Subtotal for Community Outreach</i>		<u>473,357</u>
Competitive Workforce		
Human Resources	Reduce Budget for Tuition Reimbursement Program	25,000
<i>Subtotal for Competitive Workforce</i>		<u>25,000</u>
Information Technology/Enterprise Resource Mgmt. System		
Finance	Charge-Off Controller to ERM Fund	93,112
Fire	Eliminate 1 Software Specialist	58,629
Health	Transfer 1 Department Systems Specialists	47,973
Library	Eliminate 1 Department Systems Aide	11,829
	Eliminate 1 Department Systems Manager	71,582
Management & Budget	Charge-Off 25% of Special Project Coordinator to Workers Compensation Fund	7,177
	Charge-Off 25% of Special Project Coordinator to Liability Fund	7,177
	Charge-Off 25% of Special Project Coordinator to ERM Fund	14,354
Non-Departmental/Non-Operating	Postpone Funding Second Year Costs of Phase I PC Lease Program	300,000
<i>Subtotal for Information Technology/Enterprise Resource Mgmt. System</i>		<u>611,833</u>
Employee Performance Management & Award System		
Human Resources	Eliminate Funding for Employee Service Award Picnic	7,500
Non-Departmental/Non-Operating	Reduce SA Star Program	30,000
<i>Subtotal for Employee Performance Management & Award System</i>		<u>37,500</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Performance Reviews (e.g. Capital Improvements Program Mgmt.)		
Special One-Time Projects	Reduce Performance Review Funds	500,000
<i>Subtotal for Performance Reviews (e.g. Capital Improvements Program Mgmt.)</i>		<u>500,000</u>
Funding for Organizations		
Contributions to Delegate Agencies	Reduce Delegate Agency Funding	1,249,066
<i>Subtotal for Funding for Organizations</i>		<u>1,249,066</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Non-Strategic Issue		
Asset Management	Citywide Line Item Expense Reduction	5,340
	Rental of Facilities Savings	43,800
	Reduce Fees to Professional Contractors Budget	158,379
City Attorney	Eliminate 1 Paralegal	40,346
	Citywide Line Item Expense Reduction	42,316
	Eliminate 1 Assistant City Attorney IV	91,482
City Clerk	Eliminate 1 Deputy City Attorney Position	91,739
	Reduce Fees to Professional Contractors Budget	10,000
	Reduce Line Item Budgets	11,174
City Manager	Manage Vacant Positions	14,071
	Eliminate 1 Administrative Aide	28,134
	Citywide Line Item Expense Reduction	18,280
Code Compliance	Reduce Various Line Items including Expense Allowance	22,226
	Eliminate 1 Executive Assistant	54,990
	Manage Vacant Positions	15,410
Community Initiatives	Citywide Line Item Expense Reduction	49,688
	Line Item Reductions	144,348
	Eliminate 1 Technical Systems Supervisor	20,221
	Eliminate 1 Secretary I	28,136
	Citywide Line Item Expense Reduction	30,698
	Reduce Temporary Services	30,945
	Eliminate 1 Caseworker Supervisor Position	43,666
	Manage Vacant Positions	46,297
	Manage Vacant Positions & Reduce Line Item Budgets	47,818
	Eliminate 1 Sr. Administrative Assistant	51,912
	Eliminate 1 Sr. Administrative Assistant	65,949
	Reduce Fees to Professional Services Budget	68,375
Customer Service & 311 System Development Services	Citywide Line Item Expense Reduction	4,600
	Eliminate 1 Administrative Secretary	35,344
	Citywide Line Item Expense Reduction	57,095
	Manage Vacant Positions	85,000
	Line Item Reductions	237,888
Economic Development	Citywide Line Item Expense Reduction	21,058
Finance	Line Item Reductions	9,085
	Citywide Line Item Expense Reduction	33,753
	Hold Contract Specialist Position Vacant	39,057
	Hold Rate Analyst II Position Vacant	50,281
	Eliminate 1 Revenue Accounting Supervisor	50,817
	Hold Special Projects Coordinator Position Vacant	52,586

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Non-Strategic Issue		
Finance	Hold One Sr. Financial Accountant and One Sr. Administrative Assistant Vacant	92,431
Fire	Reduce Temporary Services Line Item	13,850
	Eliminate 1 Administrative Aide	32,893
	Eliminate 2 Personnel Investigators	65,630
	Eliminate 2 Equipment Technicians	72,845
	Citywide Line Item Expense Reduction	86,509
Fire - EMS	Citywide Line Item Expense Reduction	22,683
	Eliminate 1 Office Assistant	26,688
	Line Item Reductions	30,256
	Eliminate 1 Stock Control Crew Leader	31,870
Health	Reduce Fees to Professional Contractors Budget	10,000
	Reduce Rental of Equipment Line Item Budget	10,000
	Eliminate 1 Stock Clerk	27,004
	Unfund 1 Administrative Aide	28,134
	Transfer 1 Administrative Aide	28,135
	Reduce Budget for Needles and Syringes	30,252
	Redirect 1 Public Health Physician for Medical Services/Add 1 Nurse Practitioner for Medical Services	33,893
	Eliminate 1 Stock Clerk and Additional Expenses	40,286
	Eliminate 1 Sanitarian II	41,266
	Eliminate 1 Sr. Sanitarian	46,945
	Citywide Line Item Expense Reduction	47,089
	Transfer 2 Office Assistants to Grant Program	50,970
	Transfer 1 Epidemiologist to Grant Program	56,946
	Eliminate 3 Positions - Close Animal Care Facility on Sundays	107,037
	Manage Vacant Positions	205,760
Human Resources	Citywide Line Item Expense Reduction	40,767
	Eliminate 1 Human Resources Analyst and 1 Office Assistant	74,913
International Affairs	Citywide Line Item Expense Reduction	7,986
Library	Citywide Line Item Expense Reduction	16,914
	Reduce Mail and Parcel Post Budget	37,000
	Manage Vacant Positions	255,144
Management & Budget	Citywide Line Item Expense Reduction	11,690
	Manage Vacant Positions	24,335
Mayor & Council	Reduce Temporary Service Budget in Mayor's Budget	3,800
	Citywide Line Item Expense Reduction	3,868
	Reduce Administrative Support Temporary Services	6,895

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Non-Strategic Issue		
Mayor & Council	Reduce Expense Allowance and Other Line Items in Council's Budget	19,800
Municipal Courts	Savings in Fees to Professional Contractors	13,708
	Citywide Line Item Expense Reduction	14,443
	Reduce Mail & Parcel Post Budget	18,221
	Manage Vacant Positions and Reduce Line Item Budgets	57,000
	Eliminate 3 Administrative Assistants I's - Reorganize 24 Hour Warrant Operation	98,791
	Eliminate 9 Position - Cut Extended Court Hours	116,939
	Reduce Fees to Professional Contractors for Delinquent Parking Fines	240,000
Neighborhood Action	Citywide Line Item Expense Reduction	11,306
	Line Item Reductions	11,325
Non-Departmental/Non-Operating	Citywide Line Item Expense Reduction (Municipal Integrity)	863
	Citywide Line Item Expense Reduction (EEO)	1,533
	Citywide Line Item Expense Reduction	14,777
	Eliminate 1 Sr. Management Coordinator in PAT	54,990
	Citywide Line Item Expense Reduction	318,910
Parks & Recreation	Reduce Temporary Services	3,102
	Reduce Temporary Services from Summer Insurance Program	3,400
	Eliminate Rental Fee for Summer Annex	4,200
	Manage Vacant Positions	6,539
	Eliminate Botanical Garden's Advertising Program	8,000
	Reduce Temporary Services at Park Reservations	9,516
	Reduce Travel and Education Line Items	10,000
	Eliminate Fall Activity Guide	11,000
	Eliminate 1 Part-Time Office Assistant for Copyroom	14,271
	Reduce Temporary Services at Market Square for Special Events	18,000
	Eliminate High School Football Games Fee	25,000
	Eliminate 1 Equipment Operator I Position	26,202
	Eliminate 1 Office Assistant	26,909
	Eliminate 1 Special Programs Supervisor	35,674
	Eliminate 1 Administrative Assistant II Position	35,750
	Eliminate 1 Dispatcher Position from Warehouse	36,273
	Eliminate 1 Contract Specialist	38,656
	Eliminate 1 Nature Preserve Coordinator	51,817
	Eliminate 1 Administrative Assistant II Position in Director's Office	53,758

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
General Fund		
Non-Strategic Issue		
Parks & Recreation	Delay Staffing FY 2001 Mandated Staff at Rainbow Hills Community Center for 11 Months	132,860
	Citywide Line Item Expense Reduction	159,673
	Reduce Temporary Services	182,797
	Eliminate 10 Positions from Recreation	248,510
Planning	Manage Vacant Positions	16,000
	Citywide Line Item Expense Reduction	19,302
Police	Training Academy Line Item Reductions	47,305
	Eliminate 1 Administrative Aide and 1 Office Assistant	56,467
	Citywide Line Item Expense Reduction	169,553
	Line Item Reductions	266,127
	Eliminate 14 Administrative Positions	400,730
Public Works	Citywide Line Item Expense Reduction	48,991
	Eliminate 2 Office Assistants	51,563
Public Works - Street Maintenance	Charge-Off Costs for One Assistant Director to Building Maintenance Fund	26,364
	Charge-Off Costs for One Assistant Director to Parking Fund	35,152
	Citywide Line Item Expense Reduction	16,255
	Eliminate 1 Stock Control Leader	33,662
Transfer - Other	Eliminate General Fund Transfer to International Center Fund	30,440
	Reduce Transfer to Public Health Support Fund (As a result of eliminating 2 positions)	94,622
<i>Subtotal for Non-Strategic Issue</i>		<u>7,122,034</u>
Total General Fund		<u>18,246,188</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Airport Operating & Maintenance Fund		
Aviation Strategic Plan/International Airport/Stinson Airport		
Aviation	Eliminate 4 Electronic Technician Positions	143,889
<i>Subtotal for Aviation Strategic Plan/International Airport/Stinson Airport</i>		143,889
Non-Strategic Issue		
Aviation	Manage Vacant Positions	25,000
	Citywide Line Item Expense Reduction	104,035
<i>Subtotal for Non-Strategic Issue</i>		129,035
Total Airport Operating & Maintenance Fund		272,924

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Alamodome Fund		
Non-Strategic Issue		
Alamodome	Citywide Line Item Expense Reduction	26,603
	Manage Vacant Positions	195,345
<i>Subtotal for Non-Strategic Issue</i>		<u>221,948</u>
Total Alamodome Fund		<u>221,948</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Brooks City-Base Fund		
Brooks City-Base/(BDA)		
Brooks City-Base	Line-Item Reduction	15,169
	<i>Subtotal for Brooks City-Base/(BDA)</i>	<i>15,169</i>
Non-Strategic Issue		
Brooks City-Base	Citywide Line Item Expense Reduction	9,900
	<i>Subtotal for Non-Strategic Issue</i>	<i>9,900</i>
	Total Brooks City-Base Fund	25,069

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Building Maintenance Fund		
Maintenance of Existing Infrastructure		
Public Works	Eliminate 4 Building Custodians to Decrease Certain Custodial Services	114,841
<i>Subtotal for Maintenance of Existing Infrastructure</i>		<u>114,841</u>
Non-Strategic Issue		
Public Works	Citywide Line Item Expense Reduction	1,353
<i>Subtotal for Non-Strategic Issue</i>		<u>1,353</u>
Total Building Maintenance Fund		116,194

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Employee Benefits Fund		
Non-Strategic Issue		
Human Resources	Operational Savings	600
	Reduce Funding for Administration Hospital Bill Audit	3,000
	Citywide Line Item Expense Reduction	4,900
	Reduce Funding for Temporary Services	8,000
	Eliminate Funding for Employee Benefits Consultant	35,000
<i>Subtotal for Non-Strategic Issue</i>		<u>51,500</u>
Total Employee Benefits Fund		51,500

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget</u>	<u>Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Environmental Services Fund			
Solid Waste Management			
Environmental Services		Brush Collection Change to Eight "Roving" Sites and Two Citizen Collection Centers	499,214
		Waste Collection Change to Once-A-Week Pick Up (Includes Adding \$176K in Overtime)	803,203
		<i>Subtotal for Solid Waste Management</i>	<u>1,302,417</u>
Non-Strategic Issue			
Environmental Services		Citywide Line Item Expense Reduction	46,906
		<i>Subtotal for Non-Strategic Issue</i>	<u>46,906</u>
		Total Environmental Services Fund	<u>1,349,323</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Golf Fund		
Non-Strategic Issue		
Parks & Recreation	Citywide Line Item Expense Reduction	20,905
	Eliminate 1 Assistant Golf Operators Superintendent	38,657
	Eliminate 4 Positions - Polo Field Driving Range	95,602
	Reduce Contractual Services and Commodities	118,500
	Reduce Temporary Services	154,927
<i>Subtotal for Non-Strategic Issue</i>		<u>428,591</u>
Total Golf Fund		428,591

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Hotel/Motel Fund		
International Trade/Business		
International Affairs	Reduce Line Item Budgets	3,500
<i>Subtotal for International Trade/Business</i>		<u>3,500</u>
Tourism & Convention Industry/Conv.Center Exp. and Renovation		
Convention & Visitors Bureau	Eliminate 1 Visitor Services Representative	25,443
	Manage Vacant Positions	53,000
	General Operating Efficiencies	155,000
	Reduce Printing & Binding	160,000
Convention Facilities	Manage Vacant Positions	1,500,990
<i>Subtotal for Tourism & Convention Industry/Conv.Center Exp. and Renovation</i>		<u>1,894,433</u>
Non-Strategic Issue		
Convention & Visitors Bureau	Citywide Line Item Expense Reduction	110,740
Convention Facilities	Citywide Line Item Expense Reduction	77,610
Cultural Affairs	Citywide Line Item Expense Reduction	21,064
	Line Item Reductions	21,735
International Affairs	Eliminate 1 Secretary II	28,139
	Citywide Line Item Expense Reduction	28,509
Non-Departmental/Non-Operating	Citywide Line Item Expense Reduction	662
	Manage Vacant Position	21,075
<i>Subtotal for Non-Strategic Issue</i>		<u>309,534</u>
Total Hotel/Motel Fund		<u>2,207,467</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Information Technology Services Fund		
Non-Strategic Issue		
Information Technology Services Department	Reduce Overtime Expenses	10,000
	Commodities Line Item Reductions	235,200
	Increase in Turnover	312,948
	Contractual Services Line Item Reductions	875,818
<i>Subtotal for Non-Strategic Issue</i>		<i>1,433,966</i>
<i>Total Information Technology Services Fund</i>		<i>1,433,966</i>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
International Center Fund		
Maintenance of Existing Infrastructure		
Public Works	Reduction In Materials	4,089
	<i>Subtotal for Maintenance of Existing Infrastructure</i>	<i>4,089</i>
Non-Strategic Issue		
Asset Management	Citywide Line Item Expense Reduction	125
	<i>Subtotal for Non-Strategic Issue</i>	<i>125</i>
	Total International Center Fund	4,214

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Liability Insurance Fund		
Non-Strategic Issue		
Management & Budget	Citywide Line Item Expense Reduction	18,188
	Salary Reallocation	26,293
<i>Subtotal for Non-Strategic Issue</i>		<u>44,481</u>
Total Liability Insurance Fund		44,481

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Occupational Health Fund		
Non-Strategic Issue		
Health	Citywide Line Item Expense Reduction	650
	Reduce Pre-Employment and DOT Worker Drug Testing Budget	31,920
Human Resources	Citywide Line Item Expense Reduction	1,142
<i>Subtotal for Non-Strategic Issue</i>		<u>33,712</u>
<i>Total Occupational Health Fund</i>		<u>33,712</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Official City Store Fund		
Non-Strategic Issue		
Asset Management	Citywide Line Item Expense Reduction	2,451
<i>Subtotal for Non-Strategic Issue</i>		2,451
<i>Total Official City Store Fund</i>		2,451

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Parking Fund		
Non-Strategic Issue		
Public Works	Citywide Line Item Reductions	8,343
	Eliminate 1 Customer Service Superintendent	52,470
	Eliminate 1 Assistant Manager	54,991
	Eliminate 7 Parking Attendants	178,702
	Transfer 14 Positions to Building Maintenance Fund)	640,620
<i>Subtotal for Non-Strategic Issue</i>		<u>935,126</u>
Total Parking Fund		<u>935,126</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Project Management Office Fund		
Non-Strategic Issue		
Project Management Office	Citywide Line Item Expense Reduction	12,183
	Manage Vacant Position	55,260
<i>Subtotal for Non-Strategic Issue</i>		<u>67,443</u>
Total Project Management Office Fund		67,443

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Public Health Support Fund		
Non-Strategic Issue		
Health	Citywide Line Item Expense Reduction	5,500
	Eliminate MAC Contractual Services Agreement/Vertex Inc.	16,202
	Eliminate 1 Accountant	35,749
	Eliminate 1 Special Projects Coordinator	56,025
	Eliminate 2 Positions with Closure of Animal Care Facility on Sundays	69,511
<i>Subtotal for Non-Strategic Issue</i>		<u>182,987</u>
Total Public Health Support Fund		182,987

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Purchasing & General Services Fund		
Non-Strategic Issue		
Purchasing & General Services	Savings from Data Archive Service	10,000
	Savings from Lease Renewal on Print Shop Equipment	13,584
	Line Item Reductions	20,000
	Eliminate 1 Secretary I	26,202
	Eliminate 1 Administrative Aide	28,134
	Eliminate 1 Automotive Instructor	34,262
	Citywide Line Item Expense Reduction	38,470
	Eliminate Police Garage Weekend Shift - Increase Turnover	104,047
	Eliminate 5 Office Assistants	130,830
<i>Subtotal for Non-Strategic Issue</i>		<u>405,529</u>
Total Purchasing & General Services Fund		<u>405,529</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Stormwater - Regional Detention Ponds		
Non-Strategic Issue		
Public Works	Reduce Temporary Services/Communications	19,269
<i>Subtotal for Non-Strategic Issue</i>		<u>19,269</u>
Total Stormwater - Regional Detention Ponds		<u>19,269</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Stormwater Fund		
Non-Strategic Issue		
Public Works	Citywide Line Item Expense Reduction	59,633
	SAWS TPDES Program Transition	608,102
	<i>Subtotal for Non-Strategic Issue</i>	<u>667,735</u>
Total Stormwater Fund		667,735

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

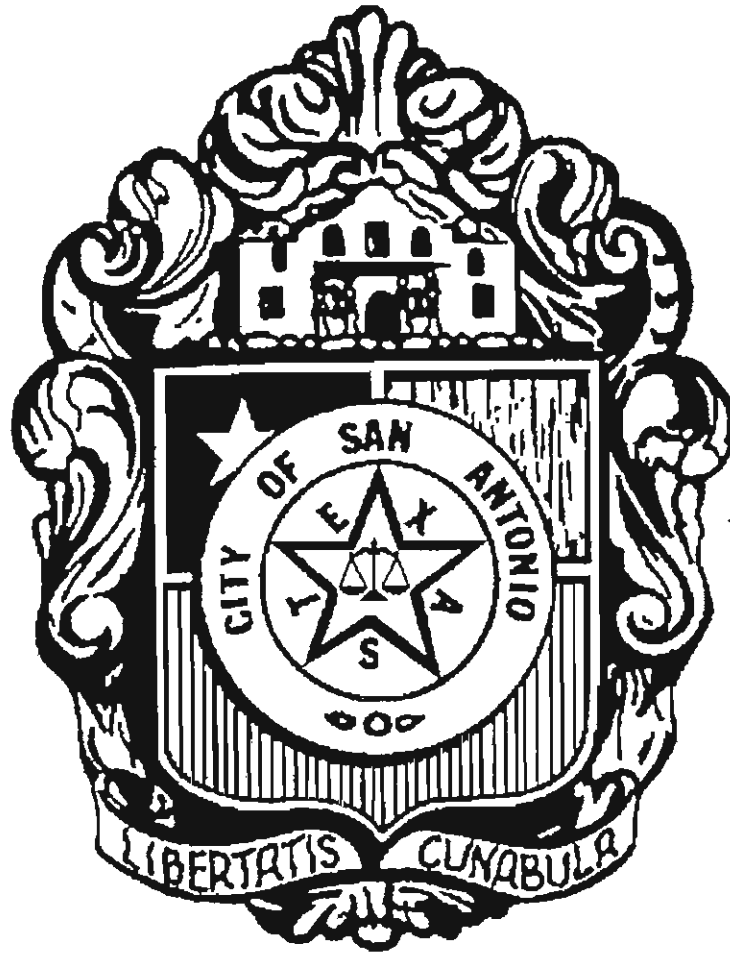
<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Streets ROW		
Non-Strategic Issue		
Public Works	Citywide Line Item Reduction	10,625
	Reduce Fees to Professional Contractors	51,712
<i>Subtotal for Non-Strategic Issue</i>		<u>62,337</u>
Total Streets ROW		<u>62,337</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Wolff Fund		
Non-Strategic Issue		
Alamodome	Citywide Line Item Expense Reduction	1,389
	Manage Vacant Position	32,815
<i>Subtotal for Non-Strategic Issue</i>		<u>34,204</u>
<i>Total Wolff Fund</i>		<u>34,204</u>

FY 2003 ADOPTED PROGRAM CHANGES
Reduction/Redirections

<u>Fund/ Budget Priority/Department</u>	<u>Program Change Title</u>	<u>First Year Amount</u>
Workers' Compensation Fund		
Non-Strategic Issue		
Management & Budget	Citywide Line Item Expense Reduction	19,065
	Operational Savings	42,070
	Reallocate Facilities Rental	85,069
<i>Subtotal for Non-Strategic Issue</i>		<u>146,204</u>
Total Workers' Compensation Fund		<u>146,204</u>



Personnel Compensation

PERSONNEL COMPENSATION POLICY ISSUES

The City recognizes the dedication and commitment to public service exhibited daily by City employees. The Adopted Budget includes increasing the salaries of all employees, excluding Youth Workers with a Job Classification 9004, who are currently making less than \$8.75 per hour. This is consistent with the policy initiated in the FY 2001 Adopted Budget to provide a "living wage" for City employees. In February of each year the Federal Government releases an official income level for poverty. The 2002 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 \$8.70 per hour. By establishing the \$8.75 per hour minimum effective October 1, 2002, the City will surpass this Federal poverty guideline. The pay rate for those employees in the job class designated as "Youth Workers" shall remain at \$6.50 per hour. The Adopted Budget includes \$900,475 for all funds (\$428,000 in General Fund) to implement the living wage.

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

A collective bargaining agreement was signed with the San Antonio Professional Fire Fighters' Association (SAPFFA) for a period of June 3, 2002 through September 30, 2005. The projected cost of the four-year agreement is \$39.871 million. The Fire Department budget includes \$7.293 million in FY 2003 to cover the second year cost of the contract. The agreement provides a 3% wage increase per year across-the-board retroactive to October 1, 2001 and adds new steps within the ranks based upon education and longevity. The new steps include Fire Fighter Step D & E, Fire Apparatus Operator Step C & D, and Step B in the ranks of Lieutenant, Captain and District Chief. Other benefits and incentives awarded through the collective bargaining agreement include a new four-tier fire certification pay, increased education pay for employees with an associate or bachelor degree and a new level of education pay for individuals with a master degree, pre-certification pay for interim periods while fire fighters are undergoing specialized training, high class pay for District Chief Aides, guaranteed two hours of overtime pay during Arson priority assignment, and bonus day buy-back at regular rate of pay retroactive to December 2001.

The Adopted Budget also sets aside \$970,468 from the General Fund in mandated expenditures for increased compensation due to increased tenure for longevity pay, education pay, Emergency Medical Technician pay (Fire only), and Paramedic Certification pay (Fire only) arising from requirements of the terms of the current collective bargaining agreements with the police and fire associations.

HOLIDAY SCHEDULE

The adopted holiday schedule includes 13 holidays, 12 scheduled and one floating holiday for a total of 104 hours for FY 2003 which begins on October 1, 2002.

2002-2003 HOLIDAY SCHEDULE FOR CITY EMPLOYEES

HOLIDAY	DAY	DATE
Veterans' Day	Monday	November 11, 2002
Thanksgiving Day	Thursday	November 28, 2002
Day After Thanksgiving	Friday	November 29, 2002
Christmas Eve	Tuesday	December 24, 2002
Christmas Day	Wednesday	December 25, 2002
New Year's Day	Wednesday	January 1, 2003
Martin Luther King	Monday	January 20, 2003
Presidents' Day	Monday	February 17, 2003
Fiesta San Jacinto Day	Friday	April 25, 2003
Memorial Day	Monday	May 26, 2003
Independence Day	Friday	July 4, 2003
Labor Day	Monday	September 1, 2003

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 2002-2003 ALL FUNDS
BUDGET SUMMARY**

	GENERAL FUND	COMMUNITY DEV. BLOCK GRANT/HOME	CATEGORICAL GRANTS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	TRUST AND AGENCY	ENTERPRISE FUNDS
ORGANIZATIONS							
Departmental Appropriations							
Alamodome	\$	\$	\$	\$ 8,564,897	\$	\$	\$
Asset Management	1,458,379			478,910			
Aviation			120,000		18,495,556		35,261,634
Brooks City-Base	0			1,054,359			
City Attorney	5,187,747	306,888	245,920				
City Auditor	1,840,801	180,363					
City Clerk	1,252,546						
City Manager	1,814,368						
Code Compliance	6,076,088	250,000					
Community Initiatives	10,559,300	248,603	103,913,205				
Convention Facilities				18,333,389			
Convention & Visitors Bureau				16,578,607			
Cultural Affairs			336,733	943,798			
Customer Service & 311 System	2,402,003						
Development Services	10,361,499			137,700			
Economic Development	1,635,572		306,605			478,536	
Environmental Services			332,956				44,435,082
External Relations	1,219,112						
Finance	7,924,917	87,572		4,395,709			
Fire	107,714,091		78,335	37,305,592			
Health	16,198,492		20,551,818	1,835,476		207,320	
Housing and Community Development		1,262,538					
Human Resources	2,245,440						
Information Technology Services							
International Affairs	365,372			918,811			
Library	18,935,431		2,197,795				
Management & Budget	1,086,885						
Mayor & Council	2,398,097						
Municipal Court	10,688,228						
Municipal Elections	651,100						
Neighborhood Action	1,443,475	2,394,538	2,909,597				
Non-Departmental/Non-Operating	28,191,433			3,639,930			
Parks & Recreation	48,953,044	427,368	825,681	8,105,867	13,907,750	403,020	
Planning	2,926,790	302,151	60,000				
Police	218,630,821		6,479,526	1,998,170			
Project Management Office				603,663	10,934,230		
Public Works	15,024,438	28,000		42,224,328	3,181,467		4,939,686
Purchasing & General Services							
Self Insurance							
Contribution to Other Agencies	4,888,914	17,900,859		2,401,193			
One-Time Projects	1,700,000						
Alternate Services Employee							
Debt Service					98,587,438		
Total Net Appropriations	\$ 533,774,383	\$ 23,388,880	\$ 140,358,171	\$ 149,520,399	\$ 145,106,441	\$ 1,088,876	\$ 84,636,404
Transfers	\$ 67,612,306	\$ 0	\$ 0	\$ 63,716,056	\$ 7,000,000	\$ 542,344	\$ 28,820,818
TOTAL APPROPRIATIONS	\$ 601,386,689	\$ 23,388,880	\$ 140,358,171	\$ 213,236,455	\$ 152,106,441	\$ 1,631,220	\$ 113,457,222

FY 2002-2003 ALL FUNDS
BUDGET SUMMARY

TOTAL OPERATING FUNDS	CAPITAL PROJECTS	TOTAL OPERATING/ CAPITAL	INTERNAL SERVICE FUNDS	ORGANIZATIONS
\$ 8,564,897	\$	\$ 8,564,897	\$	Departmental Appropriations
1,937,289	8,188,000	10,125,289		Alamodome
53,877,190	82,287,000	136,164,190		Asset Management
1,054,359	1,600,000	2,654,359		Aviation
5,740,555		5,740,555		Brooks City-Base
2,021,164		2,021,164		City Attorney
1,252,546		1,252,546		City Auditor
1,814,368		1,814,368		City Clerk
6,326,088		8,326,088		City Manager
114,721,108	1,922,000	116,643,108		Code Compliance
18,333,389	320,000	18,653,389		Community Initiatives
16,578,607		16,578,607		Convention Facilities
1,260,531		1,280,531		Convention & Visitors Bureau
2,402,003		2,402,003		Cultural Affairs
10,499,199		10,499,199		Customer Service & 311 System
2,420,713	2,149,000	4,569,713		Development Services
44,768,036		44,768,036		Economic Development
1,219,112		1,219,112		Environmental Services
12,408,198	41,100,000	53,508,198		External Relations
145,098,018	21,398,000	166,496,018		Finance
38,793,106		38,793,106		Fire
1,262,538		1,262,538		Health
2,245,440		2,245,440		Housing and Community Development
0		0	19,772,602	Human Resources
1,284,183		1,284,183		Information Technology Services
21,133,226	7,738,000	28,871,226		International Affairs
1,066,885		1,066,885		Library
2,398,097		2,398,097		Management & Budget
10,668,228		10,668,228		Mayor & Council
651,100		651,100		Municipal Court
6,747,610	1,160,000	7,907,610		Municipal Elections
31,831,363		31,831,363		Neighborhood Action
72,622,730	53,644,000	126,268,730		Non-Departmental/Non-Operating
3,288,941	221,000	3,509,941		Parks & Recreation
229,108,517	6,783,000	235,891,517		Planning
11,537,893	2,150,000	13,687,893		Police
65,397,921	95,231,000	160,628,921	8,338,950	Project Management Office
0		0	46,772,758	Public Works
0		0	74,071,903	Purchasing & General Services
25,190,966		25,190,966		Self Insurance
1,700,000		1,700,000		Contribution to Other Agencies
0		0	2,040,279	One-Time Projects
98,587,438		98,587,438		Alternate Services Employee
				Debt Service
\$ 1,077,873,554	\$ 325,891,000	\$ 1,403,764,554	\$ 150,996,492	Total Net Appropriations
\$ 167,691,524	\$ 0	\$ 167,691,524	\$ 23,718,490	Transfers
\$ 1,245,565,078	\$ 325,891,000	\$ 1,571,456,078	\$ 174,714,982	TOTAL APPROPRIATIONS

**ADOPTED ANNUAL BUDGET FY 2002-2003
COMBINED BUDGET SUMMARY OF ALL FUND TYPES**

	GOVERNMENTAL FUND TYPES		
	GENERAL	SPECIAL REVENUE	DEBT SERVICE
BEGINNING BALANCE	\$ 40,261,958	\$ 48,004,418	\$ 118,805,940
REVENUES			
Taxes	\$ 323,879,353	\$ 66,347,230	\$ 88,159,856
Licenses and Permits	14,747,404	0	0
Intergovernmental	2,985,627	642,253	0
Revenues from Utilities	174,743,000	21,691,275	0
Charges for Services	25,288,051	36,401,793	0
Fines & Forfeits	11,919,302	601,000	0
Miscellaneous	11,308,245	3,937,907	4,727,406
Grants	0	0	0
<i>Subtotal Revenues</i>	<i>\$ 564,870,982</i>	<i>\$ 129,621,458</i>	<i>\$ 92,887,262</i>
<i>Transfers from other funds</i>	<i>\$ 19,451,200</i>	<i>\$ 75,053,041</i>	<i>\$ 40,800,531</i>
TOTAL REVENUES	\$ 584,322,182	\$ 204,674,499	\$ 133,687,793
TOTAL AVAILABLE FUNDS	\$ 624,584,140	\$ 252,678,917	\$ 252,493,733
APPROPRIATIONS			
General Government	\$ 46,566,128	\$ 4,395,709	\$ 0
Public Safety	370,221,972	39,303,762	0
Streets and Infrastructure	15,993,613	41,837,144	0
Health Services	16,383,681	1,835,476	0
Environmental	0	0	0
Human Development	16,425,399	0	0
Culture and Recreation	62,098,017	12,133,427	0
Convention and Tourism	365,372	48,140,045	0
Economic Development	5,720,201	1,874,836	0
Aviation	0	0	0
Debt Service	0	0	145,106,441
<i>Subtotal Appropriations</i>	<i>\$ 533,774,383</i>	<i>\$ 149,520,399</i>	<i>\$ 145,106,441</i>
<i>Transfers to other funds</i>	<i>\$ 67,612,306</i>	<i>\$ 63,716,056</i>	<i>\$ 7,000,000</i>
TOTAL APPROPRIATIONS	\$ 601,386,689	\$ 213,236,455	\$ 152,106,441
GROSS ENDING FUND BALANCE	\$ 23,197,451	\$ 39,442,462	\$ 100,387,292

**ADOPTED ANNUAL BUDGET FY 2002-2003
COMBINED BUDGET SUMMARY OF ALL FUND TYPES**

PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES	CATEGORICAL GRANTS	TOTAL ALL FUNDS FY 2002-2003	
ENTERPRISE	TRUST AND AGENCY			
\$ 27,398,110	\$ 7,187,092	\$ 0	\$ 241,657,518	BEGINNING BALANCE
				REVENUES
\$ 0	\$ 0	\$ 0	\$ 478,386,439	Taxes
0	0	0	14,747,404	Licenses and Permits
35,000	207,320	0	3,870,200	Intergovernmental
0	0	0	196,434,275	Revenues from Utilities
110,638,482	0	0	172,328,326	Charges for Services
8,000	0	0	12,528,302	Fines & Forfeits
920,754	687,105	0	21,581,417	Miscellaneous
0	0	163,747,051	163,747,051	Grants
\$ 111,602,236	\$ 894,425	\$ 163,747,051	\$ 1,063,623,414	Subtotal Revenues
\$ 6,925,035	\$ 0	\$ 0	\$ 142,229,807	Transfers from other funds
\$ 118,527,271	\$ 894,425	\$ 163,747,051	\$ 1,205,853,221	TOTAL REVENUES
\$ 145,925,381	\$ 8,081,517	\$ 163,747,051	\$ 1,447,510,739	TOTAL AVAILABLE FUNDS
				APPROPRIATIONS
\$ 0	\$ 0	\$ 0	\$ 50,961,837	General Government
0	0	8,923,781	418,449,515	Public Safety
0	0	60,000	57,890,757	Streets and Infrastructure
0	207,320	25,050,832	43,477,309	Health Services
44,435,082	0	3,242,553	47,677,635	Environmental
0	0	122,569,473	138,994,872	Human Development
0	403,020	3,593,807	78,228,271	Culture and Recreation
0	0	0	48,505,417	Convention and Tourism
4,939,688	478,536	306,605	13,319,866	Economic Development
35,261,634	0	0	35,261,634	Aviation
0	0	0	145,106,441	Debt Service
\$ 84,636,404	\$ 1,088,876	\$ 163,747,051	\$ 1,077,873,554	Subtotal Appropriations
\$ 28,820,818	\$ 542,344	\$ 0	\$ 167,691,524	Transfers to other funds
\$ 113,457,222	\$ 1,631,220	\$ 163,747,051	\$ 1,245,565,078	TOTAL APPROPRIATIONS
\$ 32,468,159	\$ 6,450,297	\$ 0	\$ 201,945,661	GROSS ENDING FUND BALANCE

**PERSONNEL SCHEDULE BY FUND AND DEPARTMENT
FY 2002-2003 ADOPTED**

GENERAL FUND	FY 2000-2001 AUTHORIZED	FY 2001-2002 AUTHORIZED	FY 2002-2003 ADOPTED	NET CHANGE IN POSITIONS
Asset Management	15	20	20	0
City Attorney	65	75	72	(3)
City Auditor	21	21	27	6
City Clerk	20	19	19	0
City Manager	14	16	15	(1)
Code Compliance	93	106	105	(1)
Community Initiatives	213	209	200	(9)
Customer Service & 311 System	36	39	46	7
Development Services	164	179	183	4
Economic Development	28	27	24	(3)
Emergency Medical Services	341	353	339	(14)
External Relations	11	12	12	0
Finance	95	92	91	(1)
Fire	1,177	1,203	1,202	(1)
Health	341	342	331	(11)
Human Resources	36	35	33	(2)
International Affairs	6	6	5	(1)
Library	502	509	506	(3)
Management & Budget	17	17	17	0
Mayor & Council	16	17	17	0
Municipal Courts	212	222	210	(12)
Neighborhood Action	16	17	16	(1)
Non-Departmental/Non-Operating	29	33	29	(4)
Parks & Recreation	1,255	1,223	1,086	(137)
Planning	40	44	45	1
Police	2,802	2,852	2,839	(13)
Public Works	256	258	245	(13)
Streets Maint. & Improvement	324	316	339	23
TOTAL GENERAL FUND	8,148	8,262	8,073	(189)
OTHER FUNDS				
Alamodome Fund	55	53	71	18
Aviation Fund	407	405	407	2
Brooks City-Base Office Fund	0	3	5	2
Building Maintenance Fund	125	126	144	18
Detention Pond-Stormwater Fund	2	10	10	0
Enterprise Resource Management Fund	0	39	38	(1)
Environmental Services Fund	609	604	603	(1)
Fiduciary/Expendable Trust Fund	26	20	20	0
Golf Revenue Fund	153	153	148	(5)
Hotel/Motel Fund	568	670	670	0
Information Technology Services Fund	170	183	193	10
Internal Services/Alternate Svc. Employee Fund	170	1,946	1,946	0
International Center Fund	9	9	9	0
Official City Store Fund	1	1	4	3
Parking Facilities Fund	146	145	123	(22)
Project Management Office Fund	0	0	8	8
Public Health Support Fund	57	52	48	(4)
Purchasing and General Services Fund	230	229	220	(9)
Self Insurance Fund	69	67	67	0
Stormwater Operations Fund	280	285	312	27
Streets Right of Way Management Fund	18	18	20	2
Wolff Fund	8	8	8	0
TOTAL OTHER FUNDS	3,112	5,033	5,074	41
TOTAL ALL FUNDS	11,260	13,295	13,147	(148)

**PERSONNEL SCHEDULE
REGULAR AND UNIFORMED EMPLOYEES**

**SUMMARY OF ADOPTED 2002-2003 POSITIONS BY TYPE
ALL FUNDS**

	All Funds - Less Grants Authorization	Grants Authorization	Total Authorization
Civilian Employee	9,680	1,209	10,889
Uniform Employee			
Police ¹	2,025	41	2,066
Fire	1,442	0	1,442
Sub-total	3,467	41	3,508
TOTAL²	13,147	1,250	14,397

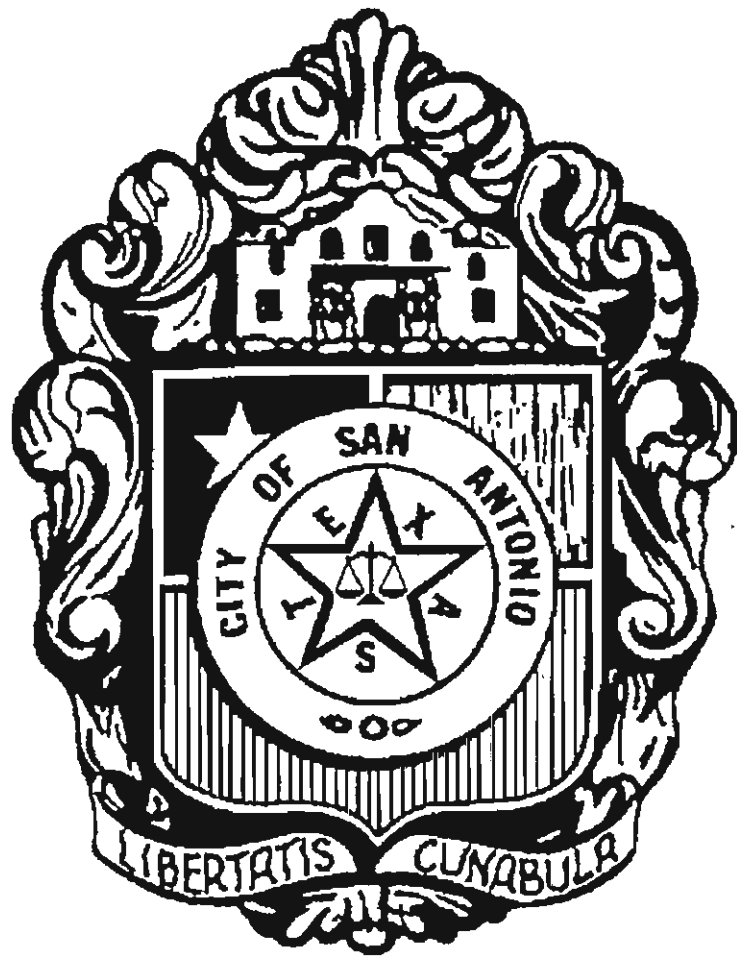
Explanatory Information

¹ The All Funds - Less Grants amount of 2,025 includes 10 Police Officer positions to support 10 positions moving over from the 2000 Universal Hiring Program grant that expires in March, 2003. The Grant Authorized number of 41 includes 10 Police Officer positions for the 2000 Universal Hiring Program grant that expires in March, 2003.

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

**GRANT FUNDED EMPLOYEES
SUMMARY OF ADOPTED 2002-2003 POSITIONS**

	Categorical Grants	CDBG/HOME Grants	TOTAL GRANTS
Aviation	3	0	3
City Attorney	4	5	9
Code Compliance	0	5	5
Community Initiatives	693	6	699
Cultural Affairs	1	0	1
Development Services	0	2	2
Economic Development	3	0	3
Finance	0	1	1
Fire	0	0	0
Health	359	0	359
Housing & Community Development	0	31	31
Internal Review	0	3	3
Library	13	0	13
Neighborhood Action	4	28	32
Parks & Recreation	16	7	23
Planning	1	3	4
Police	62	0	62
TOTAL	1,159	91	1,250



Tax Supported Funds

GENERAL FUND
SUMMARY OF ADOPTED BUDGET
AVAILABLE FUNDS

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 71,274,648	\$ 53,530,871	\$ 72,605,240	\$ 38,458,551
Sales Tax Adjustment	12,557,320	0	0	0
Accounting Adjustment	(1,722,196)	597,026	716,261	1,803,407
<i>Net Balance</i>	<i>\$ 82,109,772</i>	<i>\$ 54,127,897</i>	<i>\$ 73,321,501</i>	<i>\$ 40,261,958</i>
REVENUES				
City Sales Tax	\$ 136,810,787	\$ 143,937,834	\$ 142,000,000	\$ 148,063,400
Liquor by the Drink Tax	3,426,706	3,484,855	3,484,855	3,643,397
Current Property Tax	123,769,979	137,055,558	136,920,191	143,795,023
Delinquent Property Tax	1,763,539	1,942,130	1,950,000	1,979,260
Penalty and Interest on Delinquent Taxes	1,410,133	1,262,300	1,300,000	1,319,500
Business and Franchise Tax	24,197,809	24,673,521	25,107,108	25,078,773
Licenses and Permits	12,683,156	13,288,960	13,646,488	14,747,404
City Public Service Board	171,588,437	165,756,000	163,256,000	168,978,000
CPS Payment for High Natural Gas Prices	10,822,575	0	0	0
San Antonio Water System	5,528,890	5,640,335	5,650,000	5,765,000
Other Agencies	2,865,885	2,517,179	2,808,892	2,985,627
Charges for Current Services				
General Government	6,494,367	6,531,988	6,688,116	7,105,587
Planning	1,672,119	2,046,566	1,896,916	1,943,258
Public Safety	5,077,087	4,824,436	4,839,656	5,166,374
Highways/Streets/Sanitation	167,910	347,733	369,718	385,516
Health	2,105,265	1,851,460	1,909,173	2,007,266
Recreation and Culture	7,694,828	8,744,561	8,329,472	8,680,050
Fines	11,116,047	13,121,897	11,010,300	11,919,302
Miscellaneous Revenue				
Sale of Property	1,473,646	1,430,347	1,454,100	1,470,210
Use of Money and Property	7,018,226	6,055,971	3,811,789	3,634,284
Recovery of Expenditures	2,197,607	1,865,475	1,943,519	1,899,902
Miscellaneous	173,473	58,470	693,990	173,859
Interfund Charges	3,386,410	4,484,699	4,186,987	4,129,990
TOTAL REVENUE	\$ 543,444,881	\$ 550,922,275	\$ 543,257,270	\$ 564,870,982
TRANSFERS FROM OTHER FUNDS	\$ 19,042,598	\$ 18,663,019	\$ 18,049,425	\$ 19,451,200
TOTAL REVENUE AND TRANSFERS	\$ 562,487,479	\$ 569,585,294	\$ 561,306,695	\$ 584,322,182
TOTAL AVAILABLE FUNDS	\$ 644,597,251	\$ 623,713,191	\$ 634,628,196	\$ 624,584,140

**GENERAL FUND
SUMMARY OF ADOPTED BUDGET
APPROPRIATIONS**

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
APPROPRIATIONS				
Departmental Appropriations:				
Asset Management	\$ 836,541	\$ 1,463,569	\$ 1,434,766	\$ 1,458,379
Brooks City-Base	104,835	0	0	0
City Attorney	3,985,309	4,681,870	4,656,920	5,187,747
City Auditor	1,026,219	1,282,696	1,269,936	1,840,801
City Clerk	1,214,275	1,229,206	1,256,875	1,252,546
City Manager	1,625,571	1,808,773	1,801,544	1,814,368
Code Compliance	5,174,979	6,293,781	6,154,463	6,076,088
Community Initiatives	11,034,254	11,004,799	10,780,389	10,559,300
Customer Service & 311 System	2,283,877	2,360,637	2,357,656	2,402,003
Development Services	9,632,269	9,625,429	9,514,686	10,361,499
Economic Development	1,942,081	1,950,787	1,922,981	1,635,572
External Relations	1,087,774	1,186,520	1,170,483	1,219,112
Finance	6,874,380	7,695,977	7,681,940	7,924,917
Fire	97,953,936	102,772,199	103,514,691	107,714,091
Health	16,348,893	16,483,282	16,273,947	16,198,492
Human Resources	2,324,739	2,313,791	2,310,707	2,245,440
International Affairs	389,540	447,203	439,587	365,372
Library	17,705,094	18,584,214	18,453,704	18,935,431
Management & Budget	1,141,063	1,141,472	1,130,614	1,086,885
Mayor and Council	2,971,015	3,381,451	3,300,717	2,398,097
Municipal Court	10,358,698	10,951,252	10,789,430	10,688,228
Municipal Elections	841,611	728,000	700,443	651,100
Neighborhood Action	1,187,573	1,625,390	1,471,835	1,443,475
Parks and Recreation	46,513,479	50,228,423	49,870,175	48,953,044
Planning	2,503,254	2,704,878	2,690,352	2,926,790
Police	201,968,713	217,517,095	217,829,060	218,630,821
Public Works	13,363,683	14,967,278	14,913,803	15,024,438
Agencies	6,684,228	6,709,765	6,659,765	4,888,914
Non-Departmental/Non-Operating	19,217,092	25,780,731	22,287,033	28,191,433
Non-Depart-CPS Rebate/Project WARM	10,822,575	0	0	0
One-Time Projects	2,430,630	2,478,791	2,278,791	1,700,000
Transfers				
Emergency Medical Services	27,018,447	28,280,922	28,652,197	27,298,427
Street Maintenance	30,544,261	31,054,297	31,138,316	29,203,200
Other Transfers	12,881,123	11,485,070	11,461,839	11,110,679
Total Appropriations	\$ 571,992,011	\$ 600,219,548	\$ 596,169,645	\$ 601,386,689
TOTAL AVAILABLE FUNDS	\$ 644,597,251	\$ 623,713,191	\$ 634,628,196	\$ 624,584,140
GROSS ENDING BALANCE	\$ 72,605,240	\$ 23,493,643	\$ 38,458,551	\$ 23,197,451
RESERVE FOR REVENUE LOSS	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000	\$ 23,168,000
ENDING BALANCE	\$ 49,437,240	\$ 325,643	\$ 15,290,551	\$ 29,451

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
ASSESSED VALUATION				
Real Property	\$ 34,037,717,333	\$ 37,633,186,638	\$ 37,435,889,108	\$ 39,063,174,540
Mobile Homes	62,635,280	71,156,490	83,650,640	90,527,960
Personal Property	6,077,997,670	6,123,372,770	6,355,691,240	6,003,999,593
Sub-Total	\$ 40,178,350,283	\$ 43,827,715,898	\$ 43,875,230,988	\$ 45,157,702,093
Less Exemptions				
Over 65	\$ 2,986,283,978	\$ 3,130,617,156	\$ 3,127,394,145	\$ 3,288,987,121
Over 65 Pro-rated	75,138,795	13,743,089	79,651,840	12,762,841
Disabled Veterans	91,466,773	101,958,723	105,397,347	111,538,740
Historic Property	23,764,701	25,392,749	25,081,549	26,303,641
Historic Preservation Area Exemptions	0	0	0	1,055,757
Freeport Exemption	292,442,670	318,738,740	318,663,870	265,292,720
Tax Abatement/Phase-In	430,648,671	334,107,020	368,613,029	399,264,103
Appraised Valuation Limitations	207,496,828	238,952,225	204,228,420	234,795,126
Absolute Pro-rated	37,786,538	26,691,762	40,753,170	12,066,956
TOTAL TAXABLE VALUE	\$ 36,033,321,329	\$ 39,637,514,434	\$ 39,605,447,618	\$ 40,805,635,088
TAX RATE/\$100 VALUATION				
General Fund	0.35079	0.35454	0.35454	0.36204
G.O. Debt Service Fund	0.22900	0.22400	0.22400	0.21650
TOTAL TAX RATE	0.57979	0.57854	0.57854	0.57854
CURRENT PROPERTY TAX REVENUE				
Current Levy (Gross)	\$ 208,917,594	\$ 229,318,876	\$ 229,133,357	\$ 236,076,921
Less Delinquencies	4,415,291	5,732,972	5,728,334	5,901,923
Less TIRZ Projected Tax Increment	0	0	352,998	390,519
CURRENT LEVY (NET)	\$ 204,502,303	\$ 223,585,904	\$ 223,052,025	\$ 229,784,479
PERCENT OF LEVY COLLECTED				
	97.89%	97.50%	97.50%	97.50%
DISTRIBUTION BY FUND				
General Fund	\$ 123,729,907	\$ 137,017,573	\$ 136,690,401	\$ 143,795,023
G.O. Debt Service Fund	80,772,396	86,568,332	86,361,623	85,989,456
CURRENT COLLECTIONS	\$ 204,502,303	\$ 223,585,904	\$ 223,052,025	\$ 229,784,479

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
DELINQUENT TAXES RECEIVABLE				
Real Property	\$ 8,596,800	\$ 10,803,500	\$ 9,286,780	\$ 10,198,350
Mobile Homes	539,550	492,900	582,860	640,060
Personal Property	9,033,090	7,686,600	9,758,090	10,715,920
TOTAL DELINQUENT TAXES RECEIVABLE	\$ 18,169,440	\$ 18,983,000	\$ 19,627,730	\$ 21,554,330
TAX RATE FOR DISTRIBUTION				
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	\$ 0.57979	\$ 0.57979	\$ 0.57979	\$ 0.57854
COLLECTIONS				
Real Property	\$ 2,691,157	\$ 2,769,610	\$ 2,938,610	\$ 3,089,590
Mobile Homes	19,348	27,300	21,130	22,210
Personal Property	246,499	240,370	269,160	283,000
TOTAL COLLECTIONS	\$ 2,957,004	\$ 3,037,280	\$ 3,228,900	\$ 3,394,800
PERCENT OF DELINQUENT TAXES COLLECTED	16.27%	16.00%	16.45%	15.75%
DISTRIBUTION BY FUND				
General Fund	\$ 1,763,574	\$ 1,837,640	\$ 1,953,580	\$ 2,080,400
G.O. Debt Service Fund	1,193,430	1,199,640	1,275,320	1,314,400
TOTAL DISTRIBUTION BY FUND	\$ 2,957,004	\$ 3,037,280	\$ 3,228,900	\$ 3,394,800

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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 1,445,878	\$ 1,468,625	\$ 1,834,554	\$ 969,779
Accounting Adjustment	(230,461)	0	0	0
Net Balance	\$ 1,215,417	\$ 1,468,625	\$ 1,834,554	\$ 969,779
REVENUES				
Facility Rental	\$ 1,832,183	\$ 1,700,002	\$ 1,630,168	\$ 1,350,629
Office & Club Rental	295,505	304,371	304,371	0
Club Level Revenue	282,912	403,714	416,982	136,925
Concessions Revenue	3,770,849	2,913,633	3,250,601	1,178,014
Advertising	300,978	310,007	310,007	100,000
Parking	529,971	548,438	586,661	597,501
Tours	5,643	1,716	3,305	0
Box Office	125,808	97,846	44,269	78,180
Facility Fee	360,353	312,352	304,241	128,262
Utilities	203,899	208,350	124,182	200,948
Supplemental Rental	250,000	250,000	250,000	250,000
Reimbursable Expenses	1,429,442	1,288,351	1,299,456	771,366
Interest on Time Deposits	146,538	70,260	15,120	17,210
Other Reimbursable Expenses	254,480	200,000	241,524	200,000
Contribution from Hotel/Motel	126,210	107,273	107,273	334,000
Contribution from R & I	0	0	0	1,566,515
Contribution from I & C	0	0	0	272,287
Miscellaneous	51,482	46,612	47,094	35,214
Total Revenues & Transfers	\$ 9,966,253	\$ 8,762,925	\$ 8,935,254	\$ 7,217,051
TOTAL AVAILABLE FUNDS	\$ 11,181,670	\$ 10,231,550	\$ 10,769,808	\$ 8,186,830
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,050,937	\$ 2,464,353	\$ 3,671,242	\$ 2,562,139
Contractual Services	4,879,376	5,621,063	4,812,136	4,427,097
Commodities	230,159	427,839	346,296	263,161
Other Expenditures	315,108	427,612	179,328	482,409
Capital Outlay	176,592	236,531	241,937	147,522
Subtotal Operating	\$ 8,652,172	\$ 9,177,398	\$ 9,250,939	\$ 7,882,328
Transfers To				
General Fund-Other	\$ 7,393	\$ 6,941	\$ 6,941	\$ 6,941
Hotel/Motel Tax Fund	25,474	34,652	34,652	35,476
C.O. Debt Service	484,269	402,858	409,876	0
Wolff Stadium	177,808	176,456	81,160	87,550
Information Technology Services - ERM	0	0	0	6,369
Retired Employees Health Insurance	0	16,461	16,461	16,461
Renewal & Improvement Fund	0	0	0	0
Improvement & Contingency Fund	0	0	0	0
Subtotal Transfers	\$ 694,944	\$ 637,368	\$ 549,090	\$ 152,797
TOTAL APPROPRIATIONS	\$ 9,347,116	\$ 9,814,766	\$ 9,800,029	\$ 8,035,125
GROSS ENDING BALANCE	\$ 1,834,554	\$ 416,784	\$ 969,779	\$ 151,705

**SPECIAL REVENUE FUND
BROOKS CITY-BASE FUND
SUMMARY OF ADOPTED BUDGET**

Description:

The Brooks City-Base Office was established in FY 2000-2001 in the General Fund to oversee the implementation and coordination of the Brooks City-Base project. In FY 2001-2002, the Brooks City-Base Fund was created to consolidate and account for all expenditures related to the project.

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 0
Accounting Adjustment	N/A	0	0	0
<i>Net Balance</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
REVENUES				
Transfer from General Fund	\$ N/A	\$ 653,387	\$ 649,847	\$ 1,054,359
<i>Total Revenues & Transfers</i>	<i>\$ N/A</i>	<i>\$ 653,387</i>	<i>\$ 649,847</i>	<i>\$ 1,054,359</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 653,387	\$ 649,847	\$ 1,054,359
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ N/A	\$ 236,348	\$ 234,027	\$ 390,773
Contractual Services	N/A	396,268	395,389	647,258
Commodities	N/A	20,771	20,431	14,871
Other Expenditures	N/A	0	0	1,457
Capital Outlay	N/A	0	0	0
<i>Subtotal Operating</i>	<i>\$ N/A</i>	<i>\$ 653,387</i>	<i>\$ 649,847</i>	<i>\$ 1,054,359</i>
TOTAL APPROPRIATIONS	\$ N/A	\$ 653,387	\$ 649,847	\$ 1,054,359
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 0	\$ 0

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 4,555,501	\$ 4,381,511	\$ 4,346,031	\$ 1,855,276
Accounting Adjustment	(685,552)	0	0	0
<i>Net Balance</i>	<i>\$ 3,869,949</i>	<i>\$ 4,381,511</i>	<i>\$ 4,346,031</i>	<i>\$ 1,855,276</i>
REVENUES				
Sale of Surplus Land	\$ 678,210	\$ 200,000	\$ 200,000	\$ 200,000
Sale of Fixed Assets	14,055	0	0	0
Interest on Time Deposits	333,630	271,060	120,070	128,740
Developer Street Lights	508,297	680,000	725,000	725,000
Transfer from General Fund	559,012	0	0	0
Transfer from Parking Revenue Fund	100,000	100,000	100,000	100,000
Net Transfer from Closed Capital Projects	14,404	0	0	331,044
Other Revenues	25,000	25,000	25,000	25,000
<i>Total Revenues & Transfers</i>	<i>\$ 2,232,608</i>	<i>\$ 1,276,060</i>	<i>\$ 1,170,070</i>	<i>\$ 1,509,784</i>
TOTAL AVAILABLE FUNDS	\$ 6,102,557	\$ 5,657,571	\$ 5,516,101	\$ 3,365,060
APPROPRIATIONS				
Operating Expenses				
Appraisal Services	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000
Other Land Sale Expenses	0	0	0	0
Survey on Land Sales	0	2,000	2,000	2,000
Furniture & Fixtures	6,920	0	0	0
<i>Subtotal Operating</i>	<i>\$ 6,920</i>	<i>\$ 7,000</i>	<i>\$ 7,000</i>	<i>\$ 7,000</i>
Transfers To				
FIMP	\$ 641,178	\$ 1,659,851	\$ 948,001	\$ 724,850
Critical Facilities	0	1,266,000	0	1,266,000
Market Square Parking Improvements	0	100,000	100,000	100,000
Traffic Signal Installation	360,828	510,000	510,000	510,000
Traffic Signal Maintenance	295,896	250,000	250,000	250,000
Environmental Contingency	2,260	100,000	100,000	100,000
Building Maintenance & Repair Fund	449,445	525,425	525,425	0
General Fund	0	1,220,399	1,220,399	331,044
<i>Subtotal Transfers</i>	<i>\$ 1,749,606</i>	<i>\$ 5,631,675</i>	<i>\$ 3,653,825</i>	<i>\$ 3,281,894</i>
TOTAL APPROPRIATIONS	\$ 1,756,527	\$ 5,638,675	\$ 3,660,825	\$ 3,288,894
GROSS ENDING BALANCE	\$ 4,346,031	\$ 18,896	\$ 1,855,276	\$ 76,166

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 2,360,198	\$ 1,618,070	\$ 2,022,831	\$ 1,848,316
Accounting Adjustment	33,285	0	0	0
<i>Net Balance</i>	<u>\$ 2,393,483</u>	<u>\$ 1,618,070</u>	<u>\$ 2,022,831</u>	<u>\$ 1,848,316</u>
REVENUES				
Car Sales	\$ 102,451	\$ 95,000	\$ 104,663	\$ 85,000
Other Sales	172,979	156,000	115,743	115,000
Confiscated Property	1,006,972	687,350	451,408	601,000
Interest on Time Deposits	126,666	62,840	18,760	19,540
<i>Total Revenues & Transfers</i>	<u>\$ 1,409,068</u>	<u>\$ 1,001,190</u>	<u>\$ 690,574</u>	<u>\$ 820,540</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,802,551</u>	<u>\$ 2,619,260</u>	<u>\$ 2,713,405</u>	<u>\$ 2,668,856</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 128,084	\$ 180,938	\$ 95,307	\$ 133,950
Contractual Services	504,215	1,478,569	382,921	1,239,542
Commodities	247,117	139,968	88,518	98,093
Other Expenditures	4,712	15,147	15,147	11,686
Capital Outlay	825,558	397,500	206,781	514,899
<i>Subtotal Operating</i>	<u>\$ 1,709,686</u>	<u>\$ 2,212,122</u>	<u>\$ 788,674</u>	<u>\$ 1,998,170</u>
Transfers To				
General Fund	\$ 0	\$ 0	\$ 0	\$ 0
Local Law Enforcement Bk Gmt Match	70,034	76,415	76,415	72,706
<i>Subtotal Transfers</i>	<u>\$ 70,034</u>	<u>\$ 76,415</u>	<u>\$ 76,415</u>	<u>\$ 72,706</u>
TOTAL APPROPRIATIONS	<u>\$ 1,779,720</u>	<u>\$ 2,288,537</u>	<u>\$ 865,089</u>	<u>\$ 2,070,876</u>
GROSS ENDING BALANCE	<u>\$ 2,022,831</u>	<u>\$ 330,723</u>	<u>\$ 1,848,316</u>	<u>\$ 597,980</u>

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (188,562)	\$ 30,000	\$ (191,288)	\$ 30,000
Accounting Adjustment	223,146	0	0	0
<i>Net Balance</i>	<i>\$ 34,584</i>	<i>\$ 30,000</i>	<i>\$ (191,288)</i>	<i>\$ 30,000</i>
REVENUES				
Ambulance Service Fee	\$ 7,578,002	\$ 8,685,633	\$ 8,451,086	\$ 9,613,898
Interest on Time Deposits	6,868	0	0	0
Transfer from Other Agencies	367,696	367,696	385,002	385,002
Transfer from General Fund	27,018,447	28,280,922	28,652,197	27,298,427
EMS Records Search Fee	8,146	7,575	7,575	7,650
Other Revenue	7,644	615	16,387	615
<i>Total Revenues & Transfers</i>	<i>\$ 34,986,803</i>	<i>\$ 37,342,441</i>	<i>\$ 37,512,247</i>	<i>\$ 37,305,592</i>
TOTAL AVAILABLE FUNDS	\$ 35,021,387	\$ 37,372,441	\$ 37,320,959	\$ 37,335,592
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 29,253,589	\$ 31,177,274	\$ 31,397,560	\$ 31,890,322
Contractual Services	3,313,824	3,496,134	3,314,558	2,950,271
Collection Expense	872,483	919,443	946,522	1,020,519
Commodities	1,236,177	1,139,746	1,123,383	1,098,497
Other Expenditures	175,301	175,380	74,472	278,047
Capital Outlay	361,301	434,464	434,464	67,936
<i>Subtotal Operating</i>	<i>\$ 35,212,675</i>	<i>\$ 37,342,441</i>	<i>\$ 37,290,959</i>	<i>\$ 37,305,592</i>
TOTAL APPROPRIATIONS	\$ 35,212,675	\$ 37,342,441	\$ 37,290,959	\$ 37,305,592
GROSS ENDING BALANCE	\$ (191,288)	\$ 30,000	\$ 30,000	\$ 30,000

**SPECIAL REVENUE FUND
ENTERPRISE RESOURCE MANAGEMENT FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 0
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
REVENUES				
Transfer In	\$ 409,775	\$ 2,979,259	\$ 1,983,715	\$ 4,882,534
<i>Total Revenues & Transfers</i>	<u>\$ 409,775</u>	<u>\$ 2,979,259</u>	<u>\$ 1,983,715</u>	<u>\$ 4,882,534</u>
TOTAL AVAILABLE FUNDS	<u>\$ 409,775</u>	<u>\$ 2,979,259</u>	<u>\$ 1,983,715</u>	<u>\$ 4,882,534</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 342,326	\$ 1,705,963	\$ 1,232,327	\$ 2,571,754
Contractual Services	21,852	1,024,749	409,438	1,730,071
Commodities	31,826	95,300	81,568	85,422
Other Expenditures	0	7,697	7,697	8,462
Capital Outlay	13,771	145,550	252,685	0
<i>Subtotal Operating</i>	<u>\$ 409,775</u>	<u>\$ 2,979,259</u>	<u>\$ 1,983,715</u>	<u>\$ 4,395,709</u>
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 0	\$ 0	\$ 324,102
General Fund-Other	0	0	0	162,723
<i>Subtotal Transfers</i>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 486,825</u>
TOTAL APPROPRIATIONS	<u>\$ 409,775</u>	<u>\$ 2,979,259</u>	<u>\$ 1,983,715</u>	<u>\$ 4,882,534</u>
GROSS ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (186,408)	\$ (155,380)	\$ (536,194)	\$ (445,794)
Net Balance	\$ (186,408)	\$ (155,380)	\$ (536,194)	\$ (445,794)
REVENUES				
Brackenridge Golf Course	\$ 983,267	\$ 1,007,980	\$ 991,009	\$ 1,074,576
Riverside Golf Course	864,316	972,582	881,329	974,836
Willow Springs Golf Course	930,883	1,026,136	906,249	983,675
Olmos Golf Course	1,101,659	1,259,835	1,142,889	1,273,899
Mission Del Lago Golf Course	727,825	865,757	767,106	841,396
Cedar Creek Golf Course	1,301,469	1,451,742	1,341,456	1,415,764
Polo Field Driving Range	21,549	12,914	13,748	13,748
San Pedro Driving Range/Par 3	347,336	409,750	373,589	403,573
Resident Golf Card	217,050	259,680	224,437	264,437
Interest on Time Deposit	0	0	0	0
Miscellaneous	12,876	28,830	10,280	10,280
Water Surcharge	0	0	0	0
City Concession	172,883	208,500	185,000	185,000
Transfer from Other Funds	0	0	0	0
Total Revenues & Transfers	\$ 6,681,113	\$ 7,503,706	\$ 6,837,092	\$ 7,441,184
TOTAL AVAILABLE FUNDS	\$ 6,494,705	\$ 7,348,326	\$ 6,300,898	\$ 6,995,390
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,873,735	\$ 3,524,829	\$ 3,810,942	\$ 3,590,569
Contractual Services	1,501,290	2,070,778	1,498,177	1,823,875
Commodities	806,285	840,136	809,980	768,661
Other Expenditures	218,919	236,577	245,890	319,301
Capital Outlay	33,128	38,581	23,873	22,707
Subtotal Operating	\$ 6,433,357	\$ 6,710,901	\$ 6,388,862	\$ 6,525,113
Transfers To				
General Fund-Indirect Cost	\$ 320,906	\$ 350,080	\$ 350,060	\$ 350,060
General Fund-Other	6,457	5,660	5,660	6,897
Golf Course Debt Service	268,069	278,616	0	0
Information Technology Services - ERM	0	0	0	4,768
Employee Benefits Insurance Fund	2,110	2,110	2,110	2,110
Subtotal Transfers	\$ 597,542	\$ 636,446	\$ 357,830	\$ 363,835
TOTAL APPROPRIATIONS	\$ 7,030,899	\$ 7,347,347	\$ 6,746,692	\$ 6,888,948
GROSS ENDING BALANCE	\$ (536,194)	\$ 979	\$ (445,794)	\$ 106,442

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 5,530,575	\$ 4,589,526	\$ 7,369,216	\$ 5,161,867
Accounting Adjustment	(566,346)	0	0	0
Net Balance	\$ 4,964,229	\$ 4,589,526	\$ 7,369,216	\$ 5,161,867
REVENUES				
Hotel-Motel Occupancy Tax	\$ 35,828,098	\$ 37,630,000	\$ 35,720,000	\$ 37,210,000
Convention Center Revenue	5,513,455	6,578,047	7,008,020	6,259,407
Municipal Auditorium Revenue	437,950	433,006	458,372	441,968
Miscellaneous Revenue	171,431	72,019	67,700	67,000
Interest on Time Deposits	995,049	830,150	390,430	415,490
Transfer from General Fund	343,989	332,369	332,369	332,369
Transfer from Other Funds	44,851	34,652	34,652	32,680
Transfer from I & C	250,000	0	0	4,887,131
Total Revenues & Transfers	\$ 43,584,823	\$ 45,910,243	\$ 44,011,543	\$ 49,646,045
TOTAL AVAILABLE FUNDS	\$ 48,549,052	\$ 50,499,769	\$ 51,380,759	\$ 54,807,912
APPROPRIATIONS				
Operating Expenses				
CONVENTION & VISITORS BUREAU				
Personal Services	\$ 4,261,443	\$ 4,610,723	\$ 4,609,491	\$ 4,665,797
Contractual Services	9,203,594	11,875,717	11,876,811	11,638,039
Commodities	188,791	154,769	149,423	138,019
Other Expenditures	43,046	44,144	18,170	49,529
Capital Outlay	116,686	78,066	79,149	87,223
Subtotal	\$ 13,813,560	\$ 16,763,419	\$ 16,733,044	\$ 16,578,607
CULTURAL AFFAIRS				
Personal Services	\$ 352,865	\$ 444,804	\$ 429,049	\$ 542,210
Contractual Services	154,261	217,454	281,993	380,249
Commodities	30,732	95,651	18,465	14,705
Other Expenditures	2,689	2,789	1,144	2,438
Capital Outlay	6,275	0	590	4,196
Subtotal	\$ 546,822	\$ 760,698	\$ 731,241	\$ 943,798
CONVENTION FACILITIES				
Personal Services	\$ 6,497,431	\$ 10,600,436	\$ 8,729,523	\$ 10,089,695
Contractual Services	5,149,694	7,089,230	6,484,254	6,582,322
Commodities	482,896	853,635	571,901	792,311
Other Expenditures	676,101	840,157	343,579	676,725
Capital Outlay	369,977	274,907	274,907	192,336
Subtotal	\$ 13,176,099	\$ 19,658,365	\$ 16,404,164	\$ 18,333,389

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
INTERNATIONAL AFFAIRS				
Personal Services	\$ 379,356	\$ 476,298	\$ 477,811	\$ 447,385
Contractual Services	423,311	391,098	383,295	407,083
Commodities	51,406	62,507	65,300	56,058
Other Expenditures	2,512	2,715	1,214	2,728
Capital Outlay	6,929	13,540	13,540	5,557
Subtotal	\$ 863,514	\$ 946,158	\$ 941,160	\$ 918,811
NON-DEPARTMENTAL				
Personal Services	\$ 192,891	\$ 205,907	\$ 169,337	\$ 171,234
Contractual Services	610,422	402,475	401,221	3,132,353
Commodities	1,259	1,000	1,000	1,000
Other Expenditures	378,617	390,339	356,318	331,343
Capital Outlay	5,949	6,060	5,961	4,000
Subtotal	\$ 1,189,138	\$ 1,005,781	\$ 933,837	\$ 3,639,930
CONTRIBUTIONS TO OTHER AGENCIES	\$ 2,580,974	\$ 2,401,193	\$ 2,401,193	\$ 2,401,193
TOTAL OPERATING EXPENSES				
Personal Services	\$ 11,683,987	\$ 16,338,168	\$ 14,415,211	\$ 15,916,321
Contractual Services	15,541,281	19,975,974	19,427,574	22,140,046
Commodities	755,084	1,167,562	806,089	1,002,093
Other Expenditures	3,683,939	3,681,337	3,121,618	3,463,956
Capital Outlay	505,816	372,573	374,147	293,312
Total Operating	\$ 32,170,107	\$ 41,535,614	\$ 38,144,639	\$ 42,815,728
Transfers To				
General Fund-Indirect Cost	\$ 904,883	\$ 1,100,821	\$ 990,849	\$ 1,258,171
General Fund-Other	132,934	133,581	133,581	139,351
Support for History and Preservation	5,376,000	5,644,500	5,358,000	5,581,500
International Center	500,650	557,977	557,977	557,977
C. O. Debt Service	384,865	390,490	390,490	394,615
Improvement & Contingency Fund	268,462	0	0	0
Renewal & Improvement Fund	845,645	0	0	0
Retired Employees Health Insurance	21,050	106,805	106,805	106,805
Contractual Obligations	401,746	393,802	393,802	803,802
Public Improvement District	35,476	35,476	35,476	34,873
Alamodome	126,210	107,273	107,273	334,000
Information Technology Services - ERM	0	0	0	31,804
Other Transfers	11,808	0	0	400,000
Subtotal Transfers	\$ 9,009,729	\$ 8,470,725	\$ 8,074,253	\$ 9,642,898
TOTAL APPROPRIATIONS	\$ 41,179,836	\$ 50,006,339	\$ 46,218,892	\$ 52,458,626
GROSS ENDING BALANCE	\$ 7,369,216	\$ 493,430	\$ 5,161,867	\$ 2,349,286

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 8,846,045	\$ 10,749,164	\$ 11,969,714	\$ 12,215,420
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<u>\$ 8,846,045</u>	<u>\$ 10,749,164</u>	<u>\$ 11,969,714</u>	<u>\$ 12,215,420</u>
REVENUES				
Hotel Motel 2% Tax Collections	\$ 10,235,605	\$ 10,751,429	\$ 10,210,000	\$ 10,630,000
Interest on Time Deposits	493,328	136,846	0	0
Other	9,050	13,044	13,044	12,901
<i>Total Revenues & Transfers</i>	<u>\$ 10,737,983</u>	<u>\$ 10,901,319</u>	<u>\$ 10,223,044</u>	<u>\$ 10,642,901</u>
TOTAL AVAILABLE FUNDS	<u>\$ 19,584,028</u>	<u>\$ 21,650,483</u>	<u>\$ 22,192,758</u>	<u>\$ 22,858,321</u>
APPROPRIATIONS				
Operating Expenses				
Other Expenditures	\$ 95,392	\$ 93,604	\$ 93,604	\$ 92,574
<i>Subtotal Operating</i>	<u>\$ 95,392</u>	<u>\$ 93,604</u>	<u>\$ 93,604</u>	<u>\$ 92,574</u>
Transfers To				
Debt Service	\$ 7,518,922	\$ 9,283,734	\$ 9,883,734	\$ 10,309,844
Parking Fund	0	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 7,518,922</u>	<u>\$ 9,283,734</u>	<u>\$ 9,883,734</u>	<u>\$ 10,309,844</u>
TOTAL APPROPRIATIONS	<u>\$ 7,614,314</u>	<u>\$ 9,377,338</u>	<u>\$ 9,977,338</u>	<u>\$ 10,402,418</u>
GROSS ENDING BALANCE	<u>\$ 11,969,714</u>	<u>\$ 12,273,144</u>	<u>\$ 12,215,420</u>	<u>\$ 12,455,903</u>

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 0
Net Balance	\$ 0	\$ 0	\$ 0	\$ 0
General Fund Transfers				
Grant Matches	\$ 3,040,781	\$ 3,983,995	\$ 3,983,995	\$ 3,983,567
Delegate Agencies	6,684,228	6,709,755	6,709,755	5,171,076
Literacy Center Operations	1,217,538	1,196,380	1,254,170	776,592
After School Challenge Program	3,953,511	4,187,471	4,083,824	4,122,077
S.A. Education Partnership	1,249,074	1,362,091	1,219,860	1,317,746
Total Revenues & Transfers	\$ 16,145,132	\$ 17,439,692	\$ 17,251,604	\$ 15,371,058
CDBG Transfer				
CDBG Public Service Projects	\$ 2,984,191	\$ 3,014,527	\$ 3,014,527	\$ 2,983,368
	\$ 2,984,191	\$ 3,014,527	\$ 3,014,527	\$ 2,983,368
TOTAL AVAILABLE FUNDS	\$ 19,129,323	\$ 20,454,219	\$ 20,266,131	\$ 18,354,426
APPROPRIATIONS				
Transfers to General Fund				
After School Challenge Program	\$ 3,953,511	\$ 4,187,471	\$ 4,083,824	\$ 4,122,077
Community Initiatives - Literacy Ctr. Operatio	1,217,538	1,196,380	1,254,170	776,592
Community Initiatives - S.A. Education Partne	1,249,074	1,362,091	1,219,860	1,317,746
Subtotal	\$ 6,420,123	\$ 6,745,942	\$ 6,557,854	\$ 6,216,415
Delegate Agencies:				
Family Strengthening	\$ 749,440	\$ 915,478	\$ 915,478	\$ 845,261
Youth Development	1,027,808	1,145,773	1,145,773	827,246
Workforce Development	2,832,257	3,161,192	3,161,192	2,401,090
Safety Net Services	395,455	445,010	445,010	455,327
Elderly and Disabled Services	121,163	169,988	169,988	179,838
Other	1,558,105	872,314	872,314	462,314
Subtotal Delegate Agencies	\$ 6,684,228	\$ 6,709,755	\$ 6,709,755	\$ 5,171,076
CDBG Public Service Projects				
Youth	\$ 1,638,228	\$ 1,823,368	\$ 1,823,368	\$ 1,774,368
Child-Care	212,000	212,000	212,000	217,000
Senior Services	205,140	105,000	105,000	75,000
Job/Educational	547,000	497,000	497,000	512,000
Other	381,823	377,159	377,159	405,000
Subtotal CDBG Projects	\$ 2,984,191	\$ 3,014,527	\$ 3,014,527	\$ 2,983,368
Transfers for Grant Matches				
Nutrition Program	\$ 1,887,519	\$ 2,643,008	\$ 2,643,008	\$ 2,642,580
Child Care Support	1,012,275	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	\$ 3,040,761	\$ 3,983,995	\$ 3,983,995	\$ 3,983,567
TOTAL APPROPRIATIONS	\$ 19,129,323	\$ 20,454,219	\$ 20,266,131	\$ 18,354,426
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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 74,091	\$ 68,263	\$ 97,753	\$ 64,487
Accounting Adjustment	(23,530)	0	0	0
<i>Net Balance</i>	<u>\$ 50,561</u>	<u>\$ 68,263</u>	<u>\$ 97,753</u>	<u>\$ 64,487</u>
REVENUES				
Rental of Facility	\$ 750,687	\$ 687,522	\$ 711,320	\$ 732,251
Maintenance of Facility	135,319	202,051	202,051	209,640
Interest on Time Deposits	10,876	0	4,930	5,410
Miscellaneous Revenues	1,318	0	0	0
Contribution from General Fund	34,002	28,835	28,835	0
<i>Total Revenues & Transfers</i>	<u>\$ 932,202</u>	<u>\$ 918,408</u>	<u>\$ 947,136</u>	<u>\$ 947,301</u>
TOTAL AVAILABLE FUNDS	<u>\$ 982,763</u>	<u>\$ 986,671</u>	<u>\$ 1,044,889</u>	<u>\$ 1,011,788</u>
APPROPRIATIONS				
Operating Expenses				
ASSET MANAGEMENT				
Personal Services	\$ 119,847	\$ 101,043	\$ 93,478	\$ 102,978
Contractual Services	53,282	44,064	49,114	52,270
Commodities	528	495	495	495
Other Expenditures	120,000	120,360	120,360	139,700
Capital Outlay	64,780	5,000	5,000	150
<i>Subtotal</i>	<u>\$ 358,437</u>	<u>\$ 270,962</u>	<u>\$ 268,447</u>	<u>\$ 295,593</u>
PUBLIC WORKS				
Personal Services	\$ 212,917	\$ 218,966	\$ 215,899	\$ 222,066
Contractual Services	223,366	264,902	248,146	271,054
Commodities	23,004	27,550	28,548	27,550
Other Expenditures	32,762	41,089	17,811	4,214
Capital Outlay	294	0	0	0
<i>Subtotal</i>	<u>\$ 492,343</u>	<u>\$ 552,507</u>	<u>\$ 510,404</u>	<u>\$ 524,884</u>
TOTAL OPERATING EXPENSES				
Personal Services	\$ 332,764	\$ 320,009	\$ 309,377	\$ 325,044
Contractual Services	276,648	308,966	297,260	323,324
Commodities	23,532	28,045	29,043	28,045
Other Expenditures	152,762	161,449	138,171	143,914
Capital Outlay	65,074	5,000	5,000	150
<i>Total Operating</i>	<u>\$ 850,780</u>	<u>\$ 823,469</u>	<u>\$ 778,851</u>	<u>\$ 820,477</u>
Transfers To				
General Fund-Indirect Cost	\$ 21,999	\$ 26,610	\$ 25,614	\$ 0
Public Improvement District	12,231	12,231	12,231	11,922
Information Technology Services - ERM	0	0	0	3,492
Retired Employees Health Insurance	0	3,445	3,445	3,445
Renewal & Improvement	0	52,710	160,261	104,092
<i>Subtotal Transfers</i>	<u>\$ 34,230</u>	<u>\$ 94,996</u>	<u>\$ 201,551</u>	<u>\$ 122,951</u>
TOTAL APPROPRIATIONS	<u>\$ 885,010</u>	<u>\$ 918,465</u>	<u>\$ 980,402</u>	<u>\$ 943,428</u>
GROSS ENDING BALANCE	<u>\$ 97,753</u>	<u>\$ 68,205</u>	<u>\$ 64,487</u>	<u>\$ 68,360</u>

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 12,069,869	\$ 283,379	\$ 762,442	\$ 862,652
Accounting Adjustment	(4,528,000)	0	0	0
<i>Net Balance</i>	<u>\$ 7,541,869</u>	<u>\$ 283,379</u>	<u>\$ 762,442</u>	<u>\$ 862,652</u>
REVENUES				
CPS Lease-lease back Proceeds	\$ 91,601	\$ 0	\$ 0	\$ 0
Interest on Time Deposits	290,972	14,150	100,210	105,300
<i>Total Revenues & Transfers</i>	<u>\$ 382,573</u>	<u>\$ 14,150</u>	<u>\$ 100,210</u>	<u>\$ 105,300</u>
TOTAL AVAILABLE FUNDS	<u>\$ 7,924,442</u>	<u>\$ 297,529</u>	<u>\$ 862,652</u>	<u>\$ 967,952</u>
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 72,000	\$ 0	\$ 0	\$ 0
<i>Subtotal Operating</i>	<u>\$ 72,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Transfers To				
General Fund	\$ 2,590,000	\$ 0	\$ 0	\$ 0
Better Jobs Fund	4,500,000	0	0	0
Capital Improvement Fund	0	0	0	0
<i>Subtotal Transfers</i>	<u>\$ 7,090,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
TOTAL APPROPRIATIONS	<u>\$ 7,162,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
GROSS ENDING BALANCE	<u>\$ 762,442</u>	<u>\$ 297,529</u>	<u>\$ 862,652</u>	<u>\$ 967,952</u>

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (15,742)	\$ 0	\$ 22,962	\$ 16,607
Accounting Adjustment	(98,558)	0	0	0
<i>Net Balance</i>	<i>\$ (114,300)</i>	<i>\$ 0</i>	<i>\$ 22,962</i>	<i>\$ 16,607</i>
REVENUES				
Facility Rental	\$ 148,716	\$ 154,839	\$ 158,968	\$ 152,590
Event Parking	85,774	86,413	91,515	82,021
Skyboxes	21,330	23,232	23,232	23,580
Food & Beverage	228,779	232,796	226,696	222,790
Advertising	36,563	40,905	40,905	41,520
Reimbursable Event Staff Exp.	18,037	54,111	34,330	54,641
Miscellaneous Income	84,721	8,761	6,637	6,473
Contribution from General Fund	0	0	0	0
Contribution from Alamodome	177,808	176,456	81,160	87,550
Contribution from Other Funds	0	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 801,728</i>	<i>\$ 777,513</i>	<i>\$ 663,443</i>	<i>\$ 671,165</i>
TOTAL AVAILABLE FUNDS	\$ 687,428	\$ 777,513	\$ 686,405	\$ 687,772
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 297,264	\$ 316,040	\$ 282,016	\$ 266,315
Contractual Services	281,311	323,994	285,395	318,243
Commodities	48,950	68,007	51,694	51,470
Other Expenditures	25,483	32,418	13,627	38,546
Capital Outlay	11,458	35,140	35,152	7,995
<i>Subtotal Operating</i>	<i>\$ 664,466</i>	<i>\$ 775,599</i>	<i>\$ 667,884</i>	<i>\$ 682,569</i>
Transfers To				
Improvement & Contingency Fund	\$ 0	\$ 0	\$ 0	\$ 0
Information Technology Services - ERM	0	0	0	3,289
Retired Employees Health Insurance	0	1,914	1,914	1,914
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 1,914</i>	<i>\$ 1,914</i>	<i>\$ 5,203</i>
TOTAL APPROPRIATIONS	\$ 664,466	\$ 777,513	\$ 669,798	\$ 687,772
GROSS ENDING BALANCE	\$ 22,962	\$ 0	\$ 16,607	\$ 0

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 40,200	\$ 43,062	\$ 31,015
Accounting Adjustment	(31,637)	0	0	0
<i>Net Balance</i>	<i>\$ (31,637)</i>	<i>\$ 40,200</i>	<i>\$ 43,062</i>	<i>\$ 31,015</i>
REVENUES				
City Store Sales	\$ 133,025	\$ 167,383	\$ 153,665	\$ 168,181
Interest on Time Deposits	1	0	810	720
Transfer from Other Funds	40,093	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 173,119</i>	<i>\$ 167,383</i>	<i>\$ 154,475</i>	<i>\$ 168,901</i>
TOTAL AVAILABLE FUNDS	\$ 141,482	\$ 207,583	\$ 197,537	\$ 199,916
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 20,362	\$ 32,202	\$ 33,109	\$ 74,957
Contractual Services	35,034	61,981	52,600	22,261
Commodities	43,024	78,807	76,455	76,356
Other Expenditures	0	0	300	9,743
Capital Outlay	0	0	0	0
<i>Subtotal Operating</i>	<i>\$ 98,420</i>	<i>\$ 172,990</i>	<i>\$ 162,464</i>	<i>\$ 183,317</i>
Transfers To				
City Departments	\$ 0	\$ 9,150	\$ 3,675	\$ 4,043
Information Technology Services - ERM	0	0	0	734
Retired Employees Health Insurance	0	383	383	383
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 9,533</i>	<i>\$ 4,058</i>	<i>\$ 5,160</i>
TOTAL APPROPRIATIONS	\$ 98,420	\$ 182,523	\$ 166,522	\$ 188,477
GROSS ENDING BALANCE	\$ 43,062	\$ 25,060	\$ 31,015	\$ 11,439

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 15,839,110	\$ 15,791,125	\$ 14,523,506
Accounting Adjustment	(159,539)	0	0	0
<i>Net Balance</i>	<i>\$ (159,539)</i>	<i>\$ 15,839,110</i>	<i>\$ 15,791,125</i>	<i>\$ 14,523,506</i>
REVENUES				
Sales Tax Revenue	\$ 17,101,348	\$ 17,992,229	\$ 17,749,334	\$ 18,507,230
Interest on Time Deposits	226,118	378,318	290,220	160,056
<i>Total Revenues & Transfers</i>	<i>\$ 17,327,466</i>	<i>\$ 18,370,547</i>	<i>\$ 18,039,554</i>	<i>\$ 18,667,286</i>
TOTAL AVAILABLE FUNDS	\$ 17,167,927	\$ 34,209,657	\$ 33,830,679	\$ 33,190,792
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 17,982	\$ 0	\$ 0	\$ 0
Contractual Services	461,001	1,103,372	1,015,452	1,025,574
Commodities	505	0	0	0
Other Expenditures	0	0	0	1,348
Capital Outlay	300	0	0	0
<i>Subtotal Operating</i>	<i>\$ 479,788</i>	<i>\$ 1,103,372</i>	<i>\$ 1,015,452</i>	<i>\$ 1,026,922</i>
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 0	\$ 0	\$ 31,090
Debt Service	897,014	13,034,000	13,034,000	13,907,750
Capital Projects	0	5,257,721	5,257,721	0
<i>Subtotal Transfers</i>	<i>\$ 897,014</i>	<i>\$ 18,291,721</i>	<i>\$ 18,291,721</i>	<i>\$ 13,938,840</i>
TOTAL APPROPRIATIONS	\$ 1,376,802	\$ 19,395,093	\$ 19,307,173	\$ 14,965,762
GROSS ENDING BALANCE	\$ 15,791,125	\$ 14,814,564	\$ 14,523,506	\$ 18,225,030

**SPECIAL REVENUE FUND
PROJECT MANAGEMENT OFFICE 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. In FY 2002-2003, this fund was renamed Project Management Office Fund to oversee the activities related to the construction, expansion, and renovation of municipal facilities.

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 4,000	\$ 0	\$ 0
Accounting Adjustment	24,476	0	0	0
<i>Net Balance</i>	<i>\$ 24,476</i>	<i>\$ 4,000</i>	<i>\$ 0</i>	<i>\$ 0</i>
REVENUES				
Transfer from Conv. Ctr. Exp. Cap. Proj.	\$ 779,295	\$ 838,301	\$ 835,079	\$ 600,000
CDBG	0	0	0	75,000
Other Capital Projects	0	0	0	232,006
Miscellaneous Revenue	1,560	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 780,855</i>	<i>\$ 838,301</i>	<i>\$ 835,079</i>	<i>\$ 907,006</i>
TOTAL AVAILABLE FUNDS	\$ 805,331	\$ 842,301	\$ 835,079	\$ 907,006
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 368,034	\$ 380,688	\$ 332,009	\$ 361,331
Contractual Services	118,884	118,813	105,384	121,262
Commodities	15,182	20,604	16,697	17,446
Other Expenditures	1,593	3,380	1,430	8,756
Capital Outlay	2,715	7,617	7,520	2,294
<i>Subtotal Operating</i>	<i>\$ 506,408</i>	<i>\$ 531,102</i>	<i>\$ 463,040</i>	<i>\$ 511,089</i>
Transfers To				
General Fund-Indirect Cost	\$ 21,580	\$ 25,911	\$ 21,524	\$ 31,077
General Fund-Other	222,733	221,287	290,514	304,839
Retired Employees Health Insurance	54,610	60,001	60,001	60,001
<i>Subtotal Transfers</i>	<i>\$ 298,923</i>	<i>\$ 307,199</i>	<i>\$ 372,039</i>	<i>\$ 395,917</i>
TOTAL APPROPRIATIONS	\$ 805,331	\$ 838,301	\$ 835,079	\$ 907,006
GROSS ENDING BALANCE	\$ 0	\$ 4,000	\$ 0	\$ 0

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 855,024	\$ 383,742	\$ 633,924	\$ 319,379
Accounting Adjustment	(149,662)	0	0	0
<i>Net Balance</i>	<i>\$ 705,362</i>	<i>\$ 383,742</i>	<i>\$ 633,924</i>	<i>\$ 319,379</i>
REVENUES				
Medicaid/Medicare	\$ 509,030	\$ 494,000	\$ 669,000	\$ 669,000
Medicaid Administrative Claims	83,501	60,000	84,350	84,350
Patient Co-Pay	353,725	343,475	423,310	439,147
Community First HMO	98,869	91,200	130,000	130,000
HMO Blue	46,843	42,600	70,000	75,000
PCA HMO	17,000	30,650	0	0
Superior	1,846	0	0	0
U.T. Health Science Center	13,273	5,000	7,000	7,000
Foreign Travel Vaccine	412,567	300,000	410,000	410,000
Interest on Time Deposits	45,629	37,400	14,530	15,160
Contributions	149,850	139,457	134,465	136,465
Miscellaneous Revenues	49,483	45,600	57,320	61,640
Recovery of Expenditures	0	0	0	0
Animal Control Fees	156,767	135,300	132,000	133,300
Contribution from General Fund	182,000	182,000	182,000	87,378
<i>Total Revenues & Transfers</i>	<i>\$ 2,120,383</i>	<i>\$ 1,906,682</i>	<i>\$ 2,313,975</i>	<i>\$ 2,248,440</i>
TOTAL AVAILABLE FUNDS	\$ 2,825,745	\$ 2,290,424	\$ 2,947,899	\$ 2,567,819
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 1,436,631	\$ 1,358,773	\$ 1,581,262	\$ 1,309,216
Contractual Services	122,066	140,607	137,430	99,648
Commodities	242,797	216,089	425,000	411,350
Other Expenditures	5,957	10,020	2,037	13,062
Capital Outlay	0	5,600	3,019	2,200
<i>Subtotal Operating</i>	<i>\$ 1,807,451</i>	<i>\$ 1,731,089</i>	<i>\$ 2,148,748</i>	<i>\$ 1,835,476</i>
Transfers To				
Public Health Support Grant	\$ 73,235	\$ 50,000	\$ 128,604	\$ 110,000
General Fund-Other	115,551	118,357	118,400	164,500
General Fund-Indirect Cost	195,584	200,539	232,768	230,208
Information Technology Services - ERM	0	0	0	7,340
<i>Subtotal Transfers</i>	<i>\$ 384,370</i>	<i>\$ 368,896</i>	<i>\$ 479,772</i>	<i>\$ 512,048</i>
TOTAL APPROPRIATIONS	\$ 2,191,821	\$ 2,099,985	\$ 2,628,520	\$ 2,347,524
GROSS ENDING BALANCE	\$ 633,924	\$ 190,439	\$ 319,379	\$ 220,295

**SPECIAL REVENUE FUND
RECREATION ATHLETIC FUND
SUMMARY OF ADOPTED BUDGET**

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 1,069,129	\$ 0	\$ 1,080,728	\$ 983,762
Accounting Adjustment	67,278	0	0	0
<i>Net Balance</i>	<i>\$ 1,136,407</i>	<i>\$ 0</i>	<i>\$ 1,080,728</i>	<i>\$ 983,762</i>
REVENUES				
Entry Fees	\$ 321,644	\$ 0	\$ 364,150	\$ 365,500
Conventions	8,521	0	4,500	4,500
Miscellaneous Revenues	42,970	0	49,046	56,500
Interest on Time Deposits	58,077	0	17,340	15,000
Recovery of Expenditures	20,000	0	10,000	10,000
<i>Total Revenues & Transfers</i>	<i>\$ 451,212</i>	<i>\$ 0</i>	<i>\$ 445,036</i>	<i>\$ 451,500</i>
TOTAL AVAILABLE FUNDS	\$ 1,587,619	\$ 0	\$ 1,525,764	\$ 1,435,262
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 76,282	\$ 0	\$ 103,641	\$ 80,738
Contractual Services	329,136	0	410,236	415,909
Commodities	34,195	0	24,875	57,185
Other Expenditures	0	0	0	0
Capital Outlay	67,278	0	3,250	0
<i>Subtotal Operating</i>	<i>\$ 506,891</i>	<i>\$ 0</i>	<i>\$ 542,002</i>	<i>\$ 553,832</i>
Transfers To				
General Fund-Other	\$ 0	\$ 0	\$ 0	\$ 51,056
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 51,056</i>
TOTAL APPROPRIATIONS	\$ 506,891	\$ 0	\$ 542,002	\$ 604,888
GROSS ENDING BALANCE	\$ 1,080,728	\$ 0	\$ 983,762	\$ 830,374

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 1,470,486	\$ 134,381	\$ 334,557	\$ 93,364
Accounting Adjustment	364,039	0	0	0
<i>Net Balance</i>	<i>\$ 1,834,525</i>	<i>\$ 134,381</i>	<i>\$ 334,557</i>	<i>\$ 93,364</i>
REVENUES				
Stormwater Revenues	\$ 16,796,534	\$ 16,393,212	\$ 16,542,198	\$ 21,670,280
Tunnel Tour Fee	0	0	0	1,050
Annexation Revenue	0	0	0	20,995
Building Maintenance Fund Rebate	45,780	0	0	0
Interest on Time Deposits	45,717	36,730	2,380	2,410
Transfer from Regional Facilities	0	113,807	0	0
Reimbursement from SAWS	0	0	563,275	0
Miscellaneous Revenues	18,496	0	232,079	0
<i>Total Revenues & Transfers</i>	<i>\$ 16,906,527</i>	<i>\$ 16,543,749</i>	<i>\$ 17,339,932</i>	<i>\$ 21,694,735</i>
TOTAL AVAILABLE FUNDS	\$ 18,741,052	\$ 16,678,130	\$ 17,674,489	\$ 21,788,099
APPROPRIATIONS				
Operating Expenses				
DEVELOPMENT SERVICES				
Personal Services	\$ 151,207	\$ 137,751	\$ 137,751	\$ 136,175
Contractual Services	0	2,605	2,605	1,525
Commodities	0	0	0	0
Other Expenditures	0	0	0	0
Capital Outlay	0	0	0	0
<i>Subtotal</i>	<i>\$ 151,207</i>	<i>\$ 140,356</i>	<i>\$ 140,356</i>	<i>\$ 137,700</i>
PUBLIC WORKS				
Personal Services	\$ 7,494,428	\$ 8,188,440	\$ 7,917,238	\$ 8,751,087
Contractual Services	3,321,910	3,293,896	3,680,761	3,838,186
SAWS - Reimbursement	3,090,461	2,368,933	3,276,282	2,468,933
Commodities	1,191,237	1,192,846	1,203,556	1,316,188
Other Expenditures	98,417	128,723	54,564	115,887
Capital Outlay	336,614	144,418	144,418	594,560
<i>Subtotal</i>	<i>\$ 15,533,067</i>	<i>\$ 15,317,256</i>	<i>\$ 16,276,819</i>	<i>\$ 17,084,841</i>
TOTAL OPERATING EXPENSES				
Personal Services	\$ 7,645,635	\$ 8,326,191	\$ 8,054,989	\$ 8,887,262
Contractual Services	3,321,910	3,296,501	3,683,366	3,839,711
SAWS - Reimbursement	3,090,461	2,368,933	3,276,282	2,468,933
Commodities	1,191,237	1,192,846	1,203,556	1,316,188
Other Expenditures	98,417	128,723	54,564	115,887
Capital Outlay	336,614	144,418	144,418	594,560
<i>Total Operating</i>	<i>\$ 15,684,274</i>	<i>\$ 15,457,612</i>	<i>\$ 16,417,175</i>	<i>\$ 17,222,541</i>
Transfers To				
General Fund-Indirect Cost	\$ 651,587	\$ 719,277	\$ 686,557	\$ 715,020
General Fund-Other	419,984	394,322	394,322	473,359
Capital Projects-Other	1,184,403	0	0	0
Environmental Services	453,962	0	0	0
Streets Improvement	0	0	0	0
Grants	12,285	0	0	0
Retired Employees Health Insurance	0	83,071	83,071	83,071
Information Technology Services - ERM	0	0	0	10,808
<i>Subtotal Transfers</i>	<i>\$ 2,722,221</i>	<i>\$ 1,196,670</i>	<i>\$ 1,163,950</i>	<i>\$ 1,282,258</i>
TOTAL APPROPRIATIONS	\$ 18,406,495	\$ 16,654,282	\$ 17,581,125	\$ 18,504,799
GROSS ENDING BALANCE	\$ 334,557	\$ 23,848	\$ 93,364	\$ 3,283,300

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 6,504,888	\$ 10,413,464	\$ 8,600,227	\$ 9,228,570
Accounting Adjustment	(1,000,000)	0	0	0
<i>Net Balance</i>	<u>\$ 5,504,888</u>	<u>\$ 10,413,464</u>	<u>\$ 8,600,227</u>	<u>\$ 9,228,570</u>
REVENUES				
Detention Pond Revenues	\$ 3,838,921	\$ 3,736,331	\$ 3,578,607	\$ 3,455,887
Floodplain Verification Fee	0	0	0	1,800
Interest on Time Deposits	409,552	345,310	188,310	198,380
Transfer from Other Funds	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 4,248,473</u>	<u>\$ 4,081,641</u>	<u>\$ 3,766,917</u>	<u>\$ 3,656,067</u>
TOTAL AVAILABLE FUNDS	<u>\$ 9,753,361</u>	<u>\$ 14,495,105</u>	<u>\$ 12,367,144</u>	<u>\$ 12,884,637</u>
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 133,484	\$ 256,562	\$ 407,618	\$ 526,428
Contractual Services	35,270	39,846	30,991	18,644
Commodities	2,109	17,399	14,450	17,399
Other Expenditures	5,832	7,371	3,112	3,736
Capital Outlay	0	64,192	62,758	0
<i>Subtotal Operating</i>	<u>\$ 176,695</u>	<u>\$ 385,370</u>	<u>\$ 518,929</u>	<u>\$ 566,207</u>
Transfers To				
General Fund-Indirect Costs	\$ 11,774	\$ 12,381	\$ 19,645	\$ 64,122
Grants	0	0	0	0
Capital Projects-Detention Ponds	964,665	4,700,000	2,600,000	7,400,000
Information Technology Services - ERM	0	0	0	1,634
Stormwater Operating	0	113,807	0	0
<i>Subtotal Transfers</i>	<u>\$ 976,439</u>	<u>\$ 4,826,188</u>	<u>\$ 2,619,645</u>	<u>\$ 7,465,756</u>
TOTAL APPROPRIATIONS	<u>\$ 1,153,134</u>	<u>\$ 5,211,558</u>	<u>\$ 3,138,574</u>	<u>\$ 8,031,963</u>
GROSS ENDING BALANCE	<u>\$ 8,600,227</u>	<u>\$ 9,283,547</u>	<u>\$ 9,228,570</u>	<u>\$ 4,852,674</u>

**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.

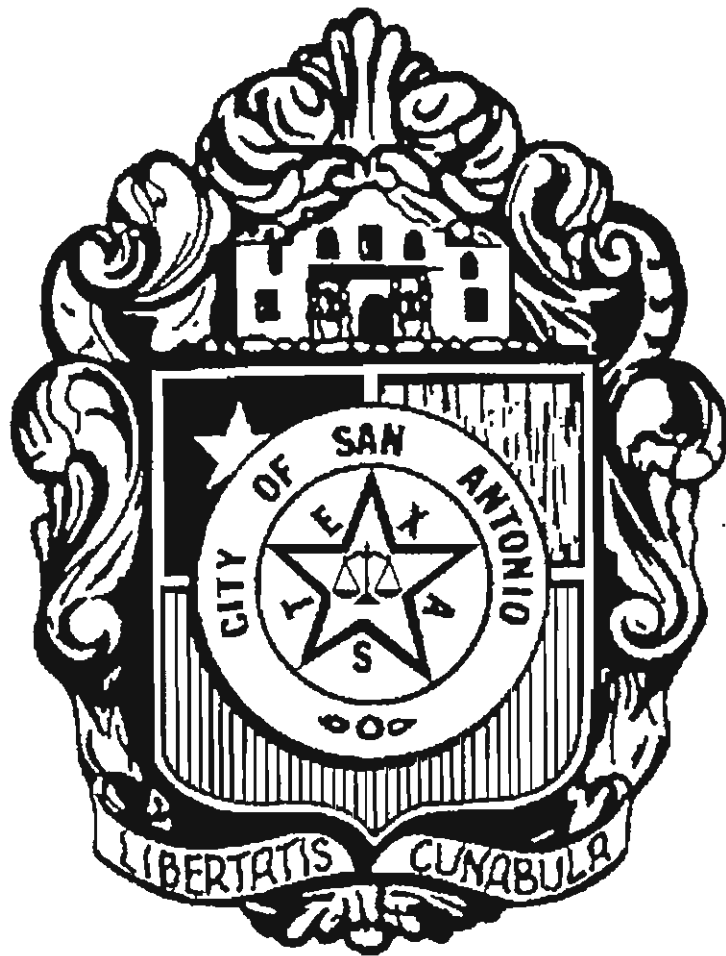
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (2,563,129)	\$ 30,000	\$ 9,098,287	\$ 30,000
Accounting Adjustment	9,088,994	0	0	0
<i>Net Balance</i>	<i>\$ 6,525,865</i>	<i>\$ 30,000</i>	<i>\$ 9,098,287</i>	<i>\$ 30,000</i>
REVENUES				
Street Resurfacing/Sewer Installation	\$ 62,108	\$ 26,096	\$ 30,182	\$ 27,562
Miscellaneous				
Interest on Time Deposits	395,914	296,900	168,800	171,540
Recovery of Expenditures	1,025,102	2,000	3,063,856	0
Contribution from VIA	249,844	254,704	254,704	257,251
Contribution from VIA - Improvement Project	1,375,000	0	0	0
Contribution from General Fund	30,554,261	31,054,297	31,138,316	29,203,200
Transfer from Grants	64,135	0	0	0
Transfer from Building Maintenance	0	0	0	0
Transfer from Parking	0	0	0	0
Transfer from Stormwater	0	0	188,750	0
Transfer from Closed-Out VIA Improvement f	2,710	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 33,729,074</i>	<i>\$ 31,633,997</i>	<i>\$ 34,844,608</i>	<i>\$ 29,659,553</i>
TOTAL AVAILABLE FUNDS	\$ 40,254,939	\$ 31,663,997	\$ 43,942,895	\$ 29,689,553
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 10,149,676	\$ 10,092,443	\$ 10,918,933	\$ 10,757,122
Contractual Services	4,220,196	4,143,571	4,469,802	3,693,322
Commodities	6,325,474	6,055,100	9,145,105	7,724,123
Other Expenditures	293,517	506,174	273,395	680,998
Capital Outlay	300,060	330,000	322,440	69,669
<i>Subtotal Operating</i>	<i>\$ 21,288,923</i>	<i>\$ 21,127,288</i>	<i>\$ 25,129,675</i>	<i>\$ 22,925,234</i>
Transfers To				
Contractual Street Repair	\$ 8,546,228	\$ 9,716,746	\$ 9,716,746	\$ 6,734,319
Contractual Street Repair - Prior Years	0	0	9,066,474	0
Capital Projects	0	786,829	0	0
VIA Local Assistance Program	1,320,721	0	0	0
General Fund-Other	780	0	0	0
<i>Subtotal Transfers</i>	<i>\$ 9,867,729</i>	<i>\$ 10,503,575</i>	<i>\$ 18,783,220</i>	<i>\$ 6,734,319</i>
TOTAL APPROPRIATIONS	\$ 31,156,652	\$ 31,630,863	\$ 43,912,895	\$ 29,659,553
GROSS ENDING BALANCE	\$ 9,098,287	\$ 33,134	\$ 30,000	\$ 30,000
VIA Local Assistance Capital Project	\$ 2,000,000	\$ 0	\$ 0	\$ 0
TOTAL STREETS MAINTENANCE EXPENDITURES	\$ 33,630,863	\$ 43,912,895	\$ 29,659,553	

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 1,390	\$ 157,738	\$ 216,212
Accounting Adjustment	(84,225)	0	0	0
<i>Net Balance</i>	<i>\$ (84,225)</i>	<i>\$ 1,390</i>	<i>\$ 157,738</i>	<i>\$ 216,212</i>
REVENUES				
Permit Application Fee	\$ 176,700	\$ 578,750	\$ 295,410	\$ 304,272
Inspection Fee	557,800	1,587,000	649,552	669,039
GIS Processing Fee	0	124,000	0	0
Pavement Degradation Fee	0	240,000	0	0
Administrative Fee - Pavement Repair	0	189,793	0	0
Registration Fee	1,505	120	3,675	3,712
Pavement Repair	0	1,897,930	0	0
Penalties	4,500	609,500	16,500	16,665
Interest on Time Deposits	246	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 740,751</i>	<i>\$ 5,227,093</i>	<i>\$ 965,137</i>	<i>\$ 993,688</i>
TOTAL AVAILABLE FUNDS	\$ 656,526	\$ 5,228,483	\$ 1,122,875	\$ 1,209,900
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 130,841	\$ 687,134	\$ 543,215	\$ 800,292
Contractual Services	55,593	275,648	305,070	240,668
Commodities	27,310	71,464	40,700	63,839
Other Expenditures	0	0	0	2,631
Capital Outlay	285,044	0	1,178	8,732
<i>Subtotal Operating</i>	<i>\$ 498,788</i>	<i>\$ 1,034,246</i>	<i>\$ 890,163</i>	<i>\$ 1,116,162</i>
Transfers To				
Contractual Street Repair	\$ 0	\$ 2,507,430	\$ 16,500	\$ 16,665
Information Technology Services - ERM	0	0	0	4,386
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 2,507,430</i>	<i>\$ 16,500</i>	<i>\$ 21,051</i>
TOTAL APPROPRIATIONS	\$ 498,788	\$ 3,541,676	\$ 906,663	\$ 1,137,213
GROSS ENDING BALANCE	\$ 157,738	\$ 1,888,807	\$ 216,212	\$ 72,887



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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 5,683,428	\$ 5,686,833	\$ 6,065,699	\$ 5,745,588
Net Balance	\$ 5,683,428	\$ 5,686,833	\$ 6,065,699	\$ 5,745,588
REVENUES				
Operating Revenue	\$ 39,810,224	\$ 42,430,964	\$ 42,294,520	\$ 42,865,295
Interest on Time Deposits	646,639	500,870	228,000	251,870
Other Revenue	181,366	203,647	395,734	309,854
Total Revenues & Transfers	\$ 40,638,229	\$ 43,135,481	\$ 42,918,254	\$ 43,427,019
TOTAL AVAILABLE FUNDS	\$ 46,321,657	\$ 48,822,314	\$ 48,983,953	\$ 49,172,607
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 14,664,547	\$ 15,771,604	\$ 16,044,759	\$ 16,460,279
Contractual Services	4,476,772	5,331,162	5,161,120	5,566,895
Commodities	1,031,408	1,251,485	1,081,710	1,192,231
Other Expenditures	2,626,649	1,267,764	694,762	1,380,621
Capital Outlay	584,022	425,497	453,864	605,467
Subtotal Operating	\$ 23,383,398	\$ 24,047,512	\$ 23,436,215	\$ 25,205,493
Transfers To				
General Fund-Indirect Cost	\$ 581,496	\$ 474,561	\$ 479,241	\$ 622,330
General Fund-Other	142,283	175,691	175,691	230,262
Information Technology Services - ERM	0	0	0	27,888
Improvements & Contingency Fund	4,783,529	1,755,659	7,766,762	6,777,228
Revenue Bond Debt Service	11,281,052	16,529,338	11,241,877	10,020,820
Retired Employees Health Insurance	84,200	138,579	138,579	138,579
Subtotal Transfers	\$ 16,872,560	\$ 19,073,828	\$ 19,802,150	\$ 17,817,107
TOTAL APPROPRIATIONS	\$ 40,255,958	\$ 43,121,340	\$ 43,238,365	\$ 43,022,600
GROSS ENDING BALANCE	\$ 6,065,699	\$ 5,700,974	\$ 5,745,588	\$ 6,150,007
RESTRICTED RESERVE	\$ 6,065,699	\$ 5,700,974	\$ 5,745,588	\$ 6,150,007
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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 251,597	\$ 250,922	\$ 272,753	\$ 168,113
<i>Net Balance</i>	\$ 251,597	\$ 250,922	\$ 272,753	\$ 168,113
REVENUES				
Confiscated Property	\$ 9,832	\$ 13,000	\$ 8,000	\$ 8,000
Interest on Time Deposits	13,762	12,870	5,340	5,640
<i>Total Revenues & Transfers</i>	\$ 23,594	\$ 25,870	\$ 13,340	\$ 13,640
TOTAL AVAILABLE FUNDS	\$ 275,191	\$ 276,792	\$ 286,093	\$ 181,753
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 446	\$ 14,451	\$ 14,910	\$ 15,151
Commodities	1,992	20,000	20,000	18,500
Capital Outlay	0	82,200	83,070	0
<i>Subtotal Operating</i>	\$ 2,438	\$ 116,651	\$ 117,980	\$ 33,651
TOTAL APPROPRIATIONS	\$ 2,438	\$ 116,651	\$ 117,980	\$ 33,651
GROSS ENDING BALANCE	\$ 272,753	\$ 160,141	\$ 168,113	\$ 148,102
RESTRICTED RESERVE	\$ 272,753	\$ 160,141	\$ 168,113	\$ 148,102
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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 25,922,602	\$ 17,054,678	\$ 10,174,403	\$ 10,196,755
<i>Net Balance</i>	\$ 25,922,602	\$ 17,054,678	\$ 10,174,403	\$ 10,196,755
REVENUES				
Transfer from Airport Revenue Fund	\$ 4,783,529	\$ 1,755,659	\$ 7,766,762	\$ 6,777,228
Interest on Time Deposits	1,311,036	802,720	69,590	108,050
Other Revenue	113,000	0	0	0
<i>Total Revenues & Transfers</i>	\$ 6,207,565	\$ 2,558,379	\$ 7,836,352	\$ 6,885,278
TOTAL AVAILABLE FUNDS	\$ 32,130,167	\$ 19,613,057	\$ 18,010,755	\$ 17,082,033
APPROPRIATIONS				
Operating Expenses				
Capital Projects	\$ 1,011,587	\$ 7,954,000	\$ 5,994,000	\$ 7,284,000
Capital Projects-Stinson Improvement Fund	458,409	650,000	820,000	2,504,000
Capital Program Administration	31,062	229,720	70,000	234,490
<i>Subtotal Operating</i>	\$ 1,501,058	\$ 8,833,720	\$ 6,884,000	\$ 10,022,490
Transfers To				
Transfer to Grant Funds	2,082,872	1,651,348	430,000	680,300
Transfer to Debt Service	18,327,000	0	0	0
Transfer to Environmental Services	44,834	0	0	0
Transfer to Stinson Improvement Fund	0	500,000	500,000	500,000
<i>Subtotal Transfers</i>	\$ 20,454,706	\$ 2,151,348	\$ 930,000	\$ 1,180,300
TOTAL APPROPRIATIONS	\$ 21,955,764	\$ 10,985,068	\$ 7,814,000	\$ 11,202,790
GROSS ENDING BALANCE	\$ 10,174,403	\$ 8,627,989	\$ 10,196,755	\$ 5,879,243
RESTRICTED RESERVE-STINSON	\$ 5,644,045	\$ 5,244,045	\$ 5,324,045	\$ 5,004,045
UNRESTRICTED RESERVE	\$ 4,530,358	\$ 3,383,944	\$ 4,872,710	\$ 875,198
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

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

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 7,071,876
<i>Net Balance</i>	\$ N/A	\$ 0	\$ 0	\$ 7,071,876
REVENUES				
Passenger Facility Charges	\$ N/A	\$ 0	\$ 8,385,561	\$ 9,960,170
Interest on Time Deposits	\$ N/A	\$ 0	\$ 0	\$ 0
<i>Total Revenues & Transfers</i>	\$ N/A	\$ 0	\$ 8,385,561	\$ 9,960,170
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 0	\$ 8,385,561	\$ 17,032,046
APPROPRIATIONS				
Transfers To				
Passenger Facility Charge Fund	\$ N/A	\$ 0	\$ 1,313,685	\$ 2,627,924
<i>Subtotal Transfers</i>	\$ N/A	\$ 0	\$ 1,313,685	\$ 2,627,924
TOTAL APPROPRIATIONS	\$ N/A	\$ 0	\$ 1,313,685	\$ 2,627,924
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 7,071,876	\$ 14,404,122
RESTRICTED RESERVE	\$ N/A	\$ 0	\$ 7,071,876	\$ 14,404,122
NET ENDING BALANCE	\$ N/A	\$ 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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 5,138,490	\$ 1,778,968	\$ 1,537,637	\$ 1,561,454
Net Balance	\$ 5,138,490	\$ 1,778,968	\$ 1,537,637	\$ 1,561,454
REVENUES				
Solid Waste Processing Fee	\$ 32,800,914	\$ 33,114,122	\$ 33,275,170	\$ 35,300,592
Environmental Service Fee	7,365,274	7,380,849	7,437,833	7,513,316
Brush Collection Fee	0	4,315,421	4,340,232	4,364,425
Commercial Collection Fee	81,000	74,363	76,629	80,425
Commercial Brush Fee	37,656	27,340	111,955	110,246
Special Request Pickup	113,919	83,492	105,622	113,019
Recycling Program	746,562	530,265	431,898	339,939
Franchise Fee	453,859	531,825	526,800	549,900
Northeast Transfer Station Lease	0	100,000	0	35,000
Annexation Revenue	0	0	0	47,554
Interest on Time Deposits	341,590	295,390	69,350	75,600
Miscellaneous Revenue	79,556	37,252	121,409	113,200
Recovery of Prior Year Expenditures	0	0	176,807	0
Recovery of Current Year Expenditures	0	0	7,458	0
Sale of Fixed Assets	0	0	177,000	0
Contribution from Stormwater	453,962	0	0	0
Contribution from I & C	38,445	0	0	0
Contribution from Aviation	44,833	0	0	0
Rebate from Equipment & Renewal	1,439,466	0	0	0
Total Revenues & Transfers	\$ 43,997,036	\$ 46,490,319	\$ 46,858,163	\$ 48,643,216
TOTAL AVAILABLE FUNDS	\$ 49,135,526	\$ 48,269,287	\$ 48,395,800	\$ 50,204,670
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 20,801,141	\$ 20,924,350	\$ 21,376,674	\$ 21,043,511
Contractual Services	19,992,273	20,096,843	20,107,964	19,806,326
Commodities	3,217,538	2,991,001	2,623,907	2,856,031
Other Expenditures	418,440	441,156	216,393	708,917
Capital Outlay	497,137	350,000	100,000	20,297
Subtotal Operating	\$ 44,926,529	\$ 44,803,350	\$ 44,424,938	\$ 44,435,082
Transfers To				
General Fund-Indirect Cost	\$ 1,468,724	\$ 1,581,999	\$ 1,581,999	\$ 1,581,999
General Fund-Other	648,886	633,705	633,705	705,168
Improvement & Contingency Fund	250,000	0	0	0
Information Technology Services - ERM	0	0	0	30,580
Retired Employees Health Insurance	105,250	193,704	193,704	193,704
Capital Projects	198,500	0	0	0
Subtotal Transfers	\$ 2,671,360	\$ 2,409,408	\$ 2,409,408	\$ 2,511,451
TOTAL APPROPRIATIONS	\$ 47,597,889	\$ 47,212,758	\$ 46,834,346	\$ 46,946,533
GROSS ENDING BALANCE	\$ 1,537,637	\$ 1,056,529	\$ 1,561,454	\$ 3,258,137

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 571,380	\$ 592,240	\$ 541,491	\$ 549,291
<i>Net Balance</i>	\$ 571,380	\$ 592,240	\$ 541,491	\$ 549,291
REVENUES				
Transfer from Solid Waste Operating Fund	\$ 250,000	\$ 0	\$ 0	\$ 0
Interest On Time Deposits	19,658	15,670	7,800	7,940
<i>Total Revenues & Transfers</i>	\$ 269,658	\$ 15,670	\$ 7,800	\$ 7,940
TOTAL AVAILABLE FUNDS	\$ 841,038	\$ 607,910	\$ 549,291	\$ 557,231
APPROPRIATIONS				
Operating Expenses				
Capital Outlay	\$ 11,102	\$ 0	\$ 0	\$ 0
<i>Subtotal Operating</i>	\$ 11,102	\$ 0	\$ 0	\$ 0
Transfers To				
Environmental Services Operating Fund	\$ 38,445	\$ 0	\$ 0	\$ 0
Capital Projects	250,000	0	0	0
<i>Subtotal Transfers</i>	\$ 288,445	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 299,547	\$ 0	\$ 0	\$ 0
GROSS ENDING BALANCE	\$ 541,491	\$ 607,910	\$ 549,291	\$ 557,231

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 2,242,053	\$ 2,066,953	\$ 2,066,953	\$ 2,105,033
Net Balance	\$ 2,242,053	\$ 2,066,953	\$ 2,066,953	\$ 2,105,033
REVENUES				
Parking Lot Fees	\$ 6,161,104	\$ 6,824,334	\$ 6,353,044	\$ 7,501,904
Parking Meter Collections	1,224,476	1,262,470	1,185,000	1,289,125
Retail Space Leases	537,242	394,723	355,797	541,972
Employee Bus Fare/Carpool	61,635	45,475	60,600	60,600
Miscellaneous	1,106	600	600	600
Recovery of Expenditures	20,463	0	0	0
Interest on Time Deposits	132,513	100,300	44,600	48,000
Contribution from General Fund	369,344	349,852	349,852	0
Contribution from Improvement & Conting	0	0	0	0
Contribution from Parking Facilities Fund	0	666,033	1,080,833	147,807
Reimbursement from Bond Proceeds	0	0	0	0
Total Revenues & Transfers	\$ 8,507,883	\$ 9,643,787	\$ 9,430,326	\$ 9,590,008
TOTAL AVAILABLE FUNDS	\$ 10,749,936	\$ 11,710,740	\$ 11,497,279	\$ 11,695,041
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 3,447,082	\$ 3,925,458	\$ 3,780,677	\$ 3,526,553
Contractual Services	1,137,449	1,199,245	1,201,600	1,102,963
Commodities	175,985	275,690	246,279	218,751
Other Expenditures	130,081	259,680	110,582	86,273
Capital Outlay	0	78,907	77,392	5,148
Subtotal Operating	\$ 4,890,597	\$ 5,738,980	\$ 5,416,530	\$ 4,939,688
Transfers To				
General Fund-Indirect Cost	\$ 341,966	\$ 348,361	\$ 334,273	\$ 437,014
General Fund-Other	140,305	142,876	142,876	239,293
Public Improvement District	21,528	21,528	21,528	22,123
CIP Reserve Fund - Market Square	100,000	100,000	100,000	100,000
Improvements & Contingencies	0	0	0	0
Parking Facilities Fund	543,060	0	0	0
Parking Construction Fund	0	0	0	0
Parking Facility Debt Service	2,638,417	3,191,615	3,341,437	3,203,168
Building Maintenance Fund	0	0	0	640,620
Information Technology Services - ERM	0	0	0	6,216
Retired Employees Health Insurance	2,110	35,602	35,602	35,602
Capital Projects	5,000	0	0	0
Subtotal Transfers	\$ 3,792,386	\$ 3,839,982	\$ 3,975,716	\$ 4,684,036
TOTAL APPROPRIATIONS	\$ 8,682,983	\$ 9,578,962	\$ 9,392,246	\$ 9,623,724
GROSS ENDING BALANCE	\$ 2,066,953	\$ 2,131,778	\$ 2,105,033	\$ 2,071,317
RESTRICTED RESERVE	\$ 2,066,953	\$ 2,131,778	\$ 2,105,033	\$ 2,071,317
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0



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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 4,225,449	\$ 4,227,193	\$ 3,804,750
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 0</i>	<i>\$ 4,225,449</i>	<i>\$ 4,227,193</i>	<i>\$ 3,804,750</i>
REVENUES				
Contr fr Job Trng, Neigh Revit, & Econ Dev	\$ 4,500,000	\$ 0	\$ 0	\$ 0
Interest on Time Deposits	227,193	205,631	77,557	105,299
<i>Total Revenues & Transfers</i>	<i>\$ 4,727,193</i>	<i>\$ 205,631</i>	<i>\$ 77,557</i>	<i>\$ 105,299</i>
TOTAL AVAILABLE FUNDS	\$ 4,727,193	\$ 4,431,080	\$ 4,304,750	\$ 3,910,049
APPROPRIATIONS				
Transfers To				
General Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<i>Subtotal Transfers</i>	<i>\$ 500,000</i>	<i>\$ 500,000</i>	<i>\$ 500,000</i>	<i>\$ 500,000</i>
TOTAL APPROPRIATIONS	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
GROSS ENDING BALANCE	\$ 4,227,193	\$ 3,931,080	\$ 3,804,750	\$ 3,410,049

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 0	\$ 0	\$ 0
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ 0</i>
REVENUES				
Contribution from Other Agencies	\$ 194,073	\$ 246,380	\$ 223,142	\$ 207,320
<i>Total Revenues & Transfers</i>	<i>\$ 194,073</i>	<i>\$ 246,380</i>	<i>\$ 223,142</i>	<i>\$ 207,320</i>
TOTAL AVAILABLE FUNDS	\$ 194,073	\$ 246,380	\$ 223,142	\$ 207,320
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 158,007	\$ 171,602	\$ 169,824	\$ 171,858
Contractual Services	12,452	28,661	11,765	9,331
Commodities	23,037	23,631	19,750	23,631
Other Expenditures	577	742	328	2,500
<i>Subtotal Operating</i>	<i>\$ 194,073</i>	<i>\$ 224,636</i>	<i>\$ 201,667</i>	<i>\$ 207,320</i>
Transfers To				
General Fund-Indirect Cost	\$ 0	\$ 21,744	\$ 21,475	\$ 0
<i>Subtotal Transfers</i>	<i>\$ 0</i>	<i>\$ 21,744</i>	<i>\$ 21,475</i>	<i>\$ 0</i>
TOTAL APPROPRIATIONS	\$ 194,073	\$ 246,380	\$ 223,142	\$ 207,320
GROSS ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (5,281)	\$ 0	\$ (6,010)	\$ 0
Accounting Adjustment	0	0	0	0
<i>Net Balance</i>	<i>\$ (5,281)</i>	<i>\$ 0</i>	<i>\$ (6,010)</i>	<i>\$ 0</i>
REVENUES				
Transfer from General Fund	\$ 0	\$ 0	\$ 0	\$ 0
SALDC Loan Programs (SBA and EDA)	243,676	323,648	335,807	358,902
Recovery of Expenditures - Microloan	49,114	107,883	111,649	119,634
<i>Total Revenues & Transfers</i>	<i>\$ 292,790</i>	<i>\$ 431,531</i>	<i>\$ 447,456</i>	<i>\$ 478,536</i>
TOTAL AVAILABLE FUNDS	\$ 287,509	\$ 431,531	\$ 441,446	\$ 478,536
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 192,821	\$ 371,476	\$ 341,267	\$ 402,516
Contractual Services	82,750	46,896	89,120	52,642
Commodities	8,294	8,380	7,072	8,380
Other Expenditures	930	779	2,952	1,128
Capital Outlay	8,724	4,000	1,035	13,870
<i>Subtotal Operating</i>	<i>\$ 293,519</i>	<i>\$ 431,531</i>	<i>\$ 441,446</i>	<i>\$ 478,536</i>
TOTAL APPROPRIATIONS	\$ 293,519	\$ 431,531	\$ 441,446	\$ 478,536
GROSS ENDING BALANCE	\$ (6,010)	\$ 0	\$ 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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 3,609,165	\$ 3,696,034	\$ 3,695,181	\$ 3,382,342
Accounting Adjustment	18,800	0	0	0
<i>Net Balance</i>	<i>\$ 3,627,965</i>	<i>\$ 3,696,034</i>	<i>\$ 3,695,181</i>	<i>\$ 3,382,342</i>
REVENUES				
Sale of Lots	\$ 25,624	\$ 28,000	\$ 29,500	\$ 31,000
Interest on Time Deposits	194,889	170,900	68,250	72,270
<i>Total Revenues & Transfers</i>	<i>\$ 220,513</i>	<i>\$ 198,900</i>	<i>\$ 97,750</i>	<i>\$ 103,270</i>
TOTAL AVAILABLE FUNDS	\$ 3,848,478	\$ 3,894,934	\$ 3,792,931	\$ 3,485,612
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 108,278	\$ 251,209	\$ 264,520	\$ 272,502
Contractual Services	65	79,129	61,809	93,058
Commodities	11,953	20,587	26,909	20,587
Other Expenditures	343	7,339	3,127	0
Capital Outlay	18,800	35,820	35,820	16,873
<i>Subtotal Operating</i>	<i>\$ 139,439</i>	<i>\$ 394,084</i>	<i>\$ 392,185</i>	<i>\$ 403,020</i>
Transfers To				
General Fund-Indirect Cost	\$ 13,858	\$ 17,550	\$ 18,404	\$ 42,344
Information Technology Services - ERM	0	0	0	0
<i>Subtotal Transfers</i>	<i>\$ 13,858</i>	<i>\$ 17,550</i>	<i>\$ 18,404</i>	<i>\$ 42,344</i>
TOTAL APPROPRIATIONS	\$ 153,297	\$ 411,634	\$ 410,589	\$ 445,364
GROSS ENDING BALANCE	\$ 3,695,181	\$ 3,483,300	\$ 3,382,342	\$ 3,040,248

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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 69,607	\$ 127,820	\$ 63,409
Net Balance	\$ 0	\$ 69,607	\$ 127,820	\$ 63,409
REVENUES				
Facility Maintenance Charges	\$ 4,744,255	\$ 5,202,539	\$ 5,202,539	\$ 5,920,438
Facility Trade Service Charges	2,591,047	1,769,217	2,328,368	1,986,327
Inventory Management	0	50,000	70,995	50,000
Vending Machine Contract Commission	50,000	0	50,000	50,000
Transfer from General Fund	407,803	0	0	0
Transfer from Capital Improvement Reserve	449,445	525,425	525,425	0
Transfer from Parking	0	0	0	640,620
Interest On Time Deposits	5,020	6,700	0	0
Total Revenues & Transfers	\$ 8,247,370	\$ 7,553,881	\$ 8,177,327	\$ 8,647,385
TOTAL AVAILABLE FUNDS	\$ 8,247,370	\$ 7,623,488	\$ 8,305,147	\$ 8,710,794
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 4,342,783	\$ 3,956,947	\$ 4,525,643	\$ 4,622,576
Contractual Services	2,256,236	2,426,391	2,471,175	2,987,045
Commodities	452,474	321,527	321,068	387,608
Other Expenditures	24,073	6,158	2,587	63,646
Capital Outlay	29,234	3,795	3,870	136,303
Subtotal Operating	\$ 7,104,800	\$ 6,714,818	\$ 7,324,343	\$ 8,197,178
Transfers To				
General Fund-Indirect Cost	\$ 313,335	\$ 307,293	\$ 346,798	\$ 332,333
General Fund-Other	0	0	0	26,364
Building Maintenance I & C (FIMP)	449,445	525,425	525,425	0
Building Maintenance I & C (Long-Term Impr	0	0	0	0
Information Technology Services - ERM	0	0	0	28,473
Retired Employees Health Insurance	0	45,172	45,172	45,172
Other Transfers	251,970	0	0	0
Subtotal Transfers	\$ 1,014,750	\$ 877,890	\$ 917,395	\$ 432,342
TOTAL APPROPRIATIONS	\$ 8,119,550	\$ 7,592,708	\$ 8,241,738	\$ 8,629,520
GROSS ENDING BALANCE	\$ 127,820	\$ 30,780	\$ 63,409	\$ 81,274

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 174,445	\$ 330,956	\$ 472,728
<i>Net Balance</i>	\$ 0	\$ 174,445	\$ 330,956	\$ 472,728
REVENUES				
Transfer from Building Maintenance Opera	\$ 449,445	\$ 525,425	\$ 525,425	\$ 0
Interest on Time Deposits	0	0	0	0
<i>Total Revenues & Transfers</i>	\$ 449,445	\$ 525,425	\$ 525,425	\$ 0
TOTAL AVAILABLE FUNDS	\$ 449,445	\$ 699,870	\$ 856,381	\$ 472,728
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 29,976	\$ 350,067	\$ 283,653	\$ 66,414
Commodities	88,513	175,358	100,000	75,358
<i>Subtotal Operating</i>	\$ 118,489	\$ 525,425	\$ 383,653	\$ 141,772
Transfers To				
General Fund-Other	\$ 0	\$ 0	\$ 0	\$ 100,000
Information Technology Services - ERM				2,228
<i>Subtotal Transfers</i>	\$ 0	\$ 0	\$ 0	\$ 102,228
TOTAL APPROPRIATIONS	\$ 118,489	\$ 525,425	\$ 383,653	\$ 244,000
GROSS ENDING BALANCE	\$ 330,956	\$ 174,445	\$ 472,728	\$ 228,728

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 3,417,111	\$ 3,217,418	\$ 3,045,483	\$ 1,503,661
Net Balance	\$ 3,417,111	\$ 3,217,418	\$ 3,045,483	\$ 1,503,661
REVENUES				
City of San Antonio Billings	\$ 12,466,106	\$ 13,166,640	\$ 13,381,640	\$ 15,071,392
Bexar County Billings	196,142	125,300	54,000	64,405
SAWS Billings	8,364	9,850	2,740	3,540
Other Agency Billings	53,767	52,660	28,690	33,875
Telecommunications Charges	1,089,364	1,077,276	1,024,200	920,070
Radio Shop Charges	1,614,216	1,523,550	1,715,526	2,036,976
PC Lease Program	0	0	0	610,813
Miscellaneous Revenue	10,976	5,260	3,451	1,910
Interest on Time Deposits	121,422	101,460	18,078	22,030
Building Maintenance Fund Rebate	108,198	0	0	0
Transfer from Other Funds - ERM	0	0	0	608,203
Transfer from General Fund	735,493	514,013	514,013	0
Total Revenues & Transfers	\$ 16,404,048	\$ 16,576,009	\$ 16,742,338	\$ 19,373,214
TOTAL AVAILABLE FUNDS	\$ 19,821,159	\$ 19,793,427	\$ 19,787,821	\$ 20,876,875
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 9,202,971	\$ 10,322,313	\$ 9,711,180	\$ 10,786,691
Contractual Services	3,119,830	4,254,483	3,580,494	3,070,547
PC Lease Program	0	0	0	610,813
ERM Maintenance	0	0	0	686,432
Commodities	2,585,562	3,039,490	3,302,580	3,409,952
Other Expenditures	79,690	94,181	38,614	117,265
Lease Purchase Contracts	312,223	272,120	272,120	272,120
Capital Outlay	570,212	466,090	566,401	474,682
Inventories	454,363	169,100	342,170	344,100
Subtotal Operating	\$ 16,324,851	\$ 18,617,777	\$ 17,813,559	\$ 19,772,602
Transfers To				
General Fund-Indirect Cost	\$ 410,231	\$ 421,210	\$ 400,046	\$ 494,391
General Fund-Other	11,958	13,133	13,133	17,939
Retired Employees Health Insurance	8,420	57,422	57,422	57,422
Other Transfers	20,216	0	0	0
Subtotal Transfers	\$ 450,825	\$ 491,765	\$ 470,601	\$ 569,752
TOTAL APPROPRIATIONS	\$ 16,775,676	\$ 19,109,542	\$ 18,284,160	\$ 20,342,354
GROSS ENDING BALANCE	\$ 3,045,483	\$ 683,885	\$ 1,503,661	\$ 534,521

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (534,602)	\$ (444,114)	\$ (1,510,184)	\$ 155,282
Net Balance	\$ (534,602)	\$ (444,114)	\$ (1,510,184)	\$ 155,282
REVENUES				
Central Stores	\$ 2,383,122	\$ 2,541,519	\$ 2,747,056	\$ 2,812,986
Automotive	22,151,440	23,976,111	22,088,717	23,075,569
Procurement Fee	328,670	706,900	600,000	725,000
Interest on Time Deposits	143	0	0	0
Other Revenue	121,669	141,848	100,042	101,017
Building Maintenance Fund Rebate	97,992	0	0	0
Transfer from Equipment & Renewal	0	810,642	810,642	0
Transfer from Information Services	11,789	0	0	0
Transfer from Employee Benefits Ins. Fund	28,500	0	0	0
Transfer from General Fund	7,479	0	0	0
Total Revenues & Transfers	\$ 25,130,804	\$ 28,177,020	\$ 26,346,457	\$ 26,714,572
TOTAL AVAILABLE FUNDS	\$ 24,596,202	\$ 27,732,906	\$ 24,836,273	\$ 26,869,854
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 8,265,259	\$ 8,746,153	\$ 8,212,176	\$ 8,638,313
Contractual Services	1,502,080	1,501,208	1,314,822	1,456,098
Commodities	236,341	260,001	150,727	222,265
Other Expenditures	144,453	151,888	126,644	215,196
Capital Outlay	218,410	217,845	182,244	102,877
Commodities/Services-Resale	15,173,324	15,003,598	14,079,919	14,516,448
Subtotal Operating	\$ 25,539,867	\$ 25,880,693	\$ 24,066,532	\$ 25,151,197
Transfers To				
General Fund-Indirect Cost	\$ 372,433	\$ 426,847	\$ 426,752	\$ 426,847
General Fund-Other	111,566	109,613	109,613	171,127
Retired Employees Health Insurance	71,570	78,094	78,094	78,094
Information Technology Services - ERM	0	0	0	46,377
Other Transfers	10,950	0	0	0
Subtotal Transfers	\$ 566,519	\$ 614,554	\$ 614,459	\$ 722,445
TOTAL APPROPRIATIONS	\$ 26,106,386	\$ 26,495,247	\$ 24,680,991	\$ 25,873,642
GROSS ENDING BALANCE	\$ (1,510,184)	\$ 1,237,659	\$ 155,282	\$ 996,212

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 24,711,641	\$ 21,919,989	\$ 29,547,334	\$ 23,280,362
Net Balance	\$ 24,711,641	\$ 21,919,989	\$ 29,547,334	\$ 23,280,362
REVENUES				
Sale of Vehicles	\$ 3,001,323	\$ 2,754,930	\$ 2,710,047	\$ 2,943,690
Interest on Time Deposits	1,423,581	1,122,800	563,890	458,638
Lease of Rolling Equipment	14,064,240	15,003,864	15,303,941	9,135,000
Miscellaneous	251,087	81,371	117,805	83,812
Interest from International Center Fund	19,227	13,180	13,180	6,774
Interest from Golf Course Fund	0	0	0	0
Interest from Confiscated Property	0	0	0	0
Total Revenues & Transfers	\$ 18,759,458	\$ 18,976,145	\$ 18,708,863	\$ 12,627,914
TOTAL AVAILABLE FUNDS	\$ 43,471,099	\$ 40,896,134	\$ 48,256,197	\$ 35,908,276
APPROPRIATIONS				
Operating Expenses				
Contractual Services	\$ 467,166	\$ 375,754	\$ 384,154	\$ 581,678
Commodities	52,545	63,160	127,351	139,122
Capital Outlay	11,951,101	19,171,158	19,639,346	20,900,761
Subtotal Operating	\$ 12,470,812	\$ 19,610,072	\$ 20,150,851	\$ 21,621,561
Transfers To				
General Fund-Other	\$ 13,487	\$ 14,342	\$ 14,342	\$ 150,453
Environmental Services - Rebale	1,439,466	0	0	1,468,592
Purchasing	0	810,642	810,642	0
Capital Projects	0	4,000,000	4,000,000	0
Subtotal Transfers	\$ 1,452,953	\$ 4,824,984	\$ 4,824,984	\$ 1,619,045
TOTAL APPROPRIATIONS	\$ 13,923,765	\$ 24,435,056	\$ 24,975,835	\$ 23,240,606
GROSS ENDING BALANCE	\$ 29,547,334	\$ 16,461,078	\$ 23,280,362	\$ 12,667,670
RESERVE FOR FUTURE PURCHASES	\$ 29,547,334	\$ 16,461,078	\$ 23,280,362	\$ 12,667,670
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0

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

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 62,584	\$ 17,584	\$ (24,443)	\$ 0
Net Balance	\$ 62,584	\$ 17,584	\$ (24,443)	\$ 0
REVENUES				
Alternate Services Employee	\$ 2,390,746	\$ 2,035,106	\$ 2,000,274	\$ 2,040,279
Total Revenues & Transfers	\$ 2,390,746	\$ 2,035,106	\$ 2,000,274	\$ 2,040,279
TOTAL AVAILABLE FUNDS	\$ 2,453,330	\$ 2,052,690	\$ 1,975,831	\$ 2,040,279
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 2,475,575	\$ 2,033,933	\$ 1,974,692	\$ 2,039,106
Contractual Services	2,198	1,173	1,139	1,173
Subtotal Operating	\$ 2,477,773	\$ 2,035,106	\$ 1,975,831	\$ 2,040,279
TOTAL APPROPRIATIONS	\$ 2,477,773	\$ 2,035,106	\$ 1,975,831	\$ 2,040,279
GROSS ENDING BALANCE	\$ (24,443)	\$ 17,584	\$ 0	\$ 0

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ (48,756)	\$ (9,442,205)	\$ (4,874,356)	\$ (13,343,837)
Net Balance	\$ (48,756)	\$ (9,442,205)	\$ (4,874,356)	\$ (13,343,837)
REVENUES				
City Medical Plan Assessments	\$ 28,239,910	\$ 37,347,329	\$ 32,410,045	\$ 38,461,636
HMO Medical Plan Assessments	8,878,684	9,216,248	13,147,043	16,570,181
City Dental Plan Assessments	411,062	413,159	462,155	471,398
DMO Dental Plans	358,091	359,238	407,428	415,577
City Vision Plan Assessments	247,944	249,055	313,977	320,257
Life Insurance Plan Assessments	559,483	551,816	649,167	662,150
Other Insurance Plans Assessments	144,745	143,403	151,460	154,489
Interest on Time Deposits	109,157	141,720	0	0
Recovery of Expenditures	474,212	549,472	192,933	191,560
Transfers from General Fund	2,243,900	2,521,594	2,521,594	2,597,242
Transfers from Other Funds	294,710	1,059,827	1,059,827	1,091,622
Total Revenues & Transfers	\$ 41,961,898	\$ 52,552,861	\$ 51,315,629	\$ 60,936,112
TOTAL AVAILABLE FUNDS	\$ 41,913,142	\$ 43,110,656	\$ 46,441,273	\$ 47,592,275
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 838,776	\$ 1,055,469	\$ 1,035,095	\$ 1,146,652
Administration - Contracts	1,243,126	1,466,012	1,672,926	1,348,815
CitiMed Claims	34,228,827	44,348,166	39,902,226	42,223,285
HMO Payments	3,688,555	374,207	459,733	635,265
DMO Payments	566,010	611,563	598,269	630,258
CitiDent Claims	427,095	436,736	428,529	449,955
Vision Claims	409,717	439,767	438,122	462,901
Premiums - Stop Loss	0	171,286	0	0
Other Insurance Payments	666,392	658,051	753,072	790,725
Subtotal Operating	\$ 42,068,498	\$ 49,561,257	\$ 45,287,972	\$ 47,687,856
Transfers To				
General Fund-Indirect Cost	\$ 584,570	\$ 350,133	\$ 341,651	\$ 0
General Fund-Other	33,586	32,261	32,261	102,464
Employee Wellness Program	275,000	280,500	280,500	288,915
Employee Benefit Trust	3,797,344	7,038,000	13,842,726	18,736,898
Information Technology Services - ERM	0	0	0	4,503
Internal Service Fund	28,500	0	0	0
Subtotal Transfers	\$ 4,719,000	\$ 7,700,894	\$ 14,497,138	\$ 19,132,780
TOTAL APPROPRIATIONS	\$ 46,787,498	\$ 57,262,151	\$ 59,785,110	\$ 66,820,636
GROSS ENDING BALANCE	\$ (4,874,356)	\$ (14,151,495)	\$ (13,343,837)	\$ (19,228,361)

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 58,029	\$ 8,029	\$ 9,737	\$ 12,046
Net Balance	\$ 58,029	\$ 8,029	\$ 9,737	\$ 12,046
REVENUES				
Participant Assessments	\$ 17,666	\$ 30,000	\$ 18,283	\$ 30,000
Interest on Time Deposits	1,708	1,340	0	0
Recovery of Expenses	0	0	0	0
Total Revenues & Transfers	\$ 19,374	\$ 31,340	\$ 18,283	\$ 30,000
TOTAL AVAILABLE FUNDS	\$ 77,403	\$ 39,369	\$ 28,020	\$ 42,046
APPROPRIATIONS				
Operating Expenses				
Personal Services	\$ 17,666	\$ 32,340	\$ 15,827	\$ 30,000
Contractual Services	0	147	147	147
Subtotal Operating	\$ 17,666	\$ 32,487	\$ 15,974	\$ 30,147
Transfers To				
General Fund	\$ 50,000	\$ 0	\$ 0	\$ 0
Subtotal Transfers	\$ 50,000	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 67,666	\$ 32,487	\$ 15,974	\$ 30,147
GROSS ENDING BALANCE	\$ 9,737	\$ 6,882	\$ 12,046	\$ 11,899

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 7,317,710	\$ 5,336,052	\$ 7,624,570	\$ 3,000,493
Net Balance	\$ 7,317,710	\$ 5,336,052	\$ 7,624,570	\$ 3,000,493
REVENUES				
Department Assessments	\$ 6,533,138	\$ 8,564,431	\$ 8,564,431	\$ 8,564,431
One-Time Rebate	0	0	(4,952,451)	0
Interest on Time Deposits	1,363,925	1,169,800	492,270	518,880
Stop Loss Payments	218,533	0	0	0
Recovery of Expenditures	379,539	15,000	2,368,332	5,000
Compensation for Damages	401,624	200,000	200,000	150,000
Other Revenue	54,610	0	0	826,293
Total Revenues & Transfers	\$ 8,951,369	\$ 9,949,231	\$ 6,672,582	\$ 10,064,604
TOTAL AVAILABLE FUNDS	\$ 16,269,079	\$ 15,285,283	\$ 14,297,152	\$ 13,065,097
APPROPRIATIONS				
Operating Expenses				
Administration - City	\$ 1,283,760	\$ 1,296,904	\$ 1,247,114	\$ 1,333,405
Administration - Contracts	486,508	483,583	485,755	514,583
Claims - Insurance	5,504,760	7,349,311	7,621,000	7,499,822
Premiums - Excess Liability	1,332,305	1,772,350	1,906,922	2,383,309
Subtotal Operating	\$ 8,607,333	\$ 10,902,148	\$ 11,260,791	\$ 11,731,119
Transfers To				
General Fund-Indirect Cost	\$ 27,651	\$ 27,651	\$ 22,330	\$ 27,651
Retired Employee Health Insurance	0	6,508	6,508	6,508
Worker's Compensation	0	0	0	85,069
Information Technology Services - ERM	0	0	0	5,499
General Fund-Other	9,525	7,030	7,030	17,450
Subtotal Transfers	\$ 37,176	\$ 41,189	\$ 35,868	\$ 142,177
TOTAL APPROPRIATIONS	\$ 8,644,509	\$ 10,943,337	\$ 11,296,659	\$ 11,873,296
GROSS ENDING BALANCE	\$ 7,624,570	\$ 4,341,946	\$ 3,000,493	\$ 1,191,801

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 18,631	\$ 64,162	\$ 56,039	\$ 61,373
Net Balance	\$ 18,631	\$ 64,162	\$ 56,039	\$ 61,373
REVENUES				
Transfer from Workers' Compensation Fund	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Transfer from Employee Benefits Ins. Fund	275,000	280,500	280,500	280,500
Interest on Time Deposits	899	2,070	320	320
Total Revenues & Transfers	\$ 825,899	\$ 832,570	\$ 830,820	\$ 830,820
TOTAL AVAILABLE FUNDS	\$ 844,530	\$ 896,732	\$ 886,859	\$ 892,193
APPROPRIATIONS				
Operating Expenses				
HEALTH				
Personal Services	\$ 284,589	\$ 292,485	\$ 288,207	\$ 291,022
Contractual Services	296,323	296,035	297,320	265,656
Commodities	13,973	26,994	19,400	26,994
Other Expenditures	1,918	2,142	2,142	2,067
Capital Outlay	0	20,747	20,747	300
Subtotal	\$ 596,803	\$ 638,403	\$ 627,816	\$ 586,039
HUMAN RESOURCES				
Personal Services	\$ 51,836	\$ 54,529	\$ 54,470	\$ 54,247
Contractual Services	103,703	102,131	121,219	152,947
Commodities	174	500	500	500
Other Expenditures	0	0	0	0
Capital Outlay	0	0	0	1,174
Subtotal	\$ 155,713	\$ 157,160	\$ 176,189	\$ 208,868
TOTAL OPERATING EXPENSES				
Personal Services	\$ 336,425	\$ 347,014	\$ 342,677	\$ 345,269
Contractual Services	400,026	398,166	418,539	418,603
Commodities	14,147	27,494	19,900	27,494
Other Expenditures	1,918	2,142	2,142	2,067
Capital Outlay	0	20,747	20,747	1,474
Total Operating	\$ 752,516	\$ 795,563	\$ 804,005	\$ 794,907
Transfers To				
General Fund-Indirect Cost	\$ 35,975	\$ 20,383	\$ 19,184	\$ 63,757
Information Technology Services - ERM	0	0	0	3,373
Retired Employees Health Insurance	0	2,297	2,297	2,297
Subtotal Transfers	\$ 35,975	\$ 22,680	\$ 21,481	\$ 69,427
TOTAL APPROPRIATIONS	\$ 788,491	\$ 818,243	\$ 825,486	\$ 864,334
GROSS ENDING BALANCE	\$ 56,039	\$ 78,489	\$ 61,373	\$ 27,859

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 30,026	\$ 6,446	\$ (53,304)	\$ (197,754)
<i>Net Balance</i>	\$ 30,026	\$ 6,446	\$ (53,304)	\$ (197,754)
REVENUES				
Department Assessments	\$ 210,860	\$ 300,000	\$ 300,000	\$ 650,000
Interest on Time Deposits	1,194	840	0	0
<i>Total Revenues & Transfers</i>	\$ 212,054	\$ 300,840	\$ 300,000	\$ 650,000
TOTAL AVAILABLE FUNDS	\$ 242,080	\$ 307,286	\$ 246,696	\$ 452,246
APPROPRIATIONS				
Operating Expense				
Unemployment Compensation Claims	\$ 275,384	\$ 300,000	\$ 444,450	\$ 450,000
<i>Subtotal Operating</i>	\$ 275,384	\$ 300,000	\$ 444,450	\$ 450,000
Transfers To				
General Fund	\$ 20,000	\$ 0	\$ 0	\$ 0
<i>Subtotal Transfers</i>	\$ 20,000	\$ 0	\$ 0	\$ 0
TOTAL APPROPRIATIONS	\$ 295,384	\$ 300,000	\$ 444,450	\$ 450,000
GROSS ENDING BALANCE	\$ (53,304)	\$ 7,286	\$ (197,754)	\$ 2,246

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 7,294,417	\$ 5,199,969	\$ 3,162,246	\$ (2,294,830)
Net Balance	\$ 7,294,417	\$ 5,199,969	\$ 3,162,246	\$ (2,294,830)
REVENUES				
Department Assessments	\$ 8,655,117	\$ 9,529,949	\$ 9,529,949	\$ 11,500,000
Additional One-Time Assessment	0	0	2,500,000	0
Interest on Time Deposits	1,099,885	1,150,090	351,100	369,980
Stop Loss Payments	0	0	0	0
Recovery of Expenditures	300,299	75,000	312,309	75,000
Other Revenue	0	0	0	85,069
Total Revenues & Transfers	\$ 10,055,301	\$ 10,755,039	\$ 12,693,358	\$ 12,030,049
TOTAL AVAILABLE FUNDS	\$ 17,349,718	\$ 15,955,008	\$ 15,855,804	\$ 9,735,219
APPROPRIATIONS				
APPROPRIATIONS				
Administration - City	\$ 1,718,291	\$ 1,990,910	\$ 1,941,860	\$ 1,757,089
Administration - Contracts	886,951	950,833	874,858	981,280
Premiums - Excess Liability	237,982	215,000	215,000	268,750
Claims - Insurance	10,531,671	8,702,460	14,367,628	10,370,755
Subtotal Operating	\$ 13,374,895	\$ 11,859,203	\$ 17,399,346	\$ 13,377,874
Transfers To				
General Fund-Indirect Cost	\$ 252,469	\$ 264,017	\$ 182,783	\$ 264,017
General Fund-Other	10,108	9,117	9,117	70,354
Retired Employee Health Insurance	0	9,188	9,188	9,188
Liability Insurance	0	0	0	26,293
Information Technology Services - ERM	0	0	0	8,442
Employee Wellness Program	400,000	400,000	400,000	400,000
Employee Assistance Program	150,000	150,000	150,000	150,000
Subtotal Transfers	\$ 812,577	\$ 832,322	\$ 751,088	\$ 928,294
TOTAL APPROPRIATIONS	\$ 14,187,472	\$ 12,691,525	\$ 18,150,434	\$ 14,306,168
GROSS ENDING BALANCE	\$ 3,162,246	\$ 3,283,483	\$ (2,294,830)	\$ (4,570,949)

Categorical Grants

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2003

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Aviation					
Explosive Detection Canine Team	\$ 120,000	\$ -	\$ -	\$ -	120,000
Aviation Total	\$ 120,000	\$ -	\$ -	\$ -	120,000
City Attorney					
Early Intervention for Women Living in Domestic Violence	\$ -	\$ 167,441	\$ 24,830	\$ 53,649	245,920
City Attorney Total	\$ -	\$ 167,441	\$ 24,830	\$ 53,649	245,920
Community Initiatives					
ASCEND	\$ 712,082	\$ -	\$ -	\$ -	712,082
Carver Community Cultural Center			233,598		233,598
Child Care Delivery System		35,604,042	1,200,000		36,804,042
Community Services Block Grant (CSBG)		2,000,177			2,000,177
Comprehensive Nutrition Program	526,942	1,117,889	2,642,580	211,803	4,499,014
Consumer Managed Personal Assistance Service Program		1,920,050		5,000	1,925,050
Emergency Food & Shelter Program	168,367				168,367
Emergency Shelter Grant (ESG)	715,000				715,000
Fair Housing Program	248,803				248,803
Head Start Early Childhood Development	34,226,614			8,556,654	42,783,268
Housing Counseling Program	30,433				30,433
Housing Opportunities for Person with AIDS	965,000				965,000
Juvenile Accountability Incentive Block Grant		450,134	59,293		509,427
San Antonio Education Partnership				186,180	186,180
Supportive Services for the Elderly		275,250	140,987	5,000	421,237
Title V Delinquency Prevention Fund		250,000	21,636	107,152	378,788
Urban Smarts				100,000	100,000
Youth Opportunity Program	7,152,597				7,152,597
1999 Supportive Housing Program	136,572				136,572
2000 Supportive Housing Program	2,061,548				2,061,548
2001 Supportive Housing Program	1,638,501				1,638,501
2001 Supportive Housing Program - Dwyer Center	243,721				243,721
Community Initiatives Total	\$ 48,825,980	\$ 41,617,342	\$ 4,298,094	\$ 9,171,789	103,913,205
Cultural Affairs					
Decentralization - Texas Commission on the Arts	\$ -	\$ 159,231	\$ 18,271	\$ 159,231	336,733
Cultural Affairs Total	\$ -	\$ 159,231	\$ 18,271	\$ 159,231	336,733
Economic Development					
Procurement Technical Assistance	\$ 149,950	\$ -	\$ 156,655	\$ -	306,605
Economic Development Total	\$ 149,950	\$ -	\$ 156,655	\$ -	306,605
Environmental Services					
Household Hazardous Waste Drop-Off Site	\$ -	\$ 120,000	\$ -	\$ -	120,000
Illegal Dumping Education and Enforcement Program		56,656			56,656
Recycling and Green Waste Education Program		116,300			116,300
Technical Study for Municipal Recycling Facility		40,000			40,000
Environmental Services Total	\$ -	\$ 332,956	\$ -	\$ -	332,956
Fire					
Federal Emergency Management Assistance (FEMA)	\$ 78,335	\$ -	\$ -	\$ -	78,335
Fire Total	\$ 78,335	\$ -	\$ -	\$ -	78,335
Health					
Arreste Drug Abuse Monitoring	\$ 60,431	\$ -	\$ -	\$ -	60,431
ATSDR-Environmental Health Screening	177,729				177,729
Breast & Cervical Cancer Control Project		124,000		184,000	308,000
Bio-Terrorism/Public Health Support	1,898,122				1,898,122
Childhood Immunization Project	4,175,609				4,175,609
COMVAXX-Merck Vaccine Study				121,336	121,336
Federal TB Grant	376,702				376,702
HAVRIX 217 - Smithkline Vaccine Study				44,965	44,965
HAVRIX 218 - Smithkline Vaccine Study				41,300	41,300
Health Education Project		253,776			253,776
Healthy Start	750,000			25,000	775,000
Hepatitis C Testing		24,000			24,000
HIV/AIDS Surveillance	123,255				123,255
HIV Prevention	369,770				369,770
HIV State Services		523,307			523,307
HOPWA	91,192				91,192
HPV Vaccine Study				152,321	152,321
Inner-City School Immunization Project		429,212			429,212
Lab-State		47,992			47,992
MMRV-Merck Vaccine Study				80,000	60,000
Parent Child, Inc.	42,000			160,000	202,000

CATEGORICAL GRANT SUMMARY BY DEPARTMENT FY 2003

PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
PCEH	403,000				403,000
Penta084-Glaxosmithkline Vaccine Study				80,620	80,620
Project Save		65,872	4,000		69,872
Refugee Screening		116,872			116,872
Ryan White Title II	721,183				721,183
San Antonio Regional Detox Program		220,885			220,885
State TB Grant		197,979			197,979
STD Control & Staff Support	235,282	77,046			312,328
TIFB Grant HC8		506,250		50,625	556,875
Tripacel-Aventis Pasteure Vaccine Study				151,200	151,200
Title V Family Planning		785,470		6,000	791,470
Title V Maternal Child Health		334,745		504,270	839,015
Title V Population Based		100,000			100,000
Title XX Family Planning		350,000			350,000
WIC	5,384,500				5,384,500
Health Total	\$ 14,808,775	\$ 4,157,406	\$ 4,000	\$ 1,581,637	\$ 20,551,818
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 14,570,000	\$ -	\$ -	\$ -	14,570,000
Home Entitlement Grant Program	7,874,000			944,880	8,818,880
Housing & Community Development Total	\$ 22,444,000	\$ -	\$ -	\$ 944,880	\$ 23,388,880
Library					
Interlibrary Loan Services	\$ 238,947	\$ -	\$ -	\$ -	238,947
Library Systems Operations		\$ 764,627			764,627
Technical Assistance Negotiated Grant		78,299			78,299
Harte Family				50,000	50,000
HEB Grocery				50,000	50,000
Houston Foundation				170,000	170,000
Kade Estate				100,000	100,000
Kronosky Foundation				350,000	350,000
Loan Star Libraries Grant		\$ 94,922			94,922
San Antonio Public Library Foundation - interest earned				10,000	10,000
San Antonio Public Library Foundation - restricted grant				41,000	41,000
Semmes Family Foundation				200,000	200,000
SBC				50,000	50,000
Library Total	\$ 238,947	\$ 937,848	\$ -	\$ 1,021,000	\$ 2,197,795
Neighborhood Action					
Lead Base Paint Hazard Reduction Program	\$ 2,776,264	\$ -	\$ -	133,333	2,909,597
Neighborhood Action Total	\$ 2,776,264	\$ -	\$ -	\$ 133,333	\$ 2,909,597
Parks & Recreation					
Child Adult Care Food Program	\$ 65,000	\$ -	\$ -	\$ -	65,000
Summer Food Services Program	\$ 760,681				760,681
Parks & Recreation Total	\$ 825,681	\$ -	\$ -	\$ -	\$ 825,681
Planning					
TEA 21 Planning Program	\$ 80,000	\$ -	\$ -	\$ -	60,000
Planning Total	\$ 80,000	\$ -	\$ -	\$ -	\$ 60,000
Police					
Bexar Metro 911	\$ -	\$ -	\$ -	215,807	215,807
COPS 2000 Universal Hiring Program	141,004		694,711		835,715
COPS 2001 Universal Hiring Program	256,670		495,768		752,438
Crisis Assistance Team Administration (CATA)		99,699	7,471	33,750	140,920
HIDTA - Intelligence Center	630,591				630,591
Local Law Enforcement Block Grant	654,351		72,706		727,057
Regional Auto Crimes Team (ReACT)		1,349,632	451,634	1,425,677	3,227,143
San Antonio HIDTA	1,138,239				1,138,239
TxDOT "Click It or Ticket" STEP		145,000			145,000
TxDOT DWI STEP		500,000	127,274	39,342	666,616
Police Total	\$ 2,820,855	\$ 2,094,531	\$ 1,849,564	\$ 1,714,576	\$ 8,479,526
Grants Subtotal	\$ 93,148,787	\$ 49,466,755	\$ 6,351,414	\$ 14,780,095	\$ 163,747,051
Aviation					
Airport Improvement Program	\$ 22,962,604	\$ -	4,812,000	264,357	28,038,961
TxDOT Airport Improvement			867,900	693,100	1,561,000
Aviation Total	\$ 22,962,604	\$ -	\$ 5,679,900	\$ 957,457	\$ 29,599,961
Housing & Community Development					
CDBG Entitlement Grant Program	\$ 6,941,000	\$ -	\$ -	\$ -	6,941,000
Housing & Community Development Total	\$ 6,941,000	\$ -	\$ -	\$ -	\$ 6,941,000
Capital Projects Subtotal	\$ 29,903,604	\$ -	\$ 5,679,900	\$ 957,457	\$ 36,540,961
Grand Total	\$ 123,052,391	\$ 49,466,755	\$ 12,031,314	\$ 15,737,552	\$ 200,288,012

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, Inc., Standard & Poor's Ratings Services, A Division of the McGraw-Hill Companies, Inc., and Fitch Ratings, 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, 2002, the City will have \$682,328,108 General Obligation Bonds outstanding.

Table 1

Authorized But Unissued Ad Valorem Tax Bonds				
Date of Authorization	Purpose	Amount Authorized	Previously Issued Bonds	Bonds Authorized but Unissued
05/01/99	Streets & Pedestrian Improvements	\$ 41,300,000	\$ 36,590,297	\$ 4,709,703
05/01/99	Drainage	19,000,000	14,164,769	4,835,231
05/01/99	Flood Control with Parks Imp.	12,200,000	12,200,000	0
05/01/99	Parks & Recreation	24,200,000	18,164,000	6,036,000
05/01/99	Library System	13,200,000	6,425,934	6,774,066
05/01/99	Public Safety	30,300,000	20,045,000	10,255,000
		<u>\$ 140,200,000</u>	<u>\$ 107,590,000</u>	<u>\$ 32,610,000</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, \$2,132,000 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.

In fiscal year 2002, the City sold \$84,945,000 in General Improvement and Refunding Bonds. The proceeds of the sale of bonds included refunding \$15,000,000 in outstanding General Obligation Tax Exempt Commercial Paper (TECP) Notes, refunding \$6,325,000 in outstanding Certificates of Obligation and the issuance of \$64,975,000 representing the third installment of funds for projects approved in the 1999 bond election. The refunding of the Certificates of Obligation generated total savings of \$1,352,639.

In fiscal year 2002, the City also sold \$251,280,000 City of San Antonio, Texas General Improvement Forward Refunding Bonds, Series 2002 (the "2002 Forward Refunding Bonds") to refund \$256,125,000, Series 1992 General Obligation Bonds and Certificates of Obligation. Under the 1986 Tax Act, as amended, the City could not refund the Series 1992 General Obligation Bonds and Certificates of Obligation with refunding bond proceeds prior to 90 days before the first call date which was August 1, 2002. A forward delivery transaction enabled the City to sell the bonds in November, 2001, to lock in the low interest rates and delay the delivery of the bonds until May 8, 2002. This transaction generated total savings of \$24,043,361.

- 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, 2002, the City will have \$156,100,000 Certificates of Obligation outstanding which comprises 18.62% of the total outstanding ad valorem tax supported debt.

- REVENUE BONDS

The City is authorized to issue revenue bonds under the provisions of the City Charter, applicable State laws, and ordinances adopted by City Council. At fiscal year ending September 30, 2002, the City's outstanding revenue bonds will be Airport System Revenue Bonds in the aggregate principal amount of \$192,760,000, Passenger Facility Charge and Subordinate Lien Airport System Revenue Bonds in the aggregate amount of \$37,575,000, Parking System Revenue Bonds in the aggregate principal amount of \$24,845,000, Henry B. Gonzalez Convention Center Expansion Project Revenue Bonds aggregating to \$179,392,481. 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. The passenger facility charge and subordinate lien airport system improvement revenue bonds are not secured by ad valorem taxes and are payable solely from the passenger facility charge revenues which were approved by the Federal Aviation Administration and the City Council and became effective on November 1, 2001.

- **REVENUE REFUNDING BONDS**

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

On May 17, 2001, the City sold \$50,230,000 City of San Antonio, Texas Airport System Forward Refunding Revenue Bonds, Series 2003 to refund a portion of the City of San Antonio, Texas Airport System Improvement Bonds, Series 1993 and to effectuate an interest savings equal to \$4,205,029. The Series 2003 Bonds will be delivered on or about April 8, 2003.

- **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 is set aside to provide funds for the operation and maintenance of the land area to be acquired. An accelerated land acquisition program was financed through the implementation and issuance of Sales Tax Revenue Commercial Paper Notes. The commercial paper program was authorized by City Council on November 9, 2000 and on December 6, 2000, \$32,700,000 in Sales Tax Revenue Commercial Paper Notes were sold. For the fiscal year to end September 30, 2002, the City will have \$20,800,000 Commercial Paper Notes 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 21.65 cents in fiscal year 2003 and increase incrementally between 0.30 cents and 0.65 cents 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 22.4 cents); (v) \$140,200,000 General Improvement Bonds authorized by the voters in the May 1, 1999 election, of which \$107,590,000 in general improvement bonds have been sold and the remaining \$32,610,000 is scheduled to be sold in fiscal year 2003; and (vi) the issuance of approximately \$137,610,000 Certificates of Obligation, which are scheduled to be sold by fiscal year 2008 for fire station improvements, Metropolitan Planning Organization (MPO) streets and other street projects, drainage projects, municipal facility improvements, San Antonio River Improvements, and the Enterprise Resource Management System.

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 last General Obligation Bond authorization was in 1999. Bond elections have typically been held on a five-year cycle. As a consequence of prudent management of the City's debt management plan, sufficient debt capacity is available to accelerate the next bond authorization election in 2003. Specifically, a \$115 million General Obligation bond program is proposed for authorization in 2003.

The FY 2002-2003 debt plan includes the sale of \$32,610,000 of General Improvement Bonds of the \$140,200,000 authorized in the May 1, 1999 bond election. The FY 2002-2003 debt plan also includes the sale of \$73,650,000 of Certificates of Obligation. It is anticipated that the bond and certificates will be sold in November, 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 the Enterprise Resource Management System.

The Airport Master Plan Study, completed in January, 1998 determined that certain capital improvements were needed to the Airport's airfield facilities in order to avoid congestion and reduce aircraft delays in the future; and the study found that the Airport's terminal gate capacity is insufficient to meet future demand. The Airport Capital Improvement Plan (CIP) includes a comprehensive upgrade and expansion of airport facilities to include several runway and taxiway projects and the construction of two new terminal concourses that will replace Terminal 2. The CIP incorporates a construction program which approximates \$452,592,600 to be completed over a ten year period. The anticipated sources of funding for the capital improvement plan include a combination of general airport revenue bonds, bonds to be paid from the receipt of a passenger facility charge, passenger facility charge revenues used on a current basis, grants and funds produced from operations. On March 4, 2002, the City sold \$92,470,000 City of San Antonio, Texas Airport System Revenue Improvement Bonds, Series 2002 (the "GAR" Bonds) and \$37,575,000 City of San Antonio, Texas Passenger Facility Charge and Subordinate Lien Airport System Revenue Improvement Bonds, Series 2002 (the "PFC" Bonds). The GAR Bonds and the PFC Bonds were delivered on March 21, 2002. The City anticipates selling approximately \$10,600,000 and \$12,000,000 airport system improvement revenue bonds in fiscal years 2004 and 2007, respectively. In addition, the City anticipates selling approximately \$16,700,000, \$19,000,000 and \$25,600,000 passenger

facility charge airport system improvement revenue bonds in fiscal years 2003, 2004, and 2007, respectively.

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, 1998, 2001 and 2002 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 \$137,610,000 of 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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 65,381,325	\$ 69,909,333	\$ 70,343,449	\$ 69,203,794
REVENUES				
Current Property Tax	\$ 80,703,823	\$ 86,568,332	\$ 86,361,623	\$ 85,989,456
Delinquent Property Tax	1,193,405	1,199,640	1,275,320	1,314,400
Judgments Collected	0	0	0	0
Interest on Time Deposits	5,170,514	5,865,088	2,264,376	3,134,371
Interest on Investments	161,145	0	0	0
Penalty & Interest on Delinquent Taxes	954,251	938,189	843,350	856,000
Proceeds of Bond Issuances	0	0	0	0
Recovery of Expenditures	0	0	0	0
Transfer from Hotel/Motel Tax Fund	384,865	390,490	390,490	394,615
Transfer from Alamodome Revenue Fund	484,269	402,858	409,876	0
Transfer from Houston Street TIRZ Fund	0	0	0	336,410
Transfer from Capital Projects Fund	601,800	0	0	0
Capitalized Interest	0	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 89,654,072</i>	<i>\$ 95,364,597</i>	<i>\$ 91,545,035</i>	<i>\$ 92,025,252</i>
TOTAL AVAILABLE FUNDS	\$ 155,035,397	\$ 165,273,930	\$ 161,888,484	\$ 161,229,046
APPROPRIATIONS				
Bond Principal	\$ 43,055,000	\$ 49,345,000	\$ 53,015,000	\$ 53,705,000
Bond Interest	41,575,075	43,265,557	39,669,690	44,882,438
Commercial Paper Fees	61,872	0	0	0
Arbitrage Payable	0	0	0	0
TOTAL APPROPRIATIONS	\$ 84,691,948	\$ 92,610,557	\$ 92,684,690	\$ 98,587,438
GROSS ENDING BALANCE	\$ 70,343,449	\$ 72,663,373	\$ 69,203,794	\$ 62,641,608

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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 12,848,944	\$ 12,930,195	\$ 13,049,684	\$ 25,849,919
REVENUES				
Contr. from Airport Revenue Fund	\$ 11,281,052	\$ 16,529,338	\$ 11,241,877	\$ 10,020,820
Contr. from Airport Construction Fund	18,327,000	0	0	0
Interest on Time Deposits	889,791	1,080,928	598,633	689,186
Capitalized Interest	0	0	11,624,737	0
Bond Proceeds	0	7,199,768	2,776,779	0
<i>Total Revenues & Transfers</i>	<i>\$ 30,497,843</i>	<i>\$ 24,810,034</i>	<i>\$ 26,242,026</i>	<i>\$ 10,710,006</i>
TOTAL AVAILABLE FUNDS	\$ 43,346,787	\$ 37,740,229	\$ 39,291,710	\$ 36,559,925
APPROPRIATIONS				
Bond Principal	\$ 4,755,000	\$ 5,080,000	\$ 5,080,000	\$ 5,410,000
Bond Interest	7,218,355	10,933,524	8,361,791	10,359,031
Defeasance of Bonds	17,875,000	0	0	0
Cost of Defeasance	448,747	0	0	0
TOTAL APPROPRIATIONS	\$ 30,297,102	\$ 16,013,524	\$ 13,441,791	\$ 15,769,031
GROSS ENDING BALANCE	\$ 13,049,684	\$ 21,726,705	\$ 25,849,919	\$ 20,790,894
Bond Reserve Fund	\$ 8,844,787	\$ 16,044,556	\$ 11,344,787	\$ 11,344,787
Reserve for Future Payments	4,204,897	5,682,149	14,505,132	9,446,107
NET ENDING BALANCE	\$ 0	\$ 0	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ 0	\$ 11,891,618	\$ 15,769,031	\$ 16,575,842

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

Description:

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

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ N/A	\$ 0	\$ 0	\$ 3,537,227
REVENUES				
Contr. from PFC Revenue Fund	\$ N/A	\$ 0	\$ 1,313,685	\$ 2,627,924
Interest on Time Deposits	N/A	0	18,454	98,351
Bond Proceeds	N/A	0	2,855,596	0
<i>Total Revenues & Transfers</i>	<i>\$ N/A</i>	<i>\$ 0</i>	<i>\$ 4,187,735</i>	<i>\$ 2,726,275</i>
TOTAL AVAILABLE FUNDS	\$ N/A	\$ 0	\$ 4,187,735	\$ 6,263,502
APPROPRIATIONS				
Bond Principal	\$ N/A	\$ 0	\$ 0	\$ 775,000
Bond Interest	N/A	0	650,508	1,951,525
TOTAL APPROPRIATIONS	\$ N/A	\$ 0	\$ 650,508	\$ 2,726,525
GROSS ENDING BALANCE	\$ N/A	\$ 0	\$ 3,537,227	\$ 3,536,977
Bond Reserve Fund	\$ N/A	\$ 0	\$ 2,747,178	\$ 2,747,178
Reserve for Future Payments	N/A	0	790,049	789,799
NET ENDING BALANCE	\$ N/A	\$ 0	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ N/A	\$ 0	\$ 2,726,525	\$ 2,725,525

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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 19,728,147	\$ 19,333,739	\$ 18,748,686	\$ 19,506,072
REVENUES				
Contr. from CCE Rev. Fund	\$ 7,518,922	\$ 9,283,734	\$ 9,883,734	\$ 10,309,844
Interest on Time Deposits	1,323,887	1,379,648	1,207,742	759,977
<i>Total Revenues & Transfers</i>	<u>\$ 8,842,809</u>	<u>\$ 10,663,382</u>	<u>\$ 11,091,476</u>	<u>\$ 11,069,821</u>
TOTAL AVAILABLE FUNDS	<u>\$ 28,570,956</u>	<u>\$ 29,997,121</u>	<u>\$ 29,840,162</u>	<u>\$ 30,575,893</u>
APPROPRIATIONS				
Bond Principal	\$ 830,000	\$ 1,380,000	\$ 1,380,000	\$ 2,045,000
Bond Interest	8,859,500	8,810,510	8,821,320	8,756,460
Arbitrage	132,770	132,770	132,770	132,770
Transfer to Construction Fund	0	0	0	7,000,000
TOTAL APPROPRIATIONS	<u>\$ 9,822,270</u>	<u>\$ 10,323,280</u>	<u>\$ 10,334,090</u>	<u>\$ 17,934,230</u>
GROSS ENDING BALANCE	<u>\$ 18,748,686</u>	<u>\$ 19,673,841</u>	<u>\$ 19,506,072</u>	<u>\$ 12,641,663</u>
Bond Reserve Fund	\$ 16,999,830	\$ 16,999,830	\$ 16,999,830	\$ 9,999,830
Reserve for Future Payments	1,748,856	2,674,011	2,506,242	2,641,833
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 1,052,185	\$ 1,088,851	\$ 696,440	\$ 708,928
REVENUES				
Contr. from Parking Revenue Fund	\$ 2,638,417	\$ 3,191,615	\$ 3,341,437	\$ 3,203,168
Capitalized Interest	0	0	0	0
Interest on Time Deposits	80,673	123,695	45,428	45,521
Interest on Investments	0	0	0	0
Misc. Revenue	0	0	0	0
<i>Total Revenues & Transfers</i>	<u>\$ 2,719,090</u>	<u>\$ 3,315,310</u>	<u>\$ 3,386,865</u>	<u>\$ 3,248,689</u>
TOTAL AVAILABLE FUNDS	<u>\$ 3,771,275</u>	<u>\$ 4,404,161</u>	<u>\$ 4,083,305</u>	<u>\$ 3,957,617</u>
APPROPRIATIONS				
Bond Principal	\$ 835,000	\$ 1,055,000	\$ 1,220,000	\$ 1,140,000
Bond Interest	2,239,835	2,194,476	2,154,377	2,041,467
Issue Costs	0	0	0	0
TOTAL APPROPRIATIONS	<u>\$ 3,074,835</u>	<u>\$ 3,249,476</u>	<u>\$ 3,374,377</u>	<u>\$ 3,181,467</u>
GROSS ENDING BALANCE	<u>\$ 696,440</u>	<u>\$ 1,154,685</u>	<u>\$ 708,928</u>	<u>\$ 776,150</u>
Bond Reserve Fund	\$ 696,440	\$ 1,154,685	\$ 708,928	\$ 776,150
Reserve for Future Payments	0	0	0	0
NET ENDING BALANCE	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Succeeding Yr. Principal & Interest	\$ 0	\$ 3,271,769	\$ 3,181,466	\$ 3,584,801

**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 2000-2001	REVISED BUDGET FY 2001-2002	RE-ESTIMATE FY 2001-2002	ADOPTED FY 2002-2003
AVAILABLE FUNDS				
Beginning Balance	\$ 0	\$ 1,090,000	\$ 79,517	\$ 0
REVENUES				
Contr. from Parks Dev & Exp Fund	\$ 897,014	\$ 13,034,000	\$ 12,583,043	\$ 13,907,750
Interest on Time Deposits	1,982	0	0	0
<i>Total Revenues & Transfers</i>	<i>\$ 898,996</i>	<i>\$ 13,034,000</i>	<i>\$ 12,583,043</i>	<i>\$ 13,907,750</i>
TOTAL AVAILABLE FUNDS	\$ 898,996	\$ 14,124,000	\$ 12,662,560	\$ 13,907,750
APPROPRIATIONS				
Bond Principal	\$ 0	\$ 11,900,000	\$ 11,900,000	\$ 13,200,000
Bond Interest	743,491	1,134,000	659,861	628,000
Commercial Paper Fees	75,987	0	102,699	79,750
TOTAL APPROPRIATIONS	\$ 819,479	\$ 13,034,000	\$ 12,662,560	\$ 13,907,750
GROSS ENDING BALANCE	\$ 79,517	\$ 1,090,000	\$ 0	\$ 0
Bond Reserve Fund	\$ 0	\$ 0	\$ 0	\$ 0
Reserve for Future Payments	0	0	0	0
NET ENDING BALANCE	\$ 79,517	\$ 1,090,000	\$ 0	\$ 0
Succeeding Yr. Principal & Interest	\$ 0	\$ 15,804,000	\$ 13,828,000	\$ 7,716,000

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 a Balanced Scorecard. The Balanced Scorecard is a strategic planning document that aligns an organization's mission and strategy into a comprehensive set of performance measures. The Scorecard is based on four perspectives—Customer, Financial, Internal Processes, and Employees Learning and Growth. These perspectives and the selected indicators provide a balance between short and long-term objectives.

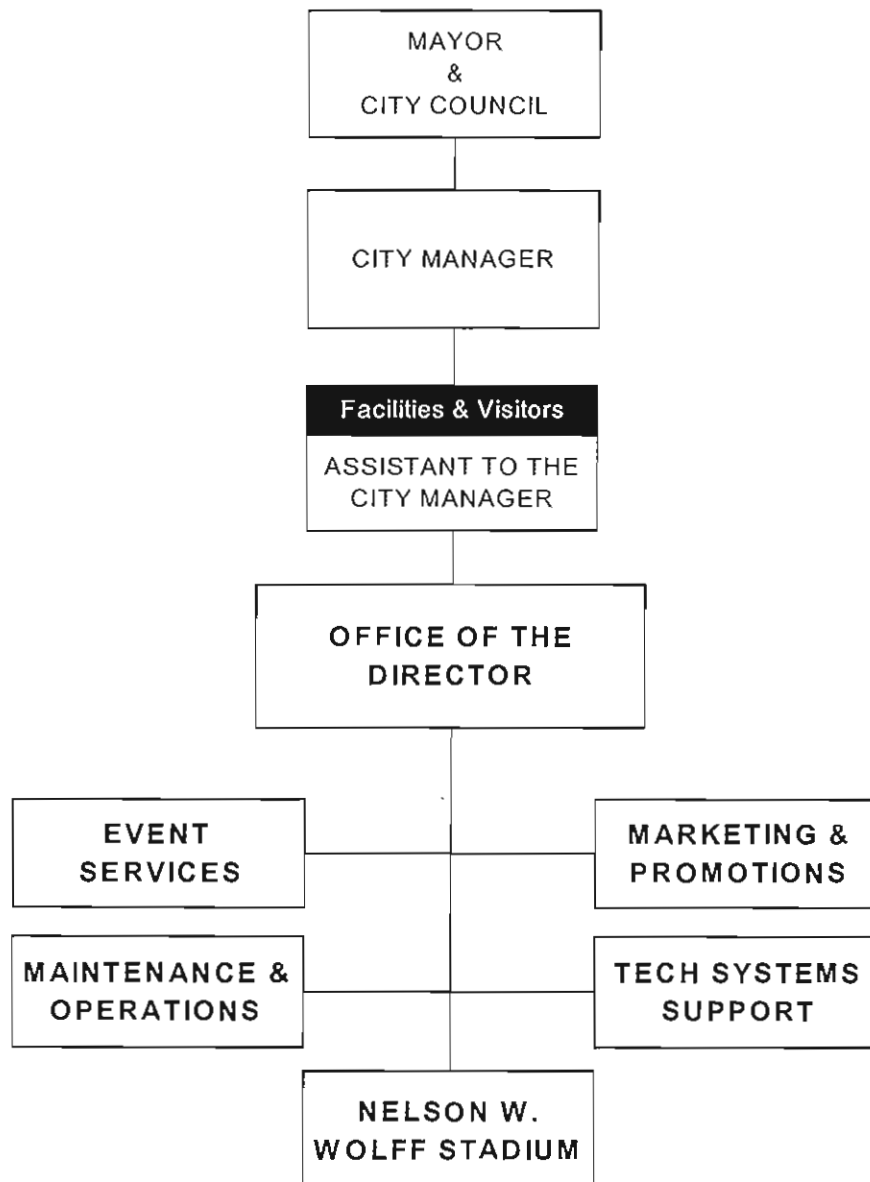
Following the departments program information, adopted program changes are categorized and arranged by redirection/reductions, improvements, and mandates. Each of these program changes will affect the departmental budget either with a reallocation, decrease, or increase in City funding. Redirections are modifications to department programs that involve the redeployment of personnel or reallocation of funds that improve the City's overall operational efficiency. Reductions are program changes that often result in increased efficiencies within the organization. Improvements are new programs or enhancements to existing programs or services the City provides to the community. Mandates are defined as programs which the City must support as required by federal, state, or local law; required by contractual obligation; or required to support operation and maintenance costs for completed capital improvement projects. After a program change is placed within the appropriate category, it is sorted by City Council Budget Priorities and pre-labeled with the appropriate priority title. Council Budget Priorities are emerging issues that are likely to have direct and indirect impacts on the economy, quality of life and delivery of services in San Antonio over the next five-year period. These issues were first identified in the City's Five-Year Financial Forecast and later expanded upon by City Council, 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 2001, the revised budget adopted by City Council in FY 2002, a re-estimate of department spending levels in relation to what was budgeted for FY 2002 and a Adopted Budget number which includes all adopted redirection/reductions, improvements, and mandates for FY 2003. 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 2002-2003
Alamodome Special Revenue Fund	63.50	\$8,035,125
Wolff Stadium Special Revenue Fund	8.00	687,772
Total Funding	71.50	\$8,722,897

MISSION STATEMENT

The mission of the Alamodome and Nelson W. Wolff Municipal Baseball Stadium is to supplement the marketability of San Antonio as a major visitor and convention destination by hosting events that produce direct and indirect economic benefit for the facilities and the City of San Antonio.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ♦ Operate both facilities in a safe and clean manner while maximizing operating efficiency and maintaining the viability of both facilities as an integral component of the City's overall convention and tourism industry.
 - Enhance the marketability of the Alamodome and Wolff Stadium.
 - Ensure financial responsibility and accountability.
 - Strengthen the Alamodome and Wolff Stadium image with the public, business community, users, and the media.
 - Expand the variety of events by taking advantage of improved scheduling flexibility resulting from the Spurs departure.
 - Operate in an increasingly competitive environment while minimizing revenue losses.
 - Promote, and provide additional, professional staff development.
 - Promote Wolff Stadium within the community as a location for civic events.
 - Focus on event development strategies to stimulate visitation to San Antonio.
 - Collaborate with the Convention & Visitors Bureau to optimize convention booking.
 - Maximize staffing efficiency based on event programming.
 - Evaluate outsourcing strategies to maintain efficiency in light of programming challenges.
 - Collaborate with the San Antonio Sports Foundation to increase events at Wolff Stadium.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Become Premier Visitor & Convention Destination					
	Enhance the marketability of the Alamodome and Wolff Stadium	Total Event Days (Alamodome)	126	118	143	94
		Total Event Days (Wolff Stadium)	98	108	117	105
	Collaborate with the Convention & Visitors Bureau to optimize convention booking	Booking of CVB Leads	N/A	N/A	20%	40%
Financial	Provide Accountability to the Public					
	Operate in an increasingly competitive environment while minimizing revenue losses	Average Operating Revenue ¹ /Cost per Attendee (Alamodome)	\$5.40/ \$4.60	\$5.76/ \$5.72	\$5.41/ \$5.85	\$6.01/ \$10.11
		Average Operating Revenue ² /Cost per Attendee (Wolff Stadium)	\$2.49/ \$3.04	\$2.68/ \$3.29	\$2.70/ \$2.93	\$2.77/ \$3.21
Internal Processes	Maintain Existing Infrastructure					
	Operate both facilities in a safe and clean manner while maximizing operating efficiency	Number of Maintenance Projects Completed	N/A	N/A	780	1,040
Employee Learning & Growth	Improve Employee Compensation					
	Promote, and provide additional, professional staff development	Number of Educational Events Attended by Staff	N/A	N/A	29	35

EXPLANATORY INFORMATION

- ¹ Operating revenue does not include supplemental rental, revenue from reimbursable expenses, contributions from Hotel-Motel Fund, and contributions from R&I and I&C funds. Operating cost does not include expenditures for capital outlay.
- ² Operating revenue does not include contributions from the Alamodome Fund. Operating cost does not include expenditures for capital outlay.

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$256,152**

NON-STRATEGIC ISSUE – VACANCY SAVINGS

This *reduction* will freeze five vacant positions within the Alamodome department and one position from Wolff Stadium. The Alamodome positions include one Administrative Assistant II, one Accountant II, one Event Services Manager, one Plumber and one Maintenance Electrician totaling \$195,345 in savings. The Wolff Stadium will save \$32,815 by freezing one Administrative Assistant I. The savings achieved from this reduction in FY 2003 will total \$228,160.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$27,992 in savings in several line-item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Alamodome and Wolff Departments will manage their resources to minimize the impact of this reduction on its current level of service.

- ♦ **IMPROVEMENTS** **\$32,724**

NON-STRATEGIC ISSUE - LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this mandate in FY 2003 is \$32,724.

- ♦ **MANDATES** **\$343,658**

ECONOMIC DEVELOPMENT – HOSTING OBLIGATIONS

This *mandate* for \$334,000 will fund one-time costs associated with hosting the National Collegiate Athletic Association (NCAA) Men's Regional Tournament. Expenses include costs associated with providing electrical services, security and decorations.

CUSTOMER SERVICE– ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$9,658.

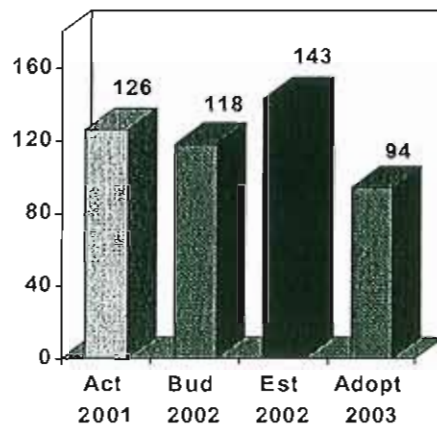
**ALAMODOME/
WOLFF STADIUM****ALAMODOME FUND
NELSON W. WOLFF STADIUM FUND****ALAMODOME EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$3,050,937	\$2,464,353	\$3,671,242	\$2,562,139
CONTRACTUAL SERVICES	4,879,375	5,621,063	4,812,136	4,427,097
COMMODITIES	230,159	427,839	346,296	263,161
OTHER EXPENDITURES	315,108	427,612	179,328	482,409
CAPITAL OUTLAY	176,592	236,531	241,937	147,522
TRANSFERS	694,944	637,368	549,090	152,797
TOTAL EXPENDITURES	\$9,347,115	\$9,814,766	\$9,800,029	\$8,035,125
AUTHORIZED POSITIONS	55	53	53	71
FULL-TIME EQUIVALENTS	55.00	53.00	53.00	63.50

WOLFF STADIUM EXPENDITURES BY CHARACTER

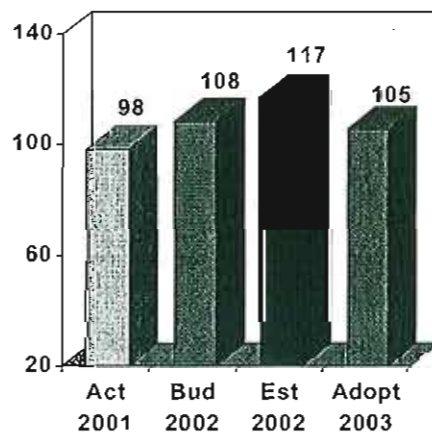
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$297,264	\$316,040	\$282,016	\$266,315
CONTRACTUAL SERVICES	281,311	323,994	285,395	318,243
COMMODITIES	49,950	68,007	51,694	51,470
OTHER EXPENDITURES	25,483	32,418	13,627	38,546
CAPITAL OUTLAY	11,458	35,140	35,152	7,995
TRANSFERS	0	1,914	1,914	5,203
TOTAL EXPENDITURES	\$664,466	\$777,513	\$669,798	\$687,772
AUTHORIZED POSITIONS	8	8	8	8
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	8.00

EVENT DAYS- ALAMODOME



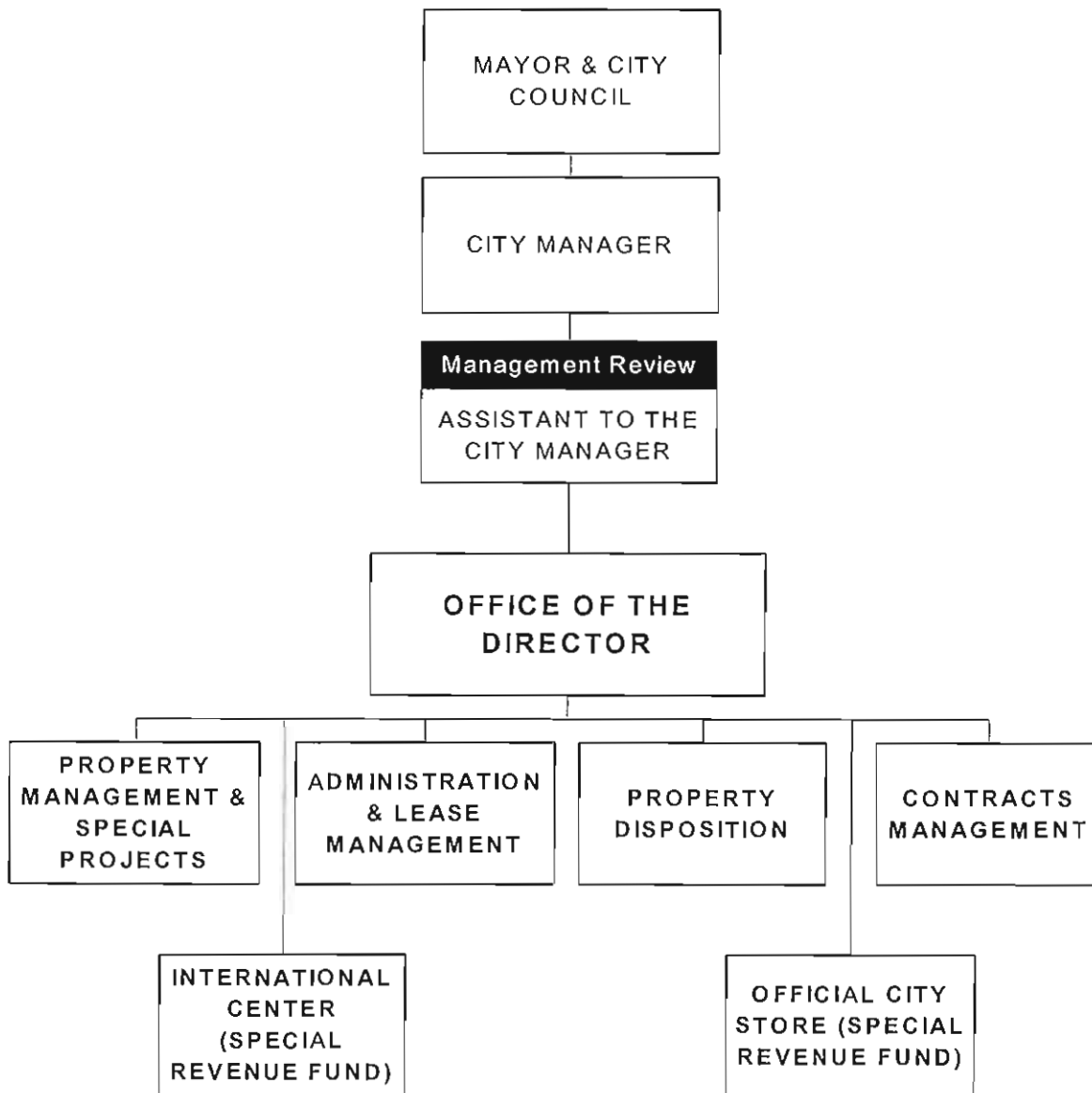
»The change in number of events for FY 2003 is driven by the loss of the Spurs and new venue competition such as the SBC Center and the Verizon Amphitheater
 »FY 2002 re-estimate number includes Dallas Cowboy Camp Days

NUMBER OF EVENTS WOLFF STADIUM



»Number of events remains relatively steady at the Wolff Stadium
 »Events include Mission baseball, high school baseball and college baseball games

ASSET MANAGEMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	20.00	\$1,458,379
Capital Projects	0.00	6,687,000
International Center Fund	2.00	295,593
Official City Store Fund	2.50	188,477
Total Funding	24.50	\$8,629,449

MISSION STATEMENT

The Department of Asset Management provides real estate, contract, strategic planning and other in-house consulting services to City departments and/or the public in order to maximize revenues, minimize liability, provide for the highest and best use of City assets, utilize industry best practices, and promote efficiency in the delivery of City services.

PROGRAM INFORMATION

The Department of Asset Management provides for a wide array of real estate services including property development, management, and disposition, as well as the negotiation and management of lease and license agreements for the use of City-owned property. In addition, the Department provides in-house consulting and strategic planning services to other City departments, through the development and management of processes related to contract planning, execution, and performance; the negotiation and review of lease agreements and other contracts; the development of technological and financial tools and processes to facilitate the management of contracts and real property assets; and the development and implementation of policies regarding telecommunication technologies.

GOALS & OBJECTIVES

To provide in-house consulting services and strategic planning for various City projects, as well as promote departmental initiatives related to contract processes, property disposition, lease and license administration, telecommunication, and other specialized projects.

- ◆ Continue to implement the City-wide contract management initiatives including the standardization and streamlining of City contract processes and facilitate the training of contract staff.
- ◆ Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes.
- ◆ Continue to be a City resource for strategic planning services related to property use planning and development, space utilization, property maintenance/improvement planning services and funding, contract services, and other specialized areas as needed.
- ◆ Complete construction and provide for occupancy of the Development and Business Services Center by Spring 2003.
- ◆ Sustain efforts to maintain and maximize the highest and best use of City facilities and property, such as the Southwest Business & Technology Park and cultural facilities.
- ◆ Develop innovative methods to provide customers with professional services in an effort to maximize revenue and provide increased customer service, such as the development of technological tools to track property disposition projects.
- ◆ Expand and maintain the use of web-site applications such as the Electronic Contract Management System (ECMS) which serves as a repository and management tool for all contracting data, and e-commerce which aids in product availability at the Official City Store.
- ◆ Develop recommendations concerning the allocation of space in new and existing facilities to minimize costs and maximize the availability of services through decentralization or co-location of programs.
- ◆ Encourage new process technologies within the telecommunications industry to provide safe, sustainable and attractive communities and neighborhoods.
- ◆ Identify surplus City-owned real property for the development of affordable housing opportunities or disposition.
- ◆ Continue to work with the Public Works Department on the expansion of the Building Maintenance Fund to provide for the provision and funding of building services and capital improvements.
- ◆ Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service.
- ◆ Maximize revenue from property disposition/special projects and lease/contract agreements.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Innovative & Proactive City Government					
	Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes	# of leases negotiated/reviewed	N/A	N/A	70	74
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	Property Disposition/Special Projects customer survey average score	N/A	N/A	88%	92%
		Contract Services Division In-house evaluation	N/A	N/A	80%	85%
Financial	Provide Accountability to the Public					
	Maximize revenue from property disposition/special projects and lease/contract agreements	Revenue collected from Property Disposition/Special Projects	N/A	N/A	\$1,010,802	\$1,101,381
		Revenue collected from leases/contracts managed/monitored ¹	\$341,766	\$353,189	\$622,645	\$363,784
Internal Processes	Implement & Institutionalize Performance Reviews					
	Provide City-wide in-house consulting services for the planning, negotiation, review and monitoring of contracts and contract processes	% of leases reviewed within three days	85%	93%	90%	93%
	Continue to implement the City-wide contract management initiatives including the standardization and streamlining of City contract processes and facilitate the training of contract staff	# of contract and consulting projects completed	N/A	N/A	12	18
		# of contract process reviews completed	N/A	N/A	75	150
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Promote a "Customer First" atmosphere through staff training opportunities and utilize processes and surveys that enhance and measure customer service	% of employees completing job enhancement training	N/A	N/A	90%	95%

EXPLANATORY INFORMATION

¹ Re-estimate for FY 02 is significantly higher than budget due to the collection of disputed back fees and penalties.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$237,959**

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** will provide savings in fees to professionals. The workload will instead be performed by internal staff instead of hiring outside consultants. This reduction will result in a total savings of \$158,379 in FY 2003.

NON-STRATEGIC ISSUE – ELIMINATE GENERAL FUND TRANSFER TO INTERNATIONAL CENTER FUND

This **reduction** will eliminate the General Fund transfer to the International Center Fund. The FY 2003 savings from the elimination of this transfer will be \$30,440.

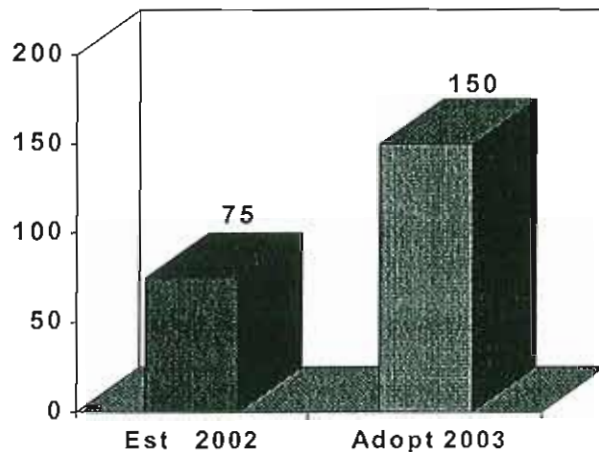
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$49,140 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, rental of facilities and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

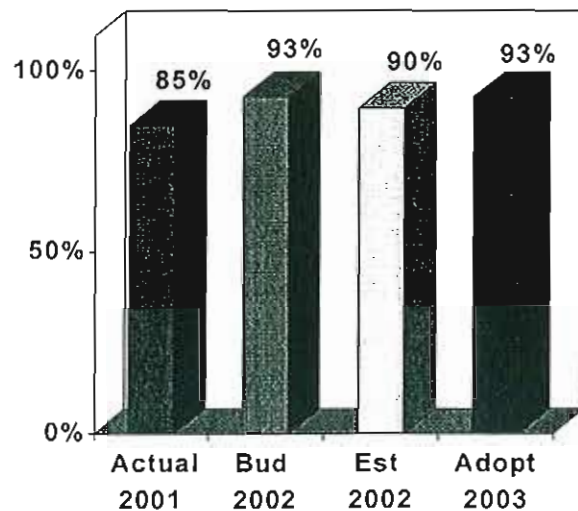
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$701,483	\$1,058,831	\$1,112,942	\$1,190,768
CONTRACTUAL SERVICES	100,099	358,496	284,720	169,304
COMMODITIES	7,526	8,379	9,155	6,159
OTHER EXPENDITURES	14,140	17,393	7,479	92,148
CAPITAL OUTLAY	13,293	20,470	20,470	0
TOTAL EXPENDITURES	\$836,541	\$1,463,569	\$1,434,766	\$1,458,379
 AUTHORIZED POSITIONS	 15	 20	 20	 20
FULL-TIME EQUIVALENTS	15.00	20.00	20.00	20.00

NUMBER OF CONTRACT PROCESS REVIEWS COMPLETED



» Number of Contract Process Reviews completed is anticipated to double in FY 2003 over FY 2002.

% OF LEASES REVIEWED WITHIN THREE DAYS



» Number of Leases reviewed within three days is anticipated to increase 9% in FY 2003 over FY 2001.

PROGRAM INFORMATION

The Department of Asset Management is responsible for the management of the International Center. The Department negotiates and monitors the leases of the facility as well as coordinates the maintenance of the building with the Public Works Department to provide a high level of service and building maintenance to the tenants. The International Center was developed as a multi-purpose facility promoting the City of San Antonio as a center for international trade and business. The International Conference Center is a major attraction of the facility, and its primary purpose provides for group business presentations and social functions which promote the facility as a center for international trade and development.

GOALS & OBJECTIVES

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

- ◆ Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction.
- ◆ Maximize the revenue generated by the International Center including the Conference Center.
- ◆ Continue to develop and expand the web site for the International Conference Center to market it as a premier multi-purpose meeting venue and increase revenues.
- ◆ Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures.
- ◆ Formulate, implement, and evaluate a customer satisfaction survey designed to provide feedback and identify the needs of International Center clients.
- ◆ Provide specialized employee training to enhance job enrichment and customer service skills.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor & Convention Destination					
	Continue to provide International Center tenants with outstanding customer service, thereby ensuring tenant retention and satisfaction	# of revenue generating functions	132	N/A	135	150
		Conference Center survey score	N/A	N/A	80%	90%
Financial	Provide Accountability to the Public					
	Maximize the revenue generated by the International Center including the conference center	% of revenue above operating costs	4%	12%	13%	14%
		Revenue collected	\$886,006	\$918,408	\$920,000	\$950,000
		% of International Conference Center revenue to total	6.4%	N/A	13.1%	15.0%
Internal Processes	Innovative & Proactive Government					
	Ensure that the International Center adheres to the City of San Antonio's revenue collections and deposit policy and procedures	% of catering revenue collected by the 15 th day of the following month	N/A	N/A	70%	75%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Provide specialized employee training to enhance job enrichment and customer service skills	# of completed job enhancement training courses	N/A	N/A	1	2

PROGRAM CHANGES
♦ REDIRECTION/REDUCTIONS
\$125
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$125 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

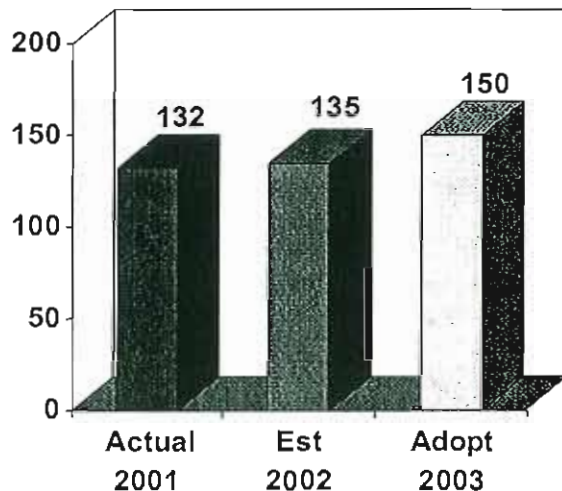
PROGRAM CHANGES CONTINUED♦ **MANDATES****\$1,149*****CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT***

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$1,149.

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

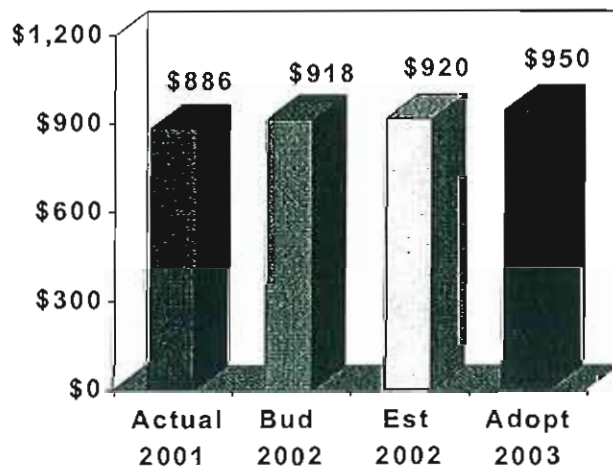
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$119,847	\$101,043	\$93,478	\$102,978
CONTRACTUAL SERVICES	53,282	44,064	49,114	52,270
COMMODITIES	528	495	495	495
OTHER EXPENDITURES	120,000	120,360	120,360	139,700
CAPITAL OUTLAY	64,780	5,000	5,000	150
TOTAL EXPENDITURES	\$358,437	\$270,962	\$268,447	\$295,593
AUTHORIZED POSITIONS	2	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

NO. OF REVENUE GENERATING FUNCTIONS



» Number of Revenue Generating Functions is anticipated to increase 14% in FY 2003 over FY 2001.

REVENUE COLLECTED AT THE INTERNATIONAL CENTER (In thousands)



» Revenue is anticipated to increase 7% in FY 2003 over FY 2002.

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.

- ◆ Provide a "Customer First" atmosphere to enhance the Official City Store visitor experience.
- ◆ Increase the number of Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise.
- ◆ Continue to develop unique lines of licensed and non-City merchandise.
- ◆ Continue to develop strategic alliances with outside organizations, as well as develop cost effective advertising opportunities to further the name recognition of Official City Store merchandise in an effort to increase revenues.
- ◆ Maximize the availability of surplus items for sale.
- ◆ Maintain policies to ensure adequate sales and inventory controls in accordance with the Official City Store Operating Handbook.
- ◆ Ensure Official City Store cash control policies and procedures are maintained.
- ◆ Design an e-commerce web site that will allow customers to view and purchase Official City Store merchandise online.
- ◆ Provide employee specialized training to enhance job enrichment and customer service skills.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor & Convention Destination					
	Increase the number of Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise	# of sales transactions	11,792	15,336	11,201	11,800
	Continue to develop unique lines of licensed and non-City merchandise	Official City Store Customer Survey approval rating	N/A	N/A	80%	85%
Financial	Premier Visitor & Convention Destination					
	Increase the number of Official City Store visitor purchases by providing a wide array of surplus, licensed, and unique non-city merchandise	Average sales per transaction	\$11.55	\$10.91	\$11.87	\$11.94
		% of revenue above operating costs	2%	6%	2%	3%
Internal Processes	Provide Accountability to Public					
	Maintain policies to ensure adequate sales and inventory controls in accordance with the Official City Store Operating Handbook	% of stock turnover ¹	1.66%	N/A	1.61%	2.0%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Provide employee specialized training to enhance job enrichment and customer service skills	# of completed job enhancement training courses	N/A	N/A	1	4

EXPLANATORY INFORMATION

¹ 1.9% stock turnover is the industry average for this type of venue. Stock turnover is the number of times that an average inventory is sold within a time period.

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$2,451**

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$2,451 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- ♦ **IMPROVEMENTS**

NON-STRATEGIC ISSUE – ADD THREE PART-TIME CASHIERS

The Official City Store currently has three temporary employees that assist in various daily retail duties. This **improvement** will create three permanent part-time cashier positions, and redirect \$42,000 from temporary services into personnel services. This improvement will allow the Department to comply with current City directives. The FY 2003 cost of this improvement will total \$0.

- ♦ **MANDATES** **\$734**

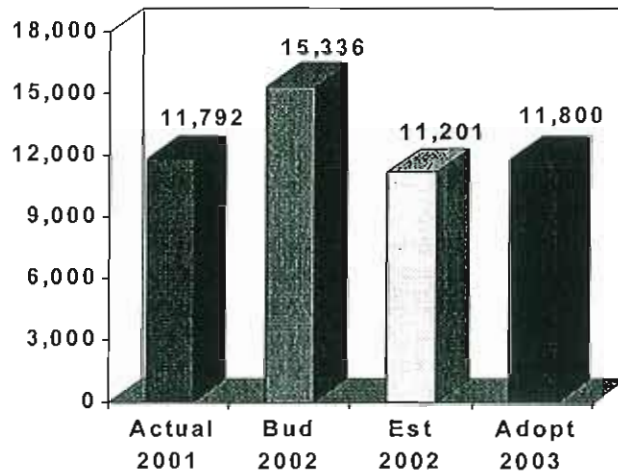
CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$734.

OFFICIAL CITY STORE FUND EXPENDITURES BY CHARACTER

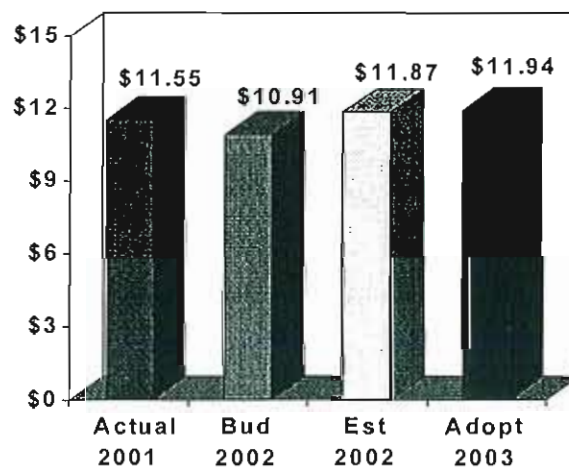
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$20,362	\$32,202	\$33,109	\$74,957
CONTRACTUAL SERVICES	35,034	61,981	52,600	22,261
COMMODITIES	43,024	78,807	76,455	76,356
OTHER EXPENDITURES	0	0	300	9,743
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	9,533	4,058	5,160
TOTAL EXPENDITURES	\$98,420	\$182,523	\$166,522	\$188,477
 AUTHORIZED POSITIONS	 1	 1	 1	 4
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	2.50

NUMBER OF SALES TRANSACTIONS

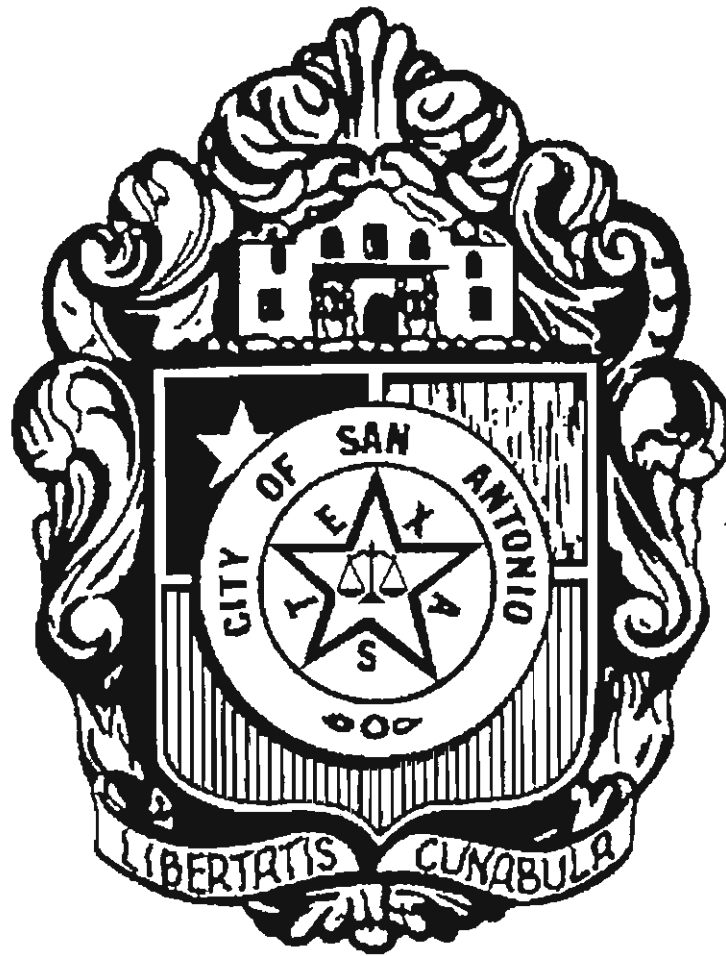


» Number of Sales Transactions is anticipated to increase 5% in FY 2003 over FY 2002.

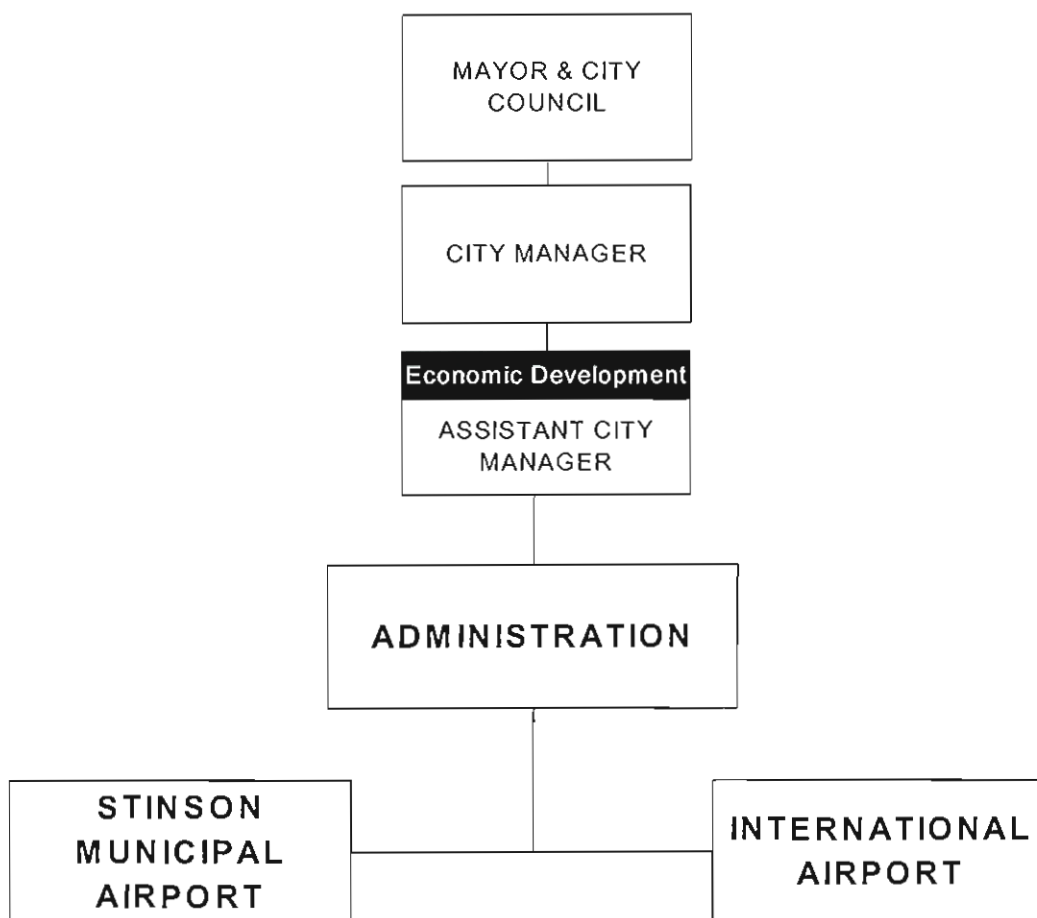
AVERAGE SALES PER TRANSACTIONS



» Average Sales per Transactions is anticipated to increase 3% in FY 2003 over FY 2002.



AVIATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Airport Revenue Fund	406.61	\$43,022,600
Passenger Facility Charge Fund	0.00	2,627,924
Debt Service Funds	0.00	10,020,820
Confiscated Property Fund	0.00	33,651
Categorical Grants	3.00	29,719,961
Capital Projects	0.00	82,287,000
Total Funding	409.61	\$165,711,956

MISSION STATEMENT

The Aviation Department, through its facilities at San Antonio International and Stinson Municipal Airport, provides to the citizens of San Antonio and the traveling public safe and secure, cost-efficient, first-class facilities while providing a catalyst for economic opportunity and fostering an environment for business development.

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

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

- ♦ To complete in FY 2003 the first phase of the Air Cargo Strategic Plan through local and corporate headquarters facilitation meetings as well as the preparation of technical/business cargo presentations to be presented to three prospective cargo operators.
- ♦ To increase the number of non-stop flights pursuant to the recommendations contained in the Air Service Market Study by developing and presenting six technical and market analysis proposals to airlines during FY 2003.
- ♦ To provide added safety and assurance to the traveling public through the implementation of augmented security measures, such as a canine explosives detection team, access control, and baggage screening by the end of FY 2003.
- ♦ 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 the first quarter of calendar 2003.
- ♦ To expand International Airport's integrated cargo facility capacity by constructing additional apron and landside support at the East Air Cargo area along Wetmore Road by April 2003.
- ♦ To receive FAA approval of the Noise Compatibility Plan Update for International Airport by the beginning of FY 2003.
- ♦ To improve the quality of life in communities surrounding San Antonio International with the implementation in FY 2003 of the first element of the aircraft noise abatement and mitigation measures to include the operational use of the aircraft engine ground run-up enclosure (GRE), installation of noise monitoring equipment and the contract award for the first group of residential sound insulation improvements.
- ♦ To successfully complete the three-year re-engineering program and to develop a report on the final results by June of FY 2003.
- ♦ To devise and begin implementation during FY 2003 of a comprehensive redevelopment plan for the North Loop Service Center site to include land use studies, site clearing, land acquisition, utility and roadway access plans and any required environmental work.
- ♦ To coordinate the review with the FAA during FY 2003 of the \$80 million Letter of Intent request submitted for grant funding of eligible capital improvements.
- ♦ To receive FAA and City Council approval by the end of 2002 on the Master Plan for Stinson Municipal Airport as well as City Council approval of the Target Industry recommendations for airport economic development.
- ♦ To continue the revitalization of Stinson Municipal Airport by implementing by the end of FY 2003 the first phase of the Master Plan and Target Industry recommendations to include an expansion/renovation to its based aircraft facilities as well as tenant service and maintenance facilities.
- ♦ To complete in FY 2003 a land use/land compatibility study for San Antonio International and Stinson Municipal airports to permit the future growth of the airports within compatible property uses.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor & Convention Destination					
	To improve convenience and efficiency for the airport passenger by automating parking facilities, renovating terminal buildings, redeveloping concessions, and adding terminal building amenities	Passenger approval rating	91%	85%	87%	93%
	To increase the number of non-stop flights pursuant to the recommendations contained in the Air Service Market Study	% of passengers on a direct flight for top 20 markets	57%	60%	58%	59%
	Citizens Wellbeing & Human Potential					
	To receive approval on the Master Plan for Stinson Municipal Airport and Target Industry recommendations	# of private sector airport jobs	7,420	7,675	5,724	6,000
Financial	Provide Accountability to the Public					
	To successfully complete the three-year re-engineering program and to develop a report on the final results	Operating cost per enplaned passenger	\$5.97	\$5.88	\$6.61	\$6.31
		Revenue per enplaned passenger	\$11.20	\$11.42	\$13.09	\$12.39
Internal Processes	Implement & Institutionalize Performance Reviews					
	To successfully complete the three-year re-engineering program and to develop a report	% of re-engineering recommendations implemented	71%	100%	100%	100%
	To improve convenience and efficiency for the airport passenger by automating parking facilities, renovating terminal buildings, redeveloping concessions, and adding terminal building amenities	% of customers usage of automation devices	N/A	20%	10%	25%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Improve Employee Compensation (Training)					
	To successfully complete the three-year re-engineering program and to develop a report on the final results	% of team customer service targets (increased rating) achieved	43%	75%	50%	75%
		% of team financial targets (cost savings) achieved	36%	50%	50%	50%
		% of employees completing bi-annual training	95%	100%	98%	98%

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$272,924**

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$25,000 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$104,035 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – ELIMINATE FOUR ELECTRONIC TECHNICIANS

This **reduction** will eliminate four filled Electronic Technician positions. The primary assignment for these positions was the maintenance and repair of the Airport's parking revenue control equipment. The entire parking system was recently replaced with state-of-the-art equipment that no longer requires this level of support. The FY 2003 savings from the elimination of these positions will total \$143,889.

♦ **IMPROVEMENTS** **\$652,497**

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This **improvement** will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$66,653.

PROGRAM CHANGES CONTINUED***ECONOMIC DEVELOPMENT – ADD ONE ADMINISTRATIVE ASSISTANT***

This *improvement* will provide twelve months funding for one Administrative Assistant I for the Airport Police in the Personnel Identification Office. As a consequence of the terrorist attack on September 11, 2001, the Airport Police Section has been tasked with additional responsibilities as a part of the Federally required Airport Security Program. This position will assist Airport Police with the administrative tasks associated with these new requirements and will free uniformed personnel for security duties in the field. The FY 2003 cost of this improvement will total \$32,816.

ECONOMIC DEVELOPMENT – ALARM AND SECURITY SERVICES

This *improvement* will provide a contract for security services at Stinson Municipal Airport. The contract will provide security and roaming patrols to protect City-owned and tenant-owned facilities and property. This reinstates a service that had to be discontinued after September 11th due to the extra deployment of Airport Police to meet federal security requirements at San Antonio International Airport. The FY 2003 cost of this improvement will total \$39,866.

ECONOMIC DEVELOPMENT – AIRPORT CAPITAL PROGRAM ADMINISTRATION

This *improvement* will provide twelve months funding for an Airport Capital Program Administration Team that consists of a Contract Specialist, an Architect and an Administrative Assistant II. In order to fully implement the Aviation Department's Capital Program, additional staff resources are needed. The FY 2003 cost of this improvement will total \$141,048.

ECONOMIC DEVELOPMENT – AIR SERVICE DEVELOPMENT

This *improvement* will provide additional money to fees to professional contractors for air service development. Air service development services will be utilized to increase the number of nonstop flights at San Antonio International Airport. The contractor will assist the Aviation Department in developing and presenting six technical and marketing proposals to airlines during FY 2003. The FY 2003 cost of this improvement will total \$160,000.

ECONOMIC DEVELOPMENT – AIR CARGO DEVELOPMENT

This *improvement* will provide funding for an expanded Air Cargo Management Program. One Real Estate Supervisor will be added at twelve month funding. This position will be responsible for retaining existing cargo carrier operations, expanding cargo activity of existing carriers, and attracting new cargo business. Funds will also be allocated to retain the services of an air cargo development consultant to gather marketing intelligence, assist in accessing key industry contacts, and prepare presentations to prospective clients. The FY 2003 cost of this improvement will total \$165,144.

ECONOMIC DEVELOPMENT – IT SYSTEM ADMINISTRATOR

This *improvement* will provide twelve months funding for one System Programmer I. A number of IT system improvements are being implemented in conjunction with the terminal renovation project. These key IT elements include a Multi-Use Flight Information Display System (MUFIDS), and a visual paging system, as well as the replacement and upgrade to the airfield lighting system and the security/access system. The increase in workload to administer the new and expanded systems can not be managed with the existing staff. The FY 2003 cost of this improvement will total \$46,970.

PROGRAM CHANGES CONTINUED

♦ **MANDATES** \$120,647

PUBLIC SAFETY – COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2003 incremental cost of the contract is \$88,597. According to this *mandate*, in FY 2003 all uniformed firefighters will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the rank of Firefighter and Fire Apparatus Operator.

PUBLIC SAFETY – LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2003 for all uniformed employees in the Airport Revenue Fund will total \$4,162.

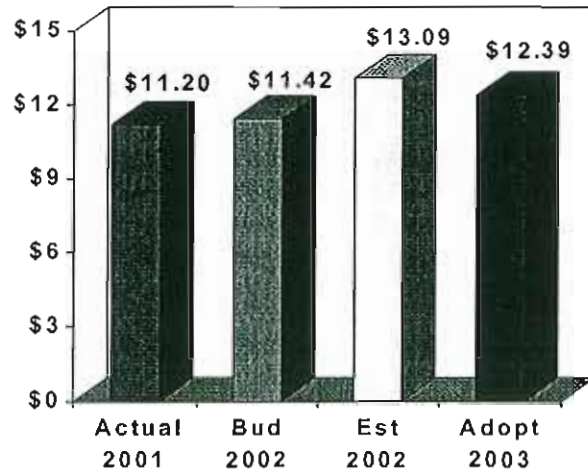
CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$27,888.

AIRPORT REVENUE FUND EXPENDITURES BY CHARACTER

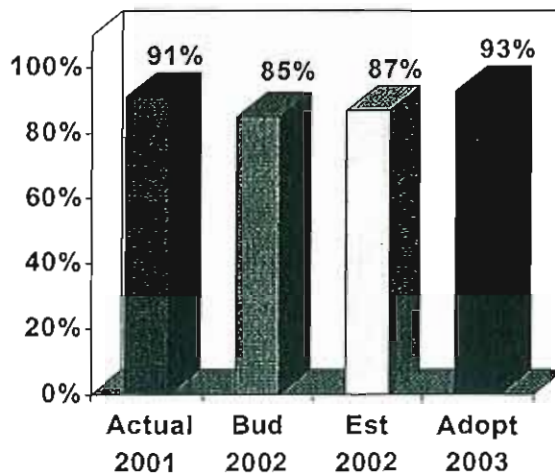
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$14,664,547	\$15,771,604	\$16,044,759	\$16,460,276
CONTRACTUAL SERVICES	4,476,772	5,331,162	5,161,120	5,566,895
COMMODITIES	1,031,408	1,251,485	1,081,710	1,192,231
OTHER EXPENDITURES	2,626,649	1,267,764	694,762	1,380,621
CAPITAL OUTLAY	584,022	425,497	453,864	605,467
TRANSFERS	16,872,560	19,073,828	19,802,150	17,817,107
TOTAL EXPENDITURES	\$40,255,958	\$43,121,340	\$43,238,365	\$43,022,597
 AUTHORIZED POSITIONS	 407	 405	 405	 407
FULL-TIME EQUIVALENTS	406.61	404.61	404.61	406.61

REVENUE PER ENPLANED PASSENGER



» Revenue per Enplaned Passenger is anticipated to increase 11% in FY 2003 over FY 2001.

PASSENGER APPROVAL RATING



» Passenger Approval Rating is anticipated to increase 2% in FY 2003 over FY 2001.

AVIATION**GRANT SUMMARY**

The Aviation Department will receive grant funds totaling \$29,719,961 for FY 2003. The Airport Improvement Grant is an FAA sponsored grant.

Below are listed the grants the Aviation Department expects to receive in FY 2003. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Airport Improvement Program	\$22,962,604	\$0	\$4,812,000	\$264,357	\$28,038,961
Explosive Detection Canine Team	120,000	0	0	0	120,000
TxDOT Airport Improvements	0	867,900	693,100	0	1,561,000
TOTAL	\$23,082,604	\$867,900	\$5,505,100	\$264,357	\$29,719,961

AVIATION**AIRPORT IMPROVEMENT PROGRAM****PROGRAM INFORMATION:**

The Airport Improvement Program is an FAA sponsored Grant program designed to assist airport owners in planning, constructing and maintaining the basic airfield infrastructure at airports nationwide. Grants consist of both entitlements and discretionary funding. The grant program covers the period of October 1, 2002 through September 30, 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Terminal Baggage Security	\$0	\$3,389,496	\$7,733,534
Airfield Security	\$0	\$3,300,000	\$0
Land Reclamation	\$0	\$0	\$11,000,000
Reconstruct Taxiway D	\$3,955,232	\$0	\$0
Replace RON Apron	\$5,205,735	\$1,617,387	\$0
Noise Monitoring System	\$2,569,205	\$0	\$0
Zoning Study	\$533,333	\$0	\$0
Upgrade Guidance Signs	\$372,559	\$0	\$0
New ARFF Vehicle	\$600,000	\$0	\$0
EIS	\$0	\$1,000,000	\$0
Reconstruct Perimeter Road	\$0	\$0	\$2,209,427
Sky Place Box Culvert	\$0	\$0	\$5,096,000
Airfield Lighting Upgrade	\$0	\$0	\$2,000,000
Total	\$13,236,064	\$9,306,883	\$28,038,961

EXPLANATORY INFORMATION

Projected Airport Improvement Program grants for FY 2003 include five capital improvement projects totaling \$28,038,961.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$3,180,556	\$2,326,721	\$4,812,000
FEDERAL	10,055,508	6,980,162	22,962,604
OTHER -City In-Kind	0	0	264,357
TOTAL FUNDING	\$13,236,064	\$9,306,883	\$28,038,961
EXPENDITURES			
CONTRACTUAL SERVICES	\$1,853,236	\$2,100,000	\$1,870,000
CAPITAL OUTLAY	11,382,828	7,206,883	26,168,961
TOTAL EXPENDITURES	\$13,236,064	\$9,306,883	\$28,038,961
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

PROGRAM INFORMATION:

The grant agreement is with the Transportation Security Administration (TSA) for participation in the Explosive Detection Canine Team Program. The Program establishes eligible reimbursement of up to \$40,000 per team for a total not to exceed \$120,000. This Program will provide canine team utilization at the San Antonio International Airport with a 24-hour per day, 7-day per week response. It is anticipated that the grant agreement will be renewed each year.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Canine Team	N/A	3	3
Output:			
Canine Patrol Hours per Year	N/A	1,733	4,160
Efficiency:			
Patrol Hours per Team per Year	N/A	577	1,386
Effectiveness:			
% Change Canine Patrol Hours	N/A	N/A	140%

EXPLANATORY INFORMATION

The Explosive Detection Canine Team Program is designed to increase security at commercial airports. The teams will receive specialized training, equipment and canines fully trained in explosive detection.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Federal fund source	N/A	\$120,000	\$120,000
TOTAL FUNDING	N/A	\$120,000	\$120,000
EXPENDITURES			
PERSONAL SERVICES	N/A	\$116,400	\$116,400
CONTRACTUAL SERVICES	N/A	2,900	2,900
COMMODITIES	N/A	700	700
TOTAL EXPENDITURES	N/A	\$120,000	\$120,000
AUTHORIZED POSITIONS	N/A	3	3
FULL-TIME EQUIVALENT	N/A	3.00	3.00

PROGRAM INFORMATION:

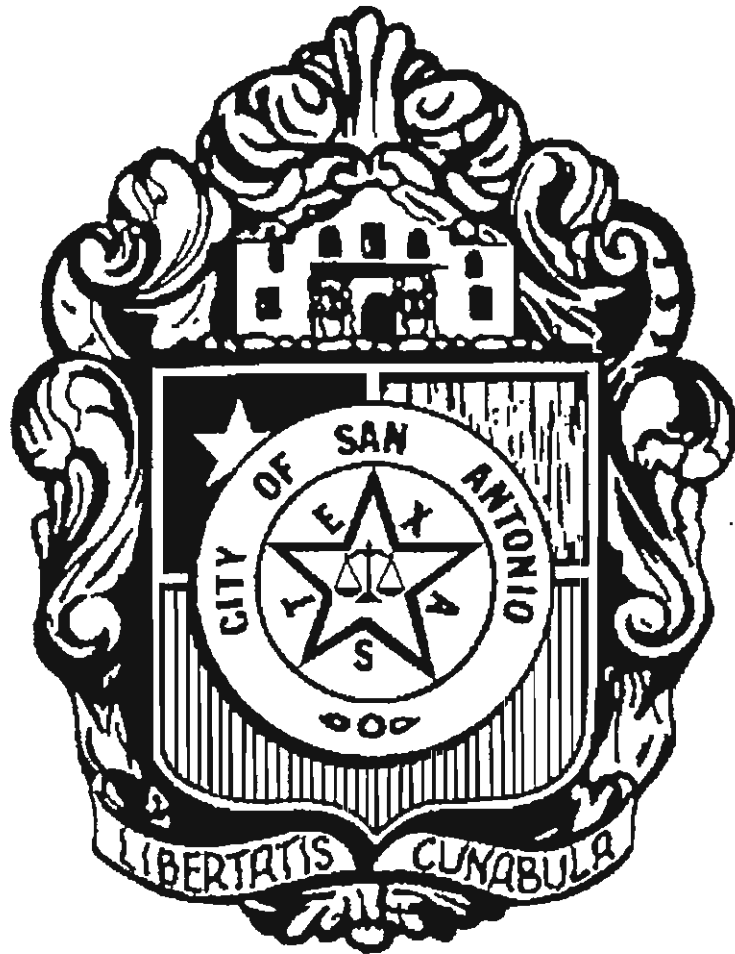
The FAA provides a block grant to the State of Texas for its general aviation airports. The funds are utilized for airport infrastructure improvements. The State awards grants based on demonstrated need. This grant program covers the period of October 1, 2002 through September 30, 2003. A local match is required for all capital projects.

PERFORMANCE MEASURES

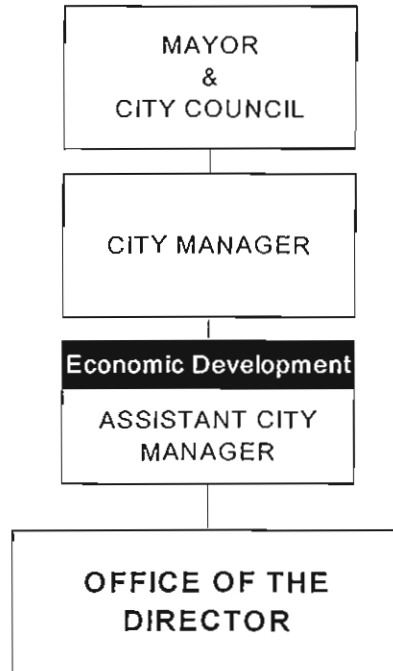
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Apron Sealcoat	\$60,000	\$0	\$0
Hangar Renovations	\$0	\$80,000	\$0
T Hangar Taxilane	\$0	\$0	\$130,000
Land Acquisition	\$0	\$0	\$1,000,000
Project Design	\$0	\$0	\$431,000
Total	\$60,000	\$80,000	\$1,561,000

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$30,000	\$40,000	\$693,100
STATE	30,000	40,000	867,900
TOTAL FUNDING	\$60,000	\$80,000	\$1,561,000
EXPENDITURES			
PERSONAL SERVICES	\$0	\$0	\$431,000
OTHER EXPENDITURES	0	0	1,000,000
CAPITAL OUTLAY	60,000	80,000	130,000
TOTAL EXPENDITURES	\$60,000	\$80,000	\$1,561,000
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00



BROOKS CITY-BASE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Brooks City-Base Fund	5.00	\$1,054,359
Capital Projects	0.00	1,600,000
Total Funding	5.00	\$2,654,359

MISSION STATEMENT

The mission of the Brooks City-Base Office is to manage and redevelop the 1,300-acre park formerly known as Brooks Air force Base into a proud and thriving complex of diverse and complimentary elements where people live, work, learn, and play, and where excellence, and best business practices contribute to the community vision.

PROGRAM INFORMATION

The Brooks City-Base office will serve as the primary office responsible for the implementation and coordination of the Brooks City-Base Project. The foundations for development if the Brooks City-Base Technology and Business Center are to improve Air Force Mission effectiveness, support Brooks tenants, and promote 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.
- ◆ Create a world-class technology and business park.
- ◆ Provide City employees with specialized training to improve job related skills.
- ◆ Serve tenants in a cost effective manner.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide Economic Development Opportunities					
	Develop Brooks property into an economic generator in the south central section of San Antonio	Tenant Leases Executed ¹	N/A	14	14	16
		Percentage of Customers Satisfied with Property Management Services	N/A	N/A	N/A	85%
Financial	Provide Economic Development Opportunities					
	Significantly reduce Brooks Air Force base operating support costs to retain anchor missions	Percentage of Available Space Leased ²	N/A	N/A	N/A	41%
		Federal/State Dollars Leveraged	N/A	N/A	N/A	\$500,000
		Number of Jobs Retained by the Air Force	N/A	N/A	N/A	3,465
Internal Processes	Improve Community Outreach					
	Enhance Brooks Air Force Base mission capabilities through the creation of public and private partnerships	Brooks Partnerships Created ³	N/A	30	31	32
Employee Learning & Growth	Employee Learning & Growth					
	Provide Opportunities for Specialized Training	Number of Completed Job Enhancement Training Classes (In Hours) ⁴	N/A	N/A	N/A	48

EXPLANATORY INFORMATION

¹ Actual leases executed with the Air Force.

² Includes property not retained by the Air Force.

³ Partnerships are defined as relationships that we have a relationship with via a memorandum of understanding, memorandum of agreement or other instrument. A relationship with an organization that shares mutual goals and objectives.

⁴ Permanent Party/Air Force 1,198; Air Force Civilian 1,409; Air Force Contractual 755; Other 103.

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$25,069*****NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION***

This *reduction* will result in \$9,900 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE - OPERATIONAL SAVINGS

This *reduction* will provide savings through a reduction in contractual expenses. This reduction will result in total savings of \$15,169. There is no anticipated loss of services for this reduction.

♦ IMPROVEMENTS \$749,277***ECONOMIC DEVELOPMENT – OUTSIDE LEGAL COUNSEL***

This *one-time improvement* includes \$100,000 to retain outside legal counsel for continued implementation of the Brooks City-Base Project.

ECONOMIC DEVELOPMENT –MARKETING

This *one-time improvement* for \$200,000 will provide funding for professional marketing services.

ECONOMIC DEVELOPMENT –BUSINESS PLAN

This *one-time improvement* for \$60,000 will provide a 20% grant match for the development of a business plan for the Brooks Research and Technology Park. The department will seek to secure a grant within the year.

ECONOMIC DEVELOPMENT –INSURANCE

This *improvement* for \$60,000 will procure property insurance for housing and other facilities not occupied by the Air Force at the Brooks Research and Technology Park.

ECONOMIC DEVELOPMENT –SECURITY

This *improvement* for \$200,000 will provide twenty-four hour seven day a week security for the main gate. The BDA currently owns and maintains many assets within Brooks City-Base (BCB). It is crucial to maintain the visibility of security throughout the former base as well as provide an added incentive in attracting potential companies to locate at BCB.

ECONOMIC DEVELOPMENT – ADD TWO ECONOMIC MANAGER DEVELOPMENT POSITIONS

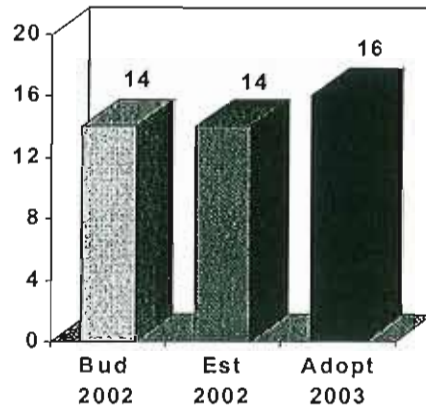
This *improvement* will redirect two vacant Economic Development Manager positions from the Economic Development Department to the Brooks City-Base. The total cost of adding these positions in FY 2003 will be \$129,277.

BROOKS CITY-BASE**BROOKS CITY-BASE FUND****BROOKS CITY-BASE FUND EXPENDITURES BY CHARACTER**

	ACTUAL* 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$86,623	\$236,348	\$234,027	\$390,773
CONTRACTUAL SERVICES	13,572	396,268	395,389	647,258
COMMODITIES	4,640	20,771	20,431	14,871
OTHER EXPENDITURES	0	0	0	1,457
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$104,835	\$653,387	\$649,847	\$1,054,359
 AUTHORIZED POSITIONS	 3	 3	 3	 5
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	5.00

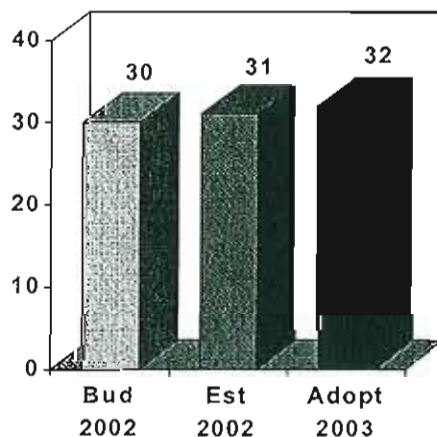
*Actual FY 2001 expenditures and position counts are recorded in the General Fund, Economic Development Department, not in the Brooks City-Base Fund. The FY 2001 figures are shown here for informational purposes.

TENANT LEASES EXECUTED

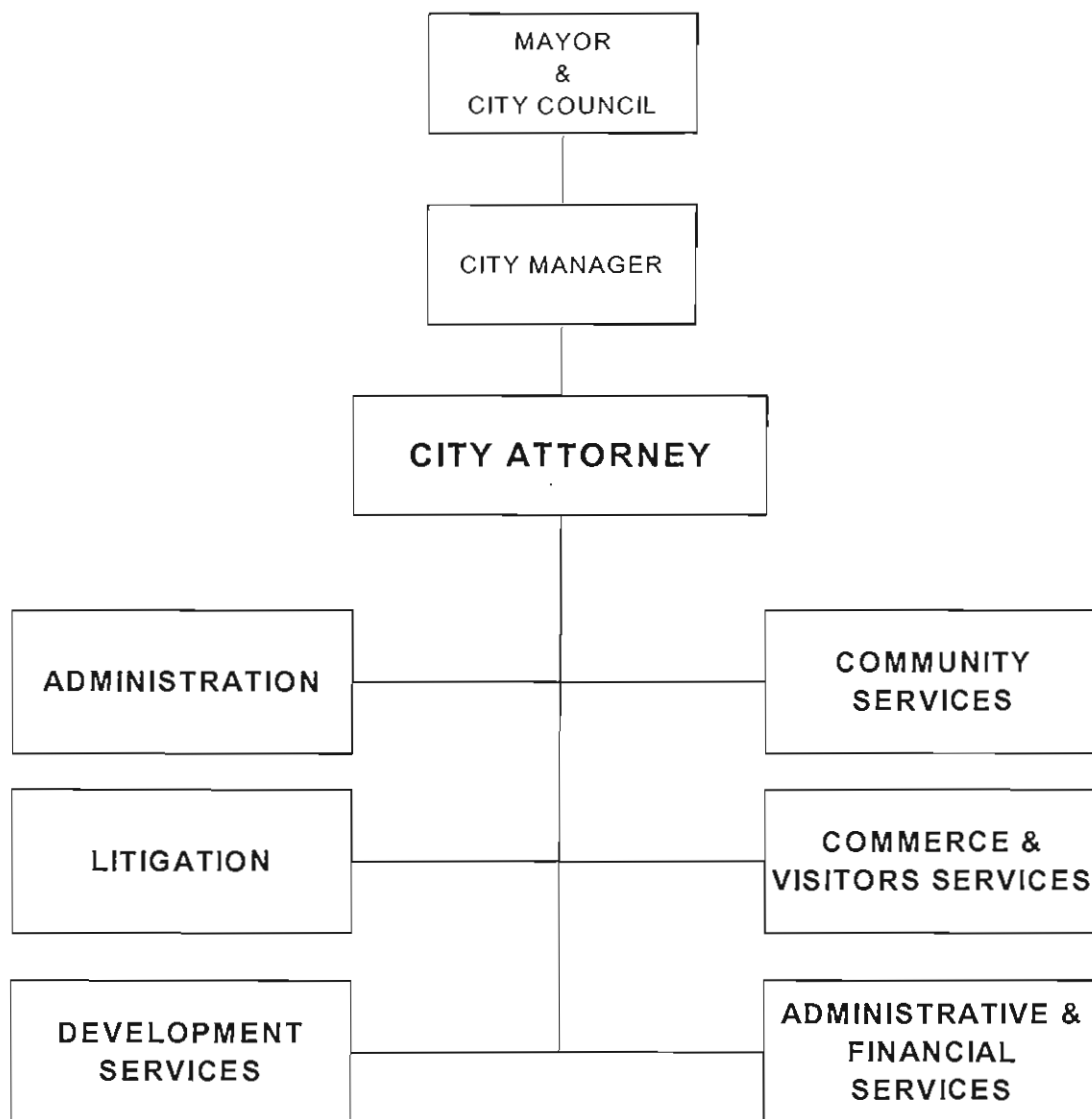


» Leases are from the existing partnerships between Brooks City-Base and Brooks Airforce Base.
» Future leases aim to bring in technology and targeted industries.

BROOKS PARTNERSHIPS CREATED



» Partnerships are defined as a relationship from a memorandum of understanding, memorandum of agreement or other instrument.
» These partnerships continue to further increase biotech and high technology industry commitments to Brooks City-Base.



APPROPRIATIONS BY FUND	FTE	ADOPTED FY 2002-2003
General Fund	72.00	\$5,187,747
Self-Insurance Liability Fund	13.00	*
Self-Insurance Workers' Compensation Fund	7.00	*
Community Development Block Grant	5.00	306,888
Categorical Grant	4.00	245,920
Total Funding	101.00	\$5,740,555

* Appropriation totals for these positions appear in their respective funds.

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 and 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 Administrative & Financial Services, Litigation, Development Services, Commerce & Visitors Services, Community Services, Public Safety & Human Resources Services and Risk Management.

GOALS & OBJECTIVES

- ♦ Promote and represent 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.
- ♦ Implement recommendations associated with the Performance Review of the Business Contract Management Process and the City Attorney's Office.
- ♦ Have attorneys obtain and/or maintain professional certifications/licenses by attending State-approved continuing legal education courses.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust & Awareness					
	Represent and promote the legal interests of the City of San Antonio by delivering prompt and effective legal services	No. of Formal Legal Opinions Issued	450	475	485	525
		No. of Red Flag Cases Filed	92	100	90	100
		No. of Open Records Requests Received	312	330	276	300
Financial	Provide Accountability to the Public					
	Fully investigate every claim and lawsuit; negotiate fair and reasonable settlements when applicable; and aggressively proceed to trial when necessary	% of Convictions – All Cases Tried at Municipal Courts	92%	92%	92%	92%
		% of Lawsuits Tried With Favorable Disposition ¹	92%	92%	92%	92%
		% of Red Flag Cases with Favorable Disposition ¹	89%	89%	90%	90%
Internal Processes	Implement & Institutionalize Performance Reviews					
	Implement recommendations associated with the Performance Review of the Business Contract Management Process and the City Attorney's Office	% of Performance Review Recommendations Implemented	N/A	61%	60%	80%
	Innovative & Proactive City Government					
	Continue to seek outside legal expertise on complex or unique matters	Ratio of New Cases (Outside Counsel/Total)	15/145	12/155	20/160	18/165
% of New Cases Using Outside Counsel		10.3%	7.7%	12.5%	10.9%	
Employee Learning & Growth	Innovative & Proactive City Government					
	Have attorneys obtain and/or maintain professional certifications/licenses by attending State-approved continuing legal education (CLE) courses	Hours Beyond Minimum CLE Requirements	N/A	N/A	248	260

EXPLANATORY INFORMATION

¹ In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$265,883

NON-STRATEGIC ISSUE – ELIMINATE ONE ASSISTANT CITY ATTORNEY IV POSITION

This **reduction** will eliminate one vacant Assistant City Attorney IV 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 savings of \$91,482.

NON-STRATEGIC ISSUE – ELIMINATE ONE DEPUTY CITY ATTORNEY POSITION

This **reduction** will eliminate one vacant Deputy City Attorney 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 savings of \$91,739.

NON-STRATEGIC ISSUE – ELIMINATE ONE UNIFIED DEVELOPMENT CODE (UDC) PARALEGAL POSITION

This **reduction** will eliminate one vacant Paralegal position that was added to address the significantly increased number of legal issues expected from implementation of the revised UDC. With the implementation of the UDC, the Department has not seen an increased need for this Paralegal 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 savings of \$40,346.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$42,316 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ MANDATES

\$50,000

PUBLIC SAFETY – COLLECTIVE BARGAINING AGREEMENT NEGOTIATIONS

This **one-time mandate** will provide \$20,000 in FY 2003 for the increased cost associated with the contracting of outside legal counsel to assist in the labor negotiations with the San Antonio Police Officer's Association.

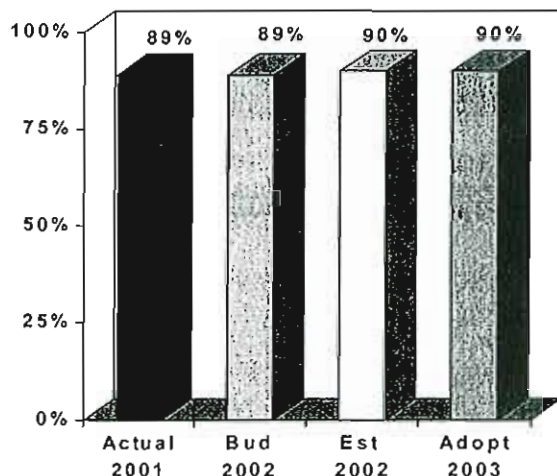
CHARTER REVIEW/GOVERNANCE – CONSULTATION FOR COUNCIL REDISTRICTING

This **one-time mandate** will provide \$30,000 in FY 2003 for the cost associated with legal consultation regarding council redistricting.

GENERAL FUND EXPENDITURES BY CHARACTER

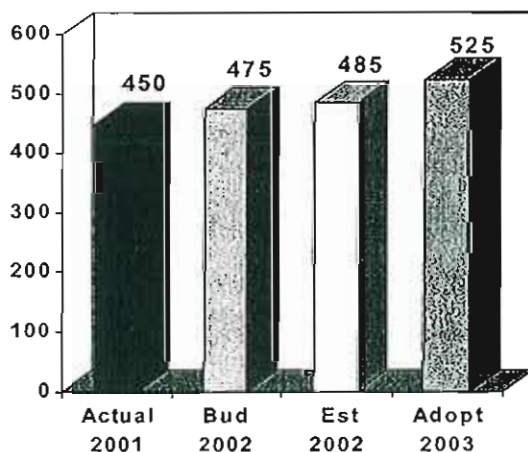
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$3,358,964	\$3,999,912	\$3,957,940	\$4,509,888
CONTRACTUAL SERVICES	500,920	528,464	513,686	576,846
COMMODITIES	86,283	72,870	139,353	67,420
OTHER EXPENDITURES	30,420	44,784	18,881	29,403
CAPITAL OUTLAY	8,722	35,840	27,060	4,190
TOTAL EXPENDITURES	\$3,985,309	\$4,681,870	\$4,656,920	\$5,187,747
AUTHORIZED POSITIONS	65	75	75	72
FULL-TIME EQUIVALENTS	65.00	75.00	75.00	72.00

% OF RED FLAG CASES WITH FAVORABLE DISPOSITION



- » Red Flag Cases are high priority cases, the majority of which involve code violations.
- » In a Favorable Disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

NO. OF FORMAL LEGAL OPINIONS ISSUED



- » Number of formal legal opinions issued by the City Attorney's Office
- » Estimated increase in FY 2003 over FY 2001 of 17% for formal opinions

The Department is in its second 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 Municipal Courts. Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Early Intervention for Women Living in Domestic Violence	\$0	\$167,441	\$24,830	\$53,649	\$245,920
TOTAL	\$0	\$167,441	\$24,830	\$53,649	\$245,920

CITY ATTORNEY

EARLY INTERVENTION FOR WOMEN LIVING IN DOMESTIC VIOLENCE

PROGRAM INFORMATION

The Early Intervention for Women Living in Domestic Violence Program provides swift intervention to domestic violence while it is at the Class "C" misdemeanor level and thereby prevents its escalation into a more dangerous crime. Early intervention requires that legal advocates perform a more complete and thorough screening and prosecution of reported cases, even when the victim may be reluctant to file charges. In addition, the program will increase legal services for victims, facilitate case filings and increase awareness by educating the community regarding domestic violence. The City will be charged as the State's representative with the responsibility of being the complainant for the crime. There is a collaboration between the City Attorney's Office (3 positions) and the Municipal Court (1 position) in pursuing this programs goals. The department is in its second year of a three year cycle for receiving the grant funding (4 1/2 years overall). This grant program covers the period of 6/1/02 through 8/31/03, broken down into a six-month (6/1/01-11/30/02) and nine-month (12/1/02-8/31/03) funding cycle.

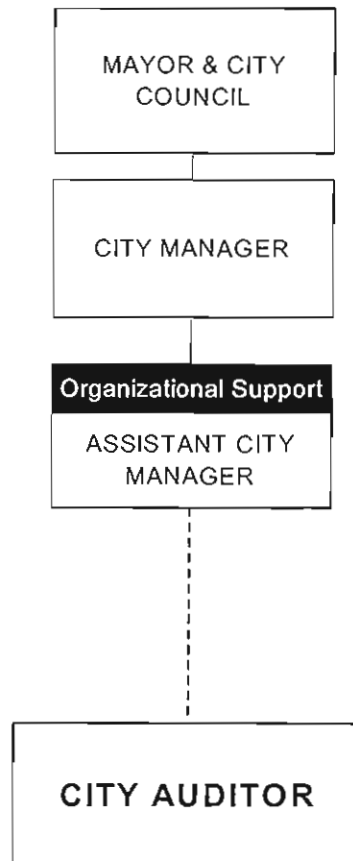
PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of Cases Received and Reviewed	1,840	2,100	2,500
No. of Cases Filed or Rejected	1326	880	1,500
No. of Cases Referred for Intervention	559	454	800
Efficiency:			
% of Cases Provided Information, Referrals and Safety Planning	99%	95%	97%
% of Cases Filed Directly by the State	72%	42%	60%
Effectiveness:			
60% of Class "C" Cases Prosecuted	796	528	900

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$0	\$0	\$24,830
STATE	48,331	182,662	167,441
OTHER	24,980	60,991	53,649
TOTAL FUNDING	\$73,311	\$243,653	\$245,920
EXPENDITURES			
PERSONAL SERVICES	\$46,955	\$173,238	\$164,154
CONTRACTUAL SERVICES	275	2,912	2
COMMODITIES	0	2,930	2
OTHER EXPENDITURES	1,101	3,582	3,283
CAPITAL OUTLAY	0	0	24,830
SUBGRANTING	24,980	60,991	53,649
TOTAL EXPENDITURES	\$73,311	\$243,653	\$245,920
AUTHORIZED POSITIONS	5	4	4
FULL-TIME EQUIVALENT	5.00	4.00	4.00

CITY AUDITOR



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	27.00	\$1,840,801
Community Development Block Grant	3.00	180,363
Total Funding	30.00	\$2,021,164

MISSION STATEMENT

The mission of the independent Office of the City Auditor is to strengthen the City of San Antonio's accountability to its citizens and to improve the operations of City government by examining and evaluating City activities. The Office of the City Auditor, through its performance of independent audits, reviews, and examinations, helps ensure that program goals and objectives are being met, applicable laws are complied with, and City government is efficient and effective.

PROGRAM INFORMATION

The independent Office of the City Auditor supports City Council and 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, and the extent of compliance by outside agencies and contractors. The Office also provides audit assistance to the City's External Auditors.

GOALS & OBJECTIVES

To provide information to City leaders through independent, objective assessment, analysis, and oversight in an effort to ensure compliance and increase accountability, efficiency, and effectiveness.

- ◆ Present audit recommendations that are useful and achievable.
- ◆ Complete audits in a timely manner.
- ◆ Assist City departments in providing oversight of sub-recipients funded by Community Development Block Grants.
- ◆ Reduce external audit costs.
- ◆ Meet government auditing standards for continuing professional education.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Innovative & Proactive City Government					
	Present audit recommendations that are useful and achievable.	% of Audit Recommendations Implemented within Six Months	97%	85%	87%	86%
		% of Audit Issues Management Concur With	92%	88%	85%	88%
Financial	Provide Accountability to Public					
	Reduce external audit costs.	Estimated Savings in External Audit Costs	\$87,210	\$106,160	\$89,706	\$95,000
Internal Processes	Public Trust & Awareness					
	Complete audits in a timely manner.	% of Audit Projects Completed Within Estimated Completion Date	N/A	90%	90%	90%
	Assist City departments in providing oversight of sub-recipients funded by Community Development Block Grants.	% of Grant Sub-Recipient Monitoring Projects Completed	83%	86%	87%	88%
Employee Learning & Growth	Innovative & Proactive City Government					
	Meet government auditing standards for continuing professional education.	% of Staff that Meet the CPE Requirements	N/A	N/A	100%	100%

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$77,858**CHARTER REVIEW/GOVERNANCE – ELIMINATE ONE SENIOR AUDITOR POSITION**

This *reduction* will eliminate one vacant Senior Auditor position. This reduction result in a decrease in the number of audits performed. This reduction will provide savings of \$52,579.

CHARTER REVIEW/GOVERNANCE – OPERATIONAL SAVINGS

This *reduction* will provide savings of \$6,878 as a result of increased efficiencies in operations. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$18,401 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

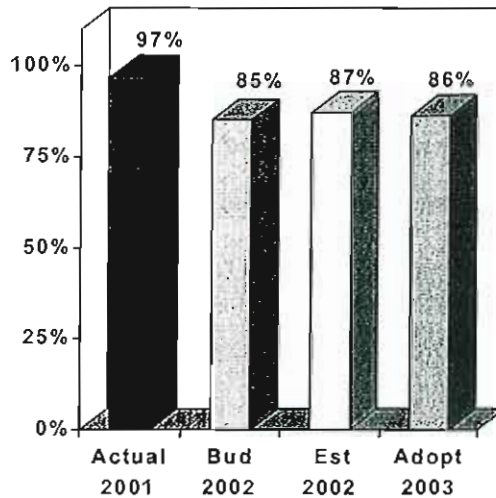
♦ IMPROVEMENTS \$250,000**CHARTER REVIEW/GOVERNANCE – AUDITOR CLASSIFICATION STUDY**

This *improvement* will set aside \$250,000 to pay for compensation regrades for auditor personnel in the Office of the City Auditor. The regrades will be implemented after the conclusion of a classification and compensation study by the Human Resources Department.

GENERAL FUND EXPENDITURES BY CHARACTER

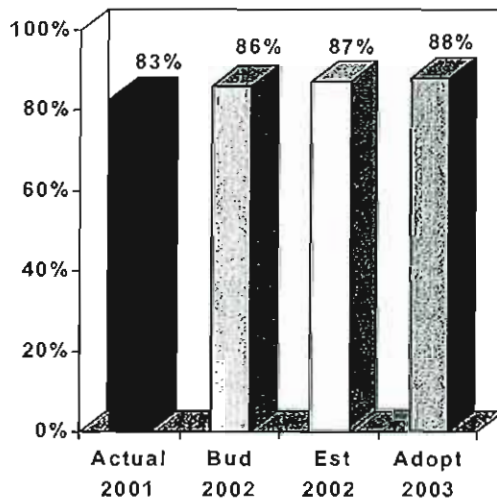
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$860,973	\$1,114,534	\$1,108,619	\$1,721,699
CONTRACTUAL SERVICES	113,369	111,941	118,242	107,850
COMMODITIES	18,327	52,385	38,581	7,330
OTHER EXPENDITURES	2,257	3,836	1,716	3,922
CAPITAL OUTLAY	31,293	0	2,778	0
TOTAL EXPENDITURES	\$1,026,219	\$1,282,696	\$1,269,936	\$1,840,801
 AUTHORIZED POSITIONS	 21	 21	 21	 27
FULL-TIME EQUIVALENTS	21.00	21.00	21.00	27.00

% OF AUDIT RECOMMENDATIONS IMPLEMENTED WITHIN SIX MONTHS

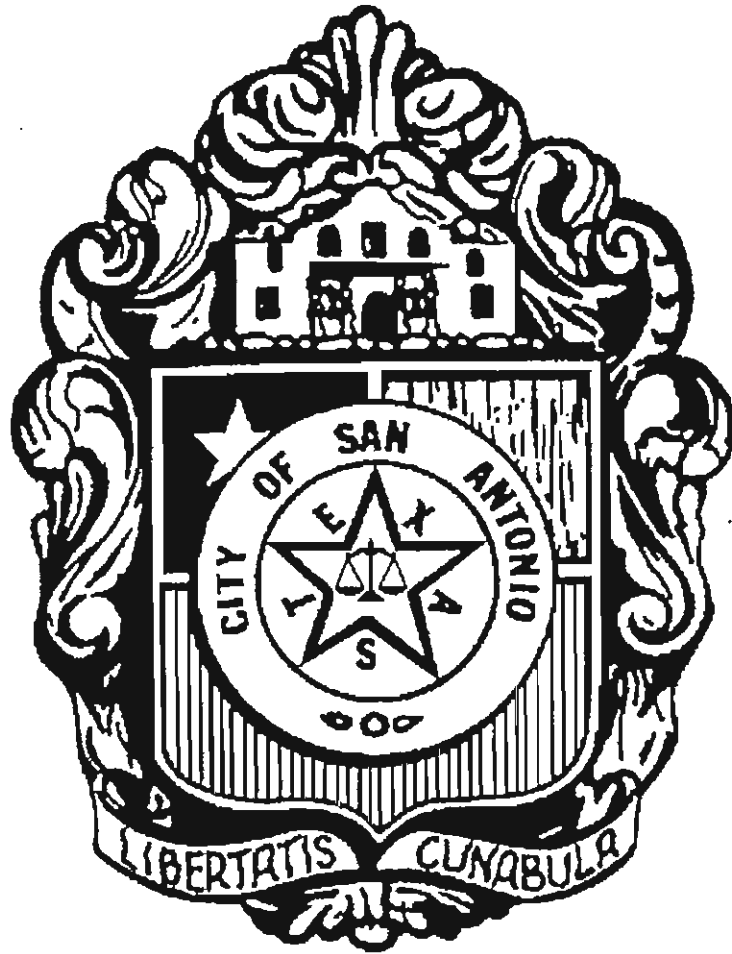


- » Measures the usefulness of audit recommendations
- » Useful recommendations are reasonable, achievable, and supported by Management.

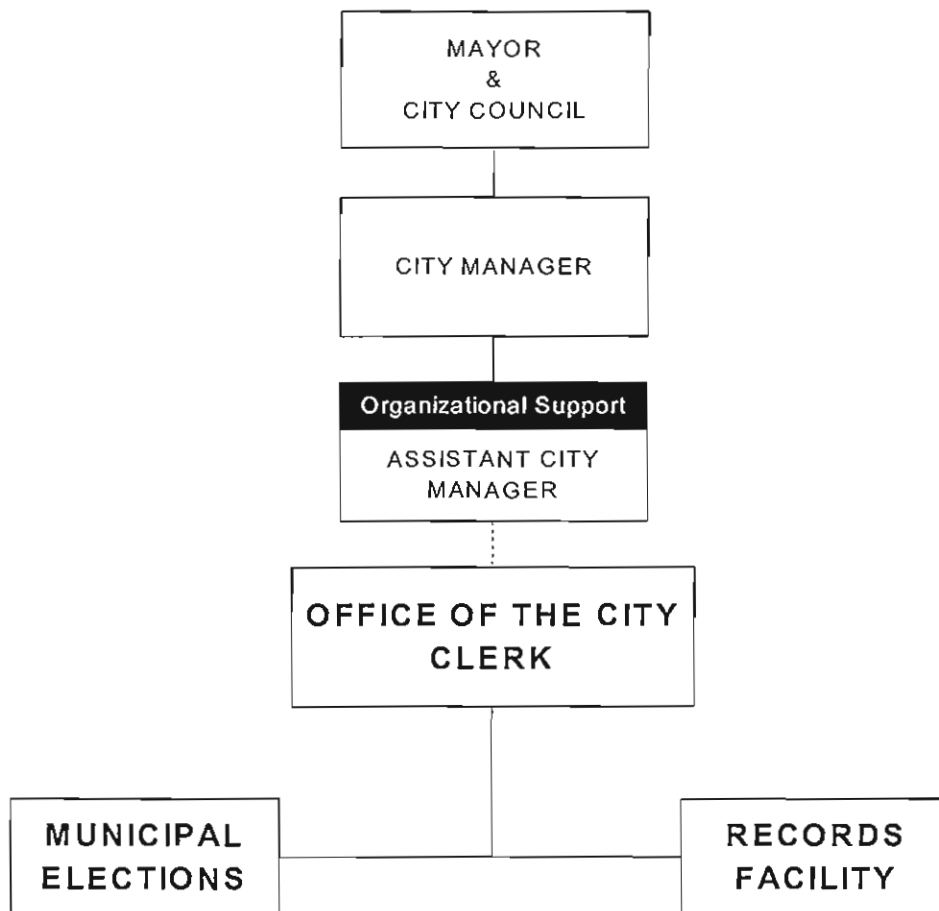
% OF GRANT SUB-RECIPIENT MONITORING PROJECTS COMPLETED



- » Demonstrates level of assistance provided to City departments regarding oversight of sub-recipients funded by Community Development Block Grant funds



CITY CLERK



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	19.00	\$1,252,546
Total Funding	19.00	\$1,252,546

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 easy access to all municipal government records information as well as providing all necessary services to the community and departments, to preserve and protect mandated official records, to intensify efforts to maximize use of the Municipal Records Facility and to administer municipal elections by:
 - Enhancing the Customer First program by providing better means to facilitate, bid process, legal notice advertisement, ceremonial/public relations component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, and claims process.
 - Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials.
 - Administering the Municipal Records Facility and maintaining a working interdepartmental records liaison program 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.
 - Implementing the microfilming/scanning process of all City contracts in concert with the establishment of the City-wide business contract management program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust and Awareness					
	Enhancing the Customer First program by providing better means to facilitate, bid process, legal notice advertisement, ceremonial/public relation component, board and commission appointment coordination, the proficiency of records retention, preservation and archival of all City records, Ethics Ordinance compliance requirements, and claims process	No. of walk-in customer service contacts assisted for City Clerk - Daily	79	89	87	89
		No. of customer service telephone call contacts assisted for City Clerk - Daily	172	178	160	180
		No. of customer service emails assisted for City Clerk - Daily	N/A	N/A	220	225
Financial	Provide Accountability to the Public					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials	Cost savings for record storage and retrieval – annually ¹	N/A	N/A	N/A	\$35,604
Internal Processes	Provide Accountability to the Public					
	Processing, preserving, protecting, and as needed, restoring permanent municipal records and archival materials	No. of municipal records microfilmed per week	38,432	36,000	25,000	36,000
		% of City Council minutes completed within 30 days	0%	50%	85%	90%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Implementing the microfilming/scanning process of all City contracts in concert with the establishment of the City-wide business contract management program	# of contracts scanned per year	N/A	N/A	N/A	2,000

EXPLANATORY INFORMATION

¹ Based on comparison with private sector records storage service.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$63,379**NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS**

This **reduction** will provide savings in fees to professional contractor services. The Department will manage its resources to minimize the impact of this reduction on current services. This reduction will result in a total savings of \$10,000 in FY 2003.

NON-STRATEGIC ISSUE – ELIMINATE ONE ADMINISTRATIVE AIDE

This **reduction** will eliminate one vacant Administrative Aide position. The Department will be able to continue to effectively redirect the work assignments to other areas. The FY 2003 savings from the elimination of this position is \$28,134.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$11,174 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, mail and parcel post, binding and printing and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$14,071 in FY 2003.

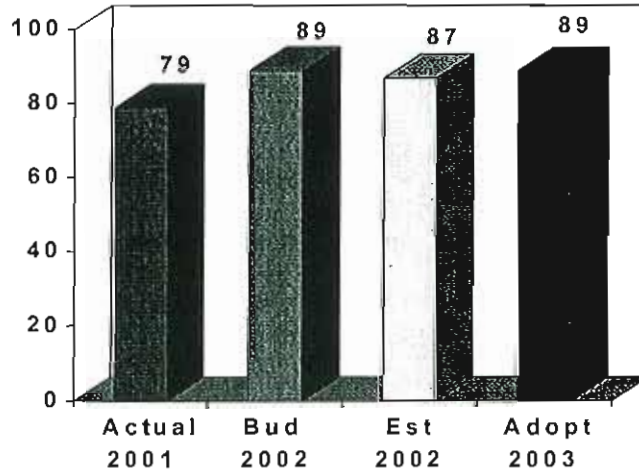
♦ IMPROVEMENTS \$40,263**CHARTER REVIEW/GOVERNANCE – REDIRECT ONE ADMINISTRATIVE ASSISTANT II**

This **improvement** will redirect one vacant Administrative Assistant II position from the Non-Departmental – Performance Analysis Team to the Office of the City Clerk. This administrative position will support City Charter Review efforts. This improvement will add \$40,263 to the City Clerk's budget in FY 2003.

GENERAL FUND EXPENDITURES BY CHARACTER

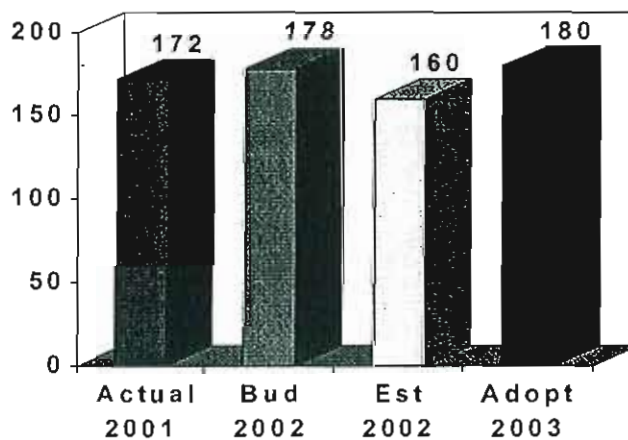
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$836,414	\$898,954	\$935,362	\$898,682
CONTRACTUAL SERVICES	355,452	304,443	302,508	321,933
COMMODITIES	11,904	12,548	12,010	11,398
OTHER EXPENDITURES	9,880	13,187	5,580	14,824
CAPITAL OUTLAY	625	74	1,415	5,709
TOTAL EXPENDITURES	\$1,214,275	\$1,229,206	\$1,256,875	\$1,252,546
 AUTHORIZED POSITIONS	 20	 19	 19	 19
FULL-TIME EQUIVALENTS	20.00	19.00	19.00	19.00

NUMBER OF WALK-IN CUSTOMER SERVICE CONTACTS ASSISTED PER DAY



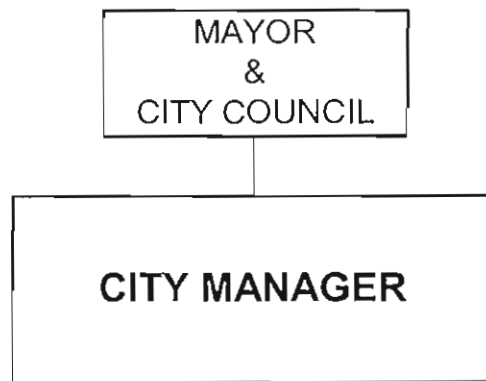
» Number of walk-in contacts is anticipated to stay constant for FY 2003.

NO. OF CUSTOMER SERVICE TELEPHONE CALL CONTACTS ASSISTED PER DAY



» Number of Telephone calls is anticipated to increase 5% in FY 2003 over FY 2001.





CITY MANAGER

APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	15.00	\$1,814,368
Total Funding	15.00	\$1,814,368

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** **\$95,496**

NON-STRATEGIC ISSUE – ELIMINATE ONE EXECUTIVE ASSISTANT

This **reduction** will eliminate one vacant Executive Assistant position. The department will be able to effectively redirect the work assignments to other areas. The FY 2003 savings from the elimination of this position will be \$54,990.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

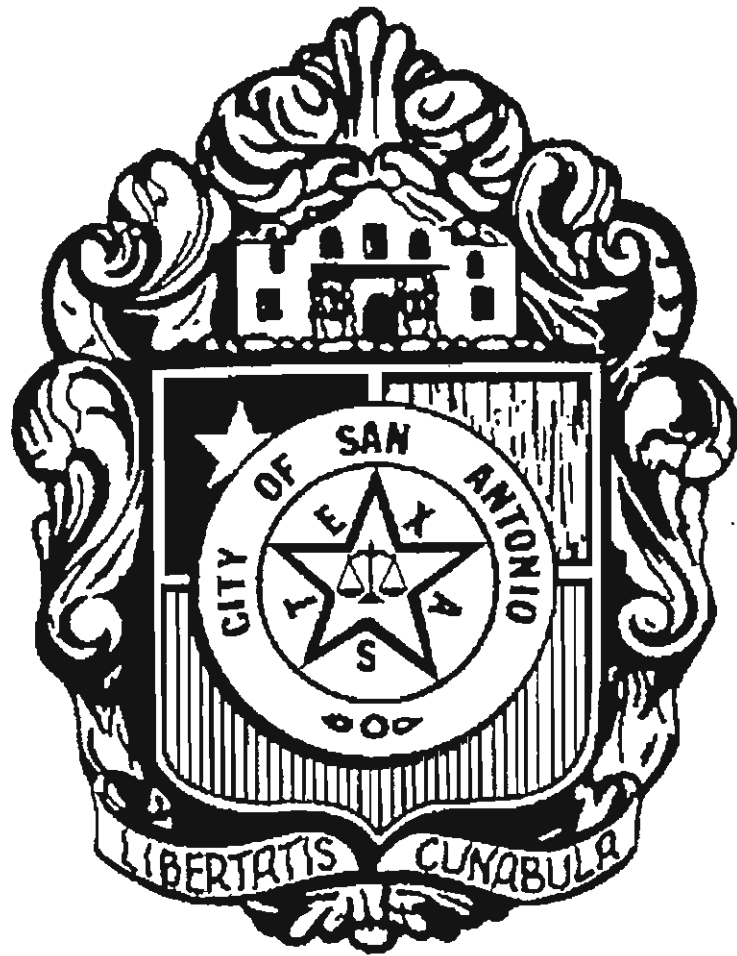
This **reduction** will provide savings in temporary services. This reduction will result in a total savings of \$3,000 in FY 2003.

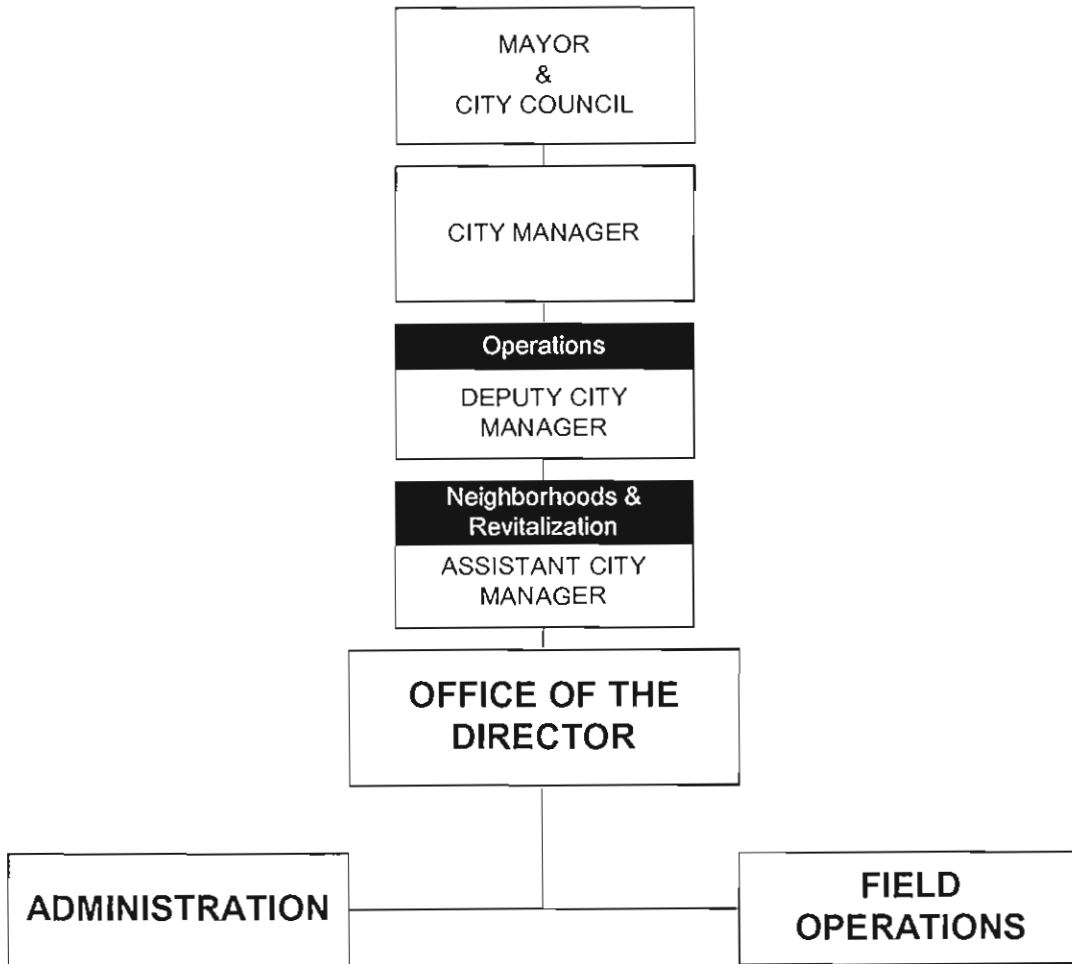
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEMS EXPENSE REDUCTION

This **reduction** will result in \$37,506 in savings in several line items expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, mail and parcel post, motor pool, advertising, binding and printing and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$1,390,793	\$1,620,443	\$1,583,058	\$1,599,123
CONTRACTUAL SERVICES	220,925	225,382	206,291	194,707
COMMODITIES	7,920	6,380	7,233	6,380
OTHER EXPENDITURES	4,043	11,558	4,962	14,158
CAPITAL OUTLAY	1,890	0	0	0
TOTAL EXPENDITURES	\$1,625,571	\$1,863,763	\$1,801,544	\$1,814,368
AUTHORIZED POSITIONS	14	16	16	15
FULL-TIME EQUIVALENTS	14.00	16.00	16.00	15.00





APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	105.00	\$6,076,088
Community Development Block Grant	5.00	250,000
Total Funding	110.00	\$6,326,088

MISSION STATEMENT

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

PROGRAM INFORMATION

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

GOALS & OBJECTIVES

- ◆ To reduce code violations through code enforcement services that will facilitate the upkeep and revitalization of neighborhoods.
 - Increase the number of case closures.
 - Increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments.
 - Increase number of occupied structures repaired.
 - Provide excellent customer service and public awareness.
 - Decrease response time for first inspections.
 - Provide continual information feedback mechanism to neighborhood associations and citizen groups through the work sector field operation office.
- ◆ To strengthen the proactive, neighborhood-based code enforcement programs.
 - Increase citizen outreach through proactive participation in neighborhood meetings, special events and school presentations.
 - To increase collaborations with neighborhood associations to ensure that the demands and needs for code enforcement are met on a community-by-community basis.
 - Shift emphasis to more proactive, priority-driven code enforcement programs.
 - Continue the Target Team enforcement programs in cooperation with the Neighborhood Action Department and engage in the full implementation of the multi-department efforts to influence long range improvements in targeted areas with high crime history.
 - Participate in the implementation of the CRAG Super Sweep selected area(s).
- ◆ To increase collection of administration fees and abatement charges.
 - Maximize revenues collected from vacant lot clean-up charges through utilization of the City's collection agent.
 - Seek outside resource opportunities to promote code enforcement.
- ◆ To ensure a trained and competent workforce.
 - Reinforce customer service importance to all department employees by providing appropriate training and incentive programs.
 - Ensure continuing education units (CEU) are fulfilled according to State mandates.
 - Provide educational opportunities and professional development for all staff.
 - Improve Information Technology Service Delivery.
 - Continue to integrate new technology applications in the field in accordance with the City's information technology initiatives.
 - To streamline and/or automate administrative tasks or functions.

GOALS & OBJECTIVES CONTINUED

- Optimize the use of Geographic Information Systems (GIS) to plan strategies and direct workforce to areas more in need of code enforcement services

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Provide for Safety and Welfare of Citizens in San Antonio						
Customer	To increase compliance of vacant lot, dangerous premise, junked vehicles and other code violations by coordinating service delivery with other departments	No. of Reported Violation Cases Closed	41,339	N/A	53,548	55,211
		No. of Cases Closed of Proactive Special Project Violations Cited ¹	17,336	N/A	22,412	25,108
	To provide a clean, safe and healthy environment throughout City neighborhoods	Total No. of Vacant Lots Cleaned	7,248	10,724	9,993	10,682
		No. of Structures Repaired, Secured or Demolished ²	4,298	4,177	4,175	4,216
		No. of Junked Vehicles Repaired or Removed	6,188	N/A	7,625	7,748
	Improve Community Outreach					
	To continue to participate in neighborhood meetings, special events and scheduled school presentations	No. of Attendees at Neighborhood Meetings and Other Outreach Activities	9,705	11,096	15,120	16,110
Financial	To decrease response time for first inspections	Percent of First Inspections Investigated Within Seven Days of Log-in	88%	90%	90%	92%
	Leverage Other Funding Sources					
	Seek outside resource opportunities to promote code enforcement activities	No. of Special Projects/Restitution Performed by Students or Volunteer Groups	N/A	N/A	20	24
	To maximize revenues collected from vacant lot clean-up charges through utilization of the City's collection agent	Percent of Revenues Collected from Vacant Lot Clean-Up Charges Compared to Amount Expended on Cleaning Lots	42%	N/A	43%	45%
Internal Process	Revitalize Neighborhoods for San Antonio					
	To increase the number of occupied structures repaired voluntarily or enforced	No. of Occupied Structures Repaired	1,892	N/A	1,915	2,040

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Innovative and Proactive City Government					
	To ensure a trained and competent workforce	No. of Continuing Education and Training Hours Provided to Code Enforcement and Abatement Officers for Certification Renewal	N/A	N/A	2,464	2,964
		No. of Hours Provided to Other Employees Receiving Professional Development or Training	N/A	N/A	239	440
	Improve Information Technology Service Delivery					
	To streamline and/or automate administrative tasks or functions	No. of Administrative and Field Processes Automated and/or Streamlined	N/A	N/A	6	7

EXPLANATORY INFORMATION

¹ Proactive special project violations include the Neighborhood Action Department (NAD) Sweeps, other neighborhood association target projects, code investigation officer initiated inspections.

² Adopted number includes total demolitions and total structures cleaned/secured.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$300,325**

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$49,688 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Expense Allowance, Subscriptions to Publications, Travel, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – CONTRACTUAL SERVICES AND COMMODITIES SAVINGS

This **reduction** will result in \$144,348 in savings due to more efficient use of operational line items that include, but are not limited to Communications, Fees to Professional Contractors, and Clothing and Linen.

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$15,410 in FY 2003.

PROGRAM CHANGES CONTINUED
PUBLIC SAFETY – ELIMINATE NEIGHBORHOOD SERVICES COORDINATOR

This **reduction** will eliminate one vacant Neighborhood Services Coordinator position, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. The associated duties will be redirected to a Community Development Block Grant (CDBG) position. There will be no impact to service delivery in FY 2003 as a result of this reduction. This reduction will result in savings of \$52,223.

PUBLIC SAFETY – ELIMINATE ABATEMENT OFFICER

This **reduction** will result in \$38,656 in savings in the Abatement Patrol Division by eliminating one vacant Abatement Officer. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

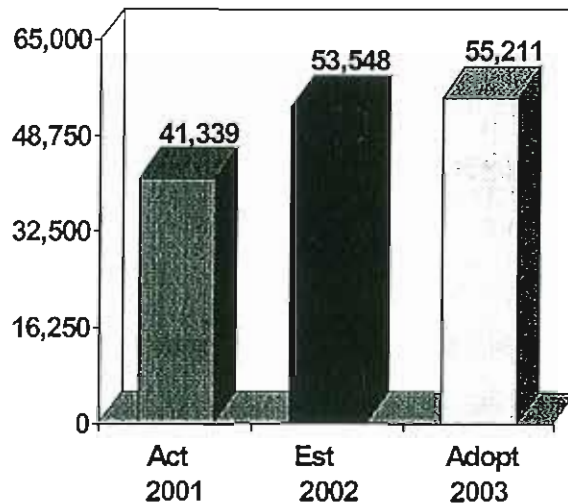
♦ IMPROVEMENTS \$103,298
ECONOMIC DEVELOPMENT – ENFORCEMENT AND ABATEMENT SERVICES FOR ANNEXATION

This **improvement** will add one Abatement Officer and additional operating funds to enable the Department to provide its investigative and enforcement services in newly annexed areas of the City. The position will be funded for nine months. The total cost for this improvement in FY 2003 will be \$103,298. The full year cost in FY 2004 will be \$86,032.

GENERAL FUND EXPENDITURES BY CHARACTER

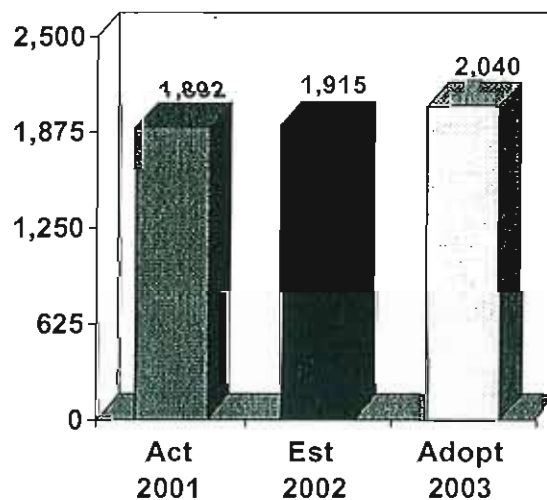
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$3,395,590	\$3,830,603	\$3,715,575	\$4,175,313
CONTRACTUAL SERVICES	1,469,711	1,684,852	1,856,212	1,521,914
COMMODITIES	187,366	293,152	177,109	246,333
OTHER EXPENDITURES	48,328	83,012	35,127	85,117
CAPITAL OUTLAY	73,984	402,162	370,440	47,411
TOTAL EXPENDITURES	\$5,174,979	\$6,293,781	\$6,154,463	\$6,076,088
 AUTHORIZED POSITIONS	 93	 106	 106	 105
FULL-TIME EQUIVALENTS	93.00	106.00	106.00	105.00

NUMBER OF REPORTED CODE VIOLATION CASES CLOSED



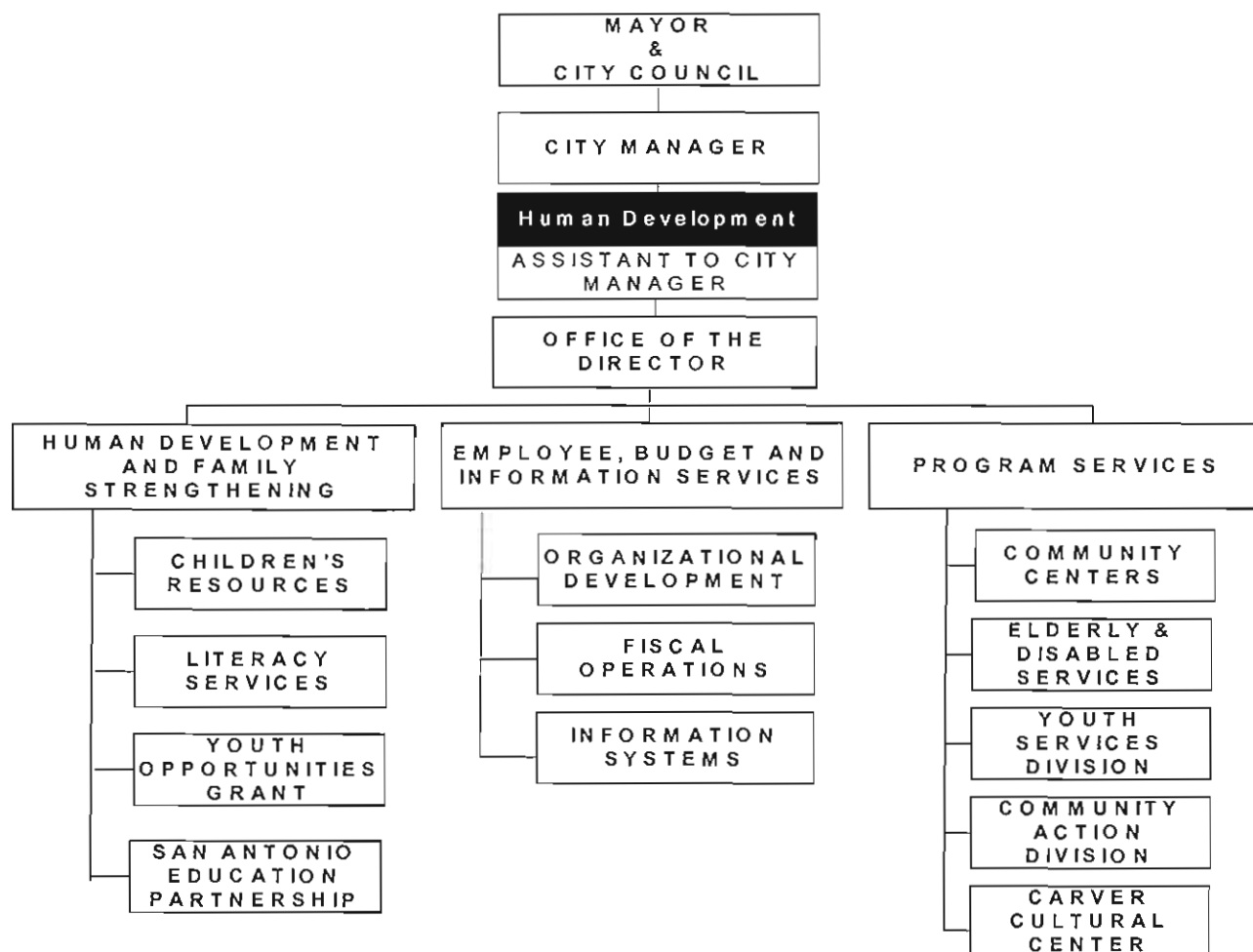
✓ The anticipated 34% increase from FY 2001 to FY 2003 results from obtaining greater voluntary compliance with code regulations and enforcement of compliance through citations and filling cases with Municipal Courts.

NUMBER OF OCCUPIED STRUCTURES REPAIRED



✓ The anticipated 7.8% increase from FY 2001 to FY 2003 is due to the increase in code enforcement through citations and filing cases with Municipal Courts, and an additional Dangerous Premise Investigator in FY 2002.

COMMUNITY INITIATIVES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	196.60	\$10,559,300
Categorical Grants	580.00	106,574,483
Community Development Block Grant	6.00	248,603
Capital Projects	0.00	1,922,000
Delegate Agencies	0.00	4,888,914
Total Funding	782.60	\$124,193,300

MISSION STATEMENT

The Department of Community Initiatives will promote economic self sufficiency, advance family strengthening and enhance the quality of life for families, seniors and individuals in our community, by coordinating resources, fostering partnerships, and providing efficient and effective services.

PROGRAM INFORMATION

The Department of Community Initiatives (DCI) 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 and community based 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 school readiness initiatives, 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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
	Improve Community Outreach					
Customer	Transition families to a livable income by raising their education and skill level	Total Number and Percentage of DCI Participants Obtaining Employment At or Above \$8.50 Per Hour ¹	N/A	N/A	513/16%	581/17%
		DCI Participants Obtaining Employment Below \$8.50 Per Hour	N/A	N/A	573	828
		Total Number and Percentage of DCI Participants in Higher Education or Long-Term Job Training ²	N/A	N/A	3,192/ 2.0%	3,423/ 2.4%
	Ensure families are economically secure	Number of Individual Development Account (IDA) Participants	N/A	N/A	120	300
		Number of Taxpayers Assisted through Volunteer Income Tax Assistance (VITA)	N/A	N/A	2,004	3,000
		Dollars Into Community through VITA (In Millions) ³	N/A	N/A	\$2.78	\$4.10
	Promote access to high quality early childhood education and school readiness initiatives	Average Monthly Children in Care ⁴	15,434	14,822	14,924	14,711
		Total Number and Percentage of CCDS Vendors that are Texas Rising Star Certified	115/ 33%	186/ 50%	150/ 40%	188/ 50%
		Total Number and Percentage of Children Assessed who Display Mastery of Kindergarten Readiness	N/A	N/A	250/ 80%	300/ 85%
	Promote youth development through early intervention, character traits/life skills development, education, and job training opportunities	Total Number and Percentage of Youth Completing Character Development/Life Skills Training	N/A	N/A	1313/ 18%	1824/ 25%
		Percentage of SAEP Seniors Graduating High School	98%	97%	98%	98%
		Dollar Value of Youth Community Service Hours	\$235,688	\$236,900	\$170,688	\$199,645
	Provide comprehensive, community based family strengthening services	Number of Residents Served by DCI's Direct Program and Contract Investments	N/A	N/A	142,588	141,315
		Total Number of Community Locations with DCI Investments	N/A	N/A	775	796

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach Continued					
	Invest in existing community organizations for the provision of human development services	Percentage of Operations Funding Contracted to Other Agencies/Organizations	N/A	78%	81%	80%
	Enable the elderly and disabled to retain an independent and healthy quality of life through provision of nutrition, personal care, transportation, and community engagement	Number of Meals Served to Seniors ⁵	940,989	975,096	944,258	1,044,000
		Percentage of Senior Population Participating in DCI Programs	5.9%	N/A	6.1%	6.6%
	Provide a safety net of services to meet the temporary emergency needs of all members of the San Antonio community	Number of Families Receiving Emergency Services	N/A	N/A	2,843	2,924
		Percentage of Children 0-5 in Poverty Receiving Child Care ⁶	38.7%	35.7%	35.5%	36.2%
Financial	Leverage Other Funding Sources					
	Coordinate and foster strategic partnerships with outside agencies and organizations to leverage resources essential to strengthening families, developing human capital, and sustaining a community safety net	Percentage of Budget from Outside Funding Sources	83%	84%	84%	86%
Internal Processes	Provide Accountability to the Public					
	Ensure progress toward identified performance and budget targets	Number of Contracts and Vendor Agreements Managed and Monitored	2,110	2,211	1,960	1,980
		Total Dollar Value of Contracts and Vendors (In Millions)	N/A	\$100	\$123	\$127
Employee Learning & Growth	Improve Employee Compensation					
	Ensure life long learning and growth of departmental staff	Total Number of Professional Development Training Hours	N/A	N/A	N/A	17,680
	Improve Information Technology Service Delivery					
	Develop and maintain a technologically effective and efficient department	Percentage of Staff that is Computer Literate	N/A	N/A	N/A	70%

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

- ¹ Includes SAEP College graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program and Project Quest job placements.
- ² Includes SAEP College graduates, Literacy Services, Better Careers/GED participants, Youth Opportunities Program and Project Quest job placements.
- ³ Minimum wage of \$5.15 per hour.
- ⁴ Includes Children's Resources, Literacy, Community Action, San Antonio Education Partnership, Elderly and Disabled, Youth Opportunities and DCI contracted agencies.
- ⁵ Unable to meet projected number of meals served in FY 2002 due to early closing of one of thirteen kitchens.
- ⁶ National average for eligible children receiving subsidized childcare is 8-10 percent.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$768,031

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$94,115 in FY 2003.

NON-STRATEGIC ISSUE - PERSONNEL COST SAVINGS

Due to recent changes in the Municipal Civil Service Rules, part-time employees are allowed to work a maximum of 35 hours per week. Due the current status of Family Care Provider positions, this **reduction** will result in budget savings of \$55,342.

NON-STRATEGIC ISSUE – REDUCE FEES TO PROFESSIONAL CONTRACTORS BUDGET

This **reduction** will decrease the Fees to Professional Contractors line item budget in the Elderly and Disabled Service Division. These funds were used in recent years to pay for the UTSA study of the Comprehensive Nutrition Program and the Cook & Chill Food Preparation study. There will be no impact to service delivery due to this reduction. This reduction will result in savings of \$68,375.

NON-STRATEGIC ISSUE – ELIMINATE ONE TECHNICAL SYSTEMS SUPERVISOR POSITION

This **reduction** will eliminate one vacant Technical Systems Supervisor from the Carver Center and add \$18,572 to over-time salaries line item. The remaining Senior Audio Visual Technician will be hired to assist with the duties and responsibilities of this position. This reduction will result in net savings of \$20,221.

NON-STRATEGIC ISSUE – ELIMINATE ONE SR. ADMINISTRATIVE ASSISTANT POSITION

This **reduction** will eliminate one filled Sr. Administrative Assistant position in the Office of the Director. This reduction will limit the Department's ability to provide support for special events. There will be no impact on services or programs due to this reduction. This reduction will result in savings of \$65,949.

NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICE BUDGET

This **reduction** will decrease the Temporary Services line item budget in the Elderly and Disable Services Division. This reduction will have minimal impact on departmental operations. This reduction will result in savings of \$30,945.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUE – ELIMINATE ONE SECRETARY I POSITION***

This **reduction** will eliminate one filled Secretary I position in the Literacy Services Division. This reduction will discontinue the 225-READ Central Referral Center program. The 225-READ Literacy Service Coordinator duties and responsibilities will be redirected to support the Better Jobs Initiative programs and activities. This reduction will result in savings of \$28,136.

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$30,698 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – ELIMINATE ONE SR. ADMINISTRATIVE ASSISTANT POSITION

This **reduction** will eliminate one filled Sr. Administrative Assistant position in the Elderly and Disabled Division. This position provides administrative support for the Division Manager and provides administrative coverage for the Comprehensive Nutrition Program. It is anticipated that a new grant funded position will be created in FY 2003 to continue the current level of administrative coverage in the Division. This reduction will not impact service delivery. This reduction will result in savings of \$51,912.

NON-STRATEGIC ISSUE – ELIMINATE ONE CASEWORK SUPERVISOR POSITION

This **reduction** will eliminate one vacant Casework Supervisor position in the Community Action Division. This position is responsible for providing case management and safety net services to low income San Antonio families such as utility, food and rental assistance. This position has served as a floater between the Community Action Program locations and the Dwyer Center. This reduction will result in savings of \$43,666.

HUMAN DEVELOPMENT – REDIRECT OPERATION OF MARGARITA HUANTES LLDC TO YO!

This **reduction** will redirect the operations of the Margarita Huantes Learning and Leadership Development Center (LLDC) to Youth Opportunity (YO) Program learning site. This redirection will eliminate one filled Literacy Program Coordinator position. The remaining resources at the Margarita Huantes LLDC, including the Assistant Program Coordinator, will focus on the provision of English as a Second Language (ESL) and General Education (GED) classes to YO participants. The non-YO students displaced from the Adult Basic Education (ABE) and GED classes will be served by the Willie Valesquez and Benavides LLDC's which are within two miles of the Margarita Huantes LLDC. This reduction will not have an adverse impact on service delivery. This reduction will result in savings of \$58,306.

HUMAN DEVELOPMENT – ELIMINATE ASSISTANT SOCIAL SERVICES MANAGER POSITION

This **reduction** will eliminate one filled Assistant Social Services Manager positions, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in savings of \$52,447.

PROGRAM CHANGES CONTINUED
HUMAN DEVELOPMENT – ELIMINATE ONE CASEWORKER II POSITION

This **reduction** will eliminate one vacant Caseworker II position in Youth Services. The reduction will result in savings of 38,989.

HUMAN DEVELOPMENT – REDUCE SAN ANTONIO EDUCATION PARTNERSHIP SCHOLARSHIPS

This **reduction** will decrease San Antonio Education Partnership (SAEP) scholarships from \$650,000 to \$581,896 per year for the five expansion schools funded in FY 2001 and FY 2002. These schools include Burbank, Highlands, Lee, Jefferson, and McCollum High Schools. Based on historical data, approximately 77% of SAEP scholarship recipients return to college the second year and 55% of recipients return the third and fourth year. Based on this estimate, it is anticipated that scholarship awards for the expansion schools over five years will not exceed \$581,895. This reduction will have no impact on the scholarship program. This reduction will result in savings of \$68,105.

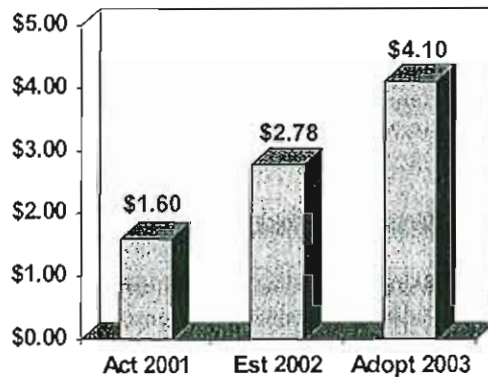
HUMAN DEVELOPMENT – TRANSFER OPERATION OF BARBARA JORDAN CENTER

This **reduction** will transfer the operation of the Barbara Jordan Community Center to San Antonio Fighting Back (SAFB). This reduction will eliminate one filled Assistant Multi-Service Supervisor position as recommended by the Span of Control Review. SAFB presently occupies 92% of the center's office space that is available for community-based organizations. In addition, the City will lease the center to SAFB. In lieu of rent, SAFB will be responsible for the center's daily operating costs including management, utilities, and minor building maintenance. The City will continue to maintain the center's infrastructure including structural, mechanical, plumbing, electrical and life safety components. There will be no impact on service delivery due to this reduction. All services, currently provided by this center, will continue to be available to the community. In addition, the Claude Black Community Center, located at the same site, will continue to be fully operational and provide space for use by the community for events. This reduction will result in a loss of revenue totaling \$19,091. The net savings of this reduction will be \$60,825.

GENERAL FUND EXPENDITURES BY CHARACTER

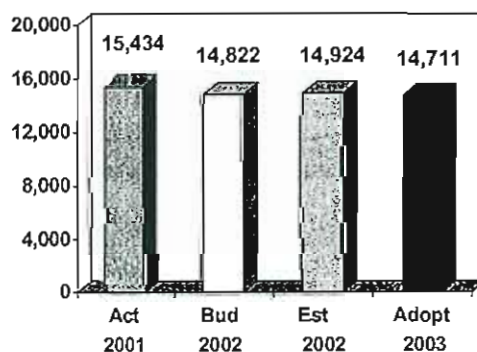
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$7,464,723	\$7,406,206	\$7,102,572	\$7,331,560
CONTRACTUAL SERVICES	2,887,710	3,047,294	3,098,143	2,666,555
COMMODITIES	241,428	112,433	184,711	94,349
OTHER EXPENDITURES	385,132	409,723	344,033	446,397
CAPITAL OUTLAY	55,261	29,143	50,930	20,439
TOTAL EXPENDITURES	\$11,034,254	\$11,004,799	\$10,780,389	\$10,559,300
 AUTHORIZED POSITIONS	 213	 209	 209	 200
FULL-TIME EQUIVALENTS	211.65	208.40	208.40	196.60

DOLLARS RETURNED TO THE COMMUNITY THROUGH VOLUNTEER INCOME TAX ASSISTANCE (In Millions)



- » Service provides free tax assistance to over 2,000 low-income working families.
- » Services increases Earned Income Tax Credit and Child Tax Credit returned to San Antonio families.
- » 94% of tax returns filed electronically so refunds are returned within 7-10 days.

CHILDREN IN HEAD START AND CCDS PROGRAMS MONTHLY AVERAGE (BEXAR COUNTY)



Program Benefits:

- » High quality child care prepares children to enter school ready to succeed.
- » Allows parents to remain employed or in job training.
- » Maximizes draw-down of federal funds.
- » Builds capacity of child care providers.
- » Implement a single portal of entry for child care.

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.

Below is a comprehensive listing of the grant expected by the Community Initiatives in FY 2003. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
ASCEND	\$712,082	\$0	\$0	\$0	\$712,082
Carver Community Cultural Center	0	0	233,598	0	233,598
Child Care Delivery System	0	35,604,042	1,200,000	0	36,804,042
Community Services Block Grant	0	2,000,177	0	0	2,000,177
Comprehensive Nutrition Program	526,942	1,117,689	2,642,580	211,803	4,499,014
Consumer Managed Personal Assistance Services Program	0	1,920,050	0	5,000	1,925,050
Emergency Food & Shelter Program	168,367	0	0	0	168,367
Emergency Shelter Grant	715,000	0	0	0	715,000
Fair Housing Program	248,603	0	0	0	248,603
Head Start Early Childhood Development	34,226,614	0	0	8,556,654	42,783,268
Housing Counseling Program	30,433	0	0	0	30,433
Housing Opportunities for Persons with AIDS	965,000	0	0	0	965,000
Juvenile Accountability Incentive Block Grant	0	450,134	59,293	0	509,427
San Antonio Education Partnership	0	0	0	186,180	186,180
Supportive Services for the Elderly Project	0	275,250	140,987	5,000	421,237
Title V Delinquency Prevention Fund	0	250,000	21,636	107,152	378,788
Urban smarts	0	0	0	100,000	100,000
Youth Opportunity Program	7,152,597	0	0	0	7,152,597
1999 Supportive Housing Program	136,572	0	0	0	136,572
2000 Supportive Housing Program	2,061,548	0	0	0	2,061,548
2001 Supportive Housing Program	1,638,501	0	0	0	1,638,501
2001 Supportive Housing Program – Dwyer Center	243,721	0	0	0	243,721
TOTAL	\$48,825,980	\$41,617,342	\$4,298,094	\$9,171,789	\$103,913,205

PROGRAM INFORMATION:

The goal of this program is to help people with barriers to employment to obtain the necessary skills to find and retain meaningful employment according to their abilities. The program targets those with a history of dependency on Temporary Assistance for Needy Families (TANF) who want to gain financial self-dependency and fully participate in the community. This grant was extended for an extra 30 months from April 1, 2002 through September 30, 2004 with Goodwill Industries of San Antonio as the sub-recipient contractor.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Participants Served ¹	218	135	248
Output:			
No. of Participants Placed ²	113	55	165
Avg. Rate of Pay/Participants Placed	\$6.72/Hr	\$6.50/Hr	\$6.50/Hr
Entered Employment Rate	52%	41%	67%
Efficiency:			
% of Participants in Pre-Employment	71%	40%	40%
% of Participants in Post-Employment	17%	50%	50%
Effectiveness:			
% Disabled	39%	51%	51%
Avg. Wage Gain at 6 Months Retention	\$.40/Hr	\$.75/Hr	\$.75/Hr

EXPLANATORY INFORMATION

¹ This is a new measure with the new contract with Goodwill Industries starting April 1, 2002 through September 30, 2004. This is the number of active served (enrolled) participants (cumulative) from April 1, 2002. September 30, 2001 the program had served (enrolled) 218 participants. Starting April 1, 2002, 79 active participants were transferred to the contractor (Goodwill).

² The number of participants placed for FY 2001 were placed by ASCEND. Goodwill will place 227 over the contract period from April 1, 2002-September 30, 2004.

COMMUNITY INITIATIVES

ASCEND

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$1,564,399	\$1,784,407	\$712,082
TOTAL FUNDING	\$1,564,399	\$1,784,407	\$712,082
EXPENDITURES			
PERSONAL SERVICES	\$1,144,417	\$830,541	\$93,970
CONTRACTUAL SERVICES	276,600	767,161	0
COMMODITIES	35,057	12,557	600
OTHER EXPENDITURES	103,528	165,480	154,930
CAPITAL OUTLAY	4,797	8,668	0
SUBGRANTING	0	0	462,582
TOTAL EXPENDITURES	\$1,564,399	\$1,784,407	\$712,082
AUTHORIZED POSITIONS	27	27	1
FULL-TIME EQUIVALENT	27.00	27.00	1.00

COMMUNITY INITIATIVES

CARVER COMMUNITY CULTURAL CENTER

PROGRAM INFORMATION:

The Carver Center is an art presenting organization that offers season productions and exhibits for cultural edification. The organizational support grant provides general overall support of the Carver Center and its programs. This grant program covers the period of 10/01/02 through 9/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Carver Season Events	6	7	16
No. of Youth Matinee Series Events	8	10	12
Community Bookings	0	40	120
Output:			
Carver Season Event Attendance	7,893	6,377	9,585
Carver Youth Matinee Series Events Attendance	4,093	8,673	12,120
Community Bookings Attendance	0	1,200	3,600
Efficiency:			
Average Carver Season Attendance Per Event	1,316	911	599
Average Community Bookings Attendance	512	867	1,010
Effectiveness:			
	0	30	30
% of Carver Annual Attendance Achieved	82%	63%	75%
% of Carver Youth Matinee Series Events Attendance	77%	103%	88%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY -- Transfers required as a cash match	\$189,250	\$213,959	\$233,598
OTHER -- This includes requirements of the City In-Kind	47,000	64,957	0
TOTAL FUNDING	\$236,250	\$278,916	\$233,598
EXPENDITURES			
PERSONAL SERVICES	\$208,410	\$217,916	\$227,608
CONTRACTUAL SERVICES	26,290	58,800	2,490
COMMODITIES	1,550	2,200	3,500
TOTAL EXPENDITURES	\$236,250	\$278,916	\$233,598
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

COMMUNITY INITIATIVES

CHILD CARE DELIVERY SYSTEM (CCDS)

PROGRAM INFORMATION:

The City of San Antonio 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. Program services are targeted at an 80/20 split between urban and rural areas with the City responsible for all services within Bexar County.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Children Under 5 Years of Age in Poverty ¹	32,455	32,808	33,166
Children Engaged in Kinder Readiness Project	892	3,198	3,198
No. of Community Locations	531	502	519
Output:			
No. of Children in Care (average daily)	9,868	9,600	9,280
No. of Children Mastering KRG	770	2,558	2,718
No. of TRS Providers	115	150	188
Efficiency:			
Capacity of Children in Care	N/A	103.4%	100.0%
Effectiveness:			
% of Children Under 5 Years of Age in Care to Poverty	21.6%	19.4%	19.9%
% of Children Mastering KRG	86.0%	80.0%	85.0%

EXPLANATORY INFORMATION

¹ Approximately 109,948 children under the age of 5 live in Bexar County and 29.2% are below poverty guidelines according to Census 2000 Supplemental Survey (CSS). Actual FY 2001 is based on CSS Profile with 1.09% projected growth for this age group. Estimate FY 2002 and Adopted 2003 is based on CCS with projected growth.

COMMUNITY INITIATIVES**CHILD CARE DELIVERY SYSTEM (CCDS)****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$1,200,000	\$1,200,000	\$1,200,000
STATE – Alamo Workforce Development, Inc. (AWD)	43,455,150	36,121,739	35,604,042
TOTAL FUNDING	\$44,655,150	\$37,321,739	\$36,804,042
EXPENDITURES			
PERSONAL SERVICES	\$3,016,427	\$3,533,030	\$3,015,333
CONTRACTUAL SERVICES	476,239	434,106	434,106
COMMODITIES	71,630	51,550	51,550
OTHER EXPENDITURES	32,861	32,861	32,861
CAPITAL OUTLAY	129,308	83,700	83,700
SUBGRANTING	40,605,645	32,886,921	32,886,921
INDIRECT COSTS	323,040	299,571	299,571
TOTAL EXPENDITURES	\$44,655,150	\$37,321,739	\$36,804,042
AUTHORIZED POSITIONS	191	182	182
FULL-TIME EQUIVALENT	191.00	182.00	182.00

COMMUNITY INITIATIVES

COMMUNITY SERVICES BLOCK GRANT

PROGRAM INFORMATION:

As the City of San Antonio's designated anti-poverty agency, the Community Action Division receives Community Services Block Grant (CSBG) Funds through the Texas Department of Housing and Community Affairs. The CSBG funds staff who provide long term case management and emergency assistance services at Community Services Program centers and the Dwyer Avenue Center. These funds also offset costs related to homeless services and fund the Division's Administrative section. CSBG also funds five diverse delegate agencies that provide a host of social services in Bexar County. This grant program covers the period of 01/01/02 through 12/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Contracts	5	6	5
No. of Caseworkers ¹	19	19	19
Bexar County Poverty Population ²	229,245	229,245	229,245
Target Population ³	27,509	29,801	29,801
Output:			
Emergency Service Units ⁴	2,040	2,080	2,080
Case Management Service Units ⁵	9,960	16,200	16,200
Case Management Clients Served ⁵	300	300	300
Unduplicated Clients Served	27,600	30,000	30,000
Efficiency:			
Cost per Client	\$44.99	\$43.94	\$43.95
Cost per Service Unit	\$16.72	\$16.25	\$16.25
Client per Caseworker	1,448	1,568	1,568
Effectiveness:			
% Clients Enrolled in Case Management	1%	1%	1%
Poverty Guidelines ⁶	1%	2%	2%
% of Target Population Impacted	95%	100%	100%

EXPLANATORY INFORMATION

- ¹ Caseworkers include Case Aids, Program Counselors, and Caseworkers I and II.
- ² The estimated number of persons living in poverty in San Antonio and Bexar County. The FY 2000 figures were based on projections by the City's Planning Department. FY 2001 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 includes food, transportation, medical/prescription assistance, and related services.
- ⁵ 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.
- ⁶ This is a measure of the number of families whose incomes reaches and stays above the poverty guidelines for a period of three months. This measure is defined by the funding source, however, the program actually assists many enrollees with "smaller" measures of success such as completing a class, getting a job, keeping a job for a specified period, getting a promotion and work, and so forth.

COMMUNITY INITIATIVES**COMMUNITY SERVICES BLOCK GRANT****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Texas Department of Housing & Community Affairs	\$1,843,950	\$2,000,177	\$2,000,177
TOTAL FUNDING	\$1,843,950	\$2,000,177	\$2,000,177
EXPENDITURES			
PERSONAL SERVICES	1,109,961	1,154,773	1,154,773
CONTRACTUAL SERVICES	159,712	193,164	193,164
COMMODITIES	50,694	44,296	44,296
OTHER EXPENDITURES	151,419	151,420	151,420
CAPITAL OUTLAY	8,300	8,300	8,300
SUBGRANTING	363,864	448,224	448,224
TOTAL EXPENDITURES	\$1,843,950	\$2,000,177	\$2,000,177
AUTHORIZED POSITIONS			
	74	74	74
FULL-TIME EQUIVALENT	74.00	74.00	74.00

COMMUNITY INITIATIVES

COMPREHENSIVE NUTRITION PROGRAM

PROGRAM INFORMATION:

The Comprehensive Nutrition Project (CNP) provides elderly persons, 60 years and older and their spouses, with a nutritionally balanced noon meal in either a congregate setting or a homebound delivery service five days a week. The 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. This grant program covers the period of 10/01/01 through 09/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Volunteers	1,546	1,139	1,592
Elderly Served through Nutrition Program	7,600	7,537	8,333
Output:			
Meals Served to Seniors	940,989	944,258	1,044,000
Meals Home-Delivered to Seniors	169,226	179,409	198,360
Efficiency:			
Average Cost of Each Meal	\$4.44	\$4.71	\$4.31
Average Seniors Served Daily	3,619	3,618	4,000
Average Hours Worked Per Volunteer	150	206	155
Effectiveness:			
% of Meals Home-Delivered to Seniors	18%	19%	19%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY – General Fund	\$1,887,519	\$2,642,580	\$2,642,580
STATE – Alamo Area Council of Governments Grant (AACOG)	1,192,884	1,117,689	1,117,689
FEDERAL – USDA Cash	572,850	526,942	526,942
OTHER – Program Income	293,834	211,803	211,803
TOTAL FUNDING	\$3,947,087	\$4,499,014	\$4,499,014
EXPENDITURES			
PERSONAL SERVICES	\$904,664	\$1,136,934	\$1,171,042
CONTRACTUAL SERVICES	1,453,600	1,537,431	3,118,495
COMMODITIES	1,571,965	1,812,242	197,070
OTHER EXPENDITURES	12,405	12,407	12,407
CAPITAL OUTLAY	4,453	0	0
TOTAL EXPENDITURES	\$3,947,087	\$4,499,014	\$4,499,014
AUTHORIZED POSITIONS	63	63	57
FULL-TIME EQUIVALENT	46.00	43.00	37.00

COMMUNITY INITIATIVES

CONSUMER MANAGED PERSONAL ASSISTANCE SERVICES PROGRAM

PROGRAM INFORMATION:

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, home management and health related tasks. This grant program covers the period of 09/01/01 through 08/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Attendants	148	134	134
No. on Wait List	198	249	258
Output:			
No. of Clients Served	165	170	173
No. of Personal Assistance Service Hours	194,340	166,094	161,380
Efficiency:			
Actual Cost per Service Hour	\$11.02	\$11.56	\$11.93
Comparison Average Charge by Private Agencies ¹	\$14.33	\$17.00	\$17.61
Average Weekly Personal Assistance Service Hours per Client	22.67	19.85	19.25
Effectiveness:			
% Of Consumers Satisfied with CMPAS Services	97%	99%	99%

EXPLANATORY INFORMATION

¹ Requires a minimum of 4 hours per day.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Texas Department of Human Services Grant (TDHS)	\$1,720,050	\$1,920,050	\$1,920,050
OTHER – Program Income	10,000	5,000	5,000
TOTAL FUNDING	\$1,730,050	\$1,925,050	\$1,925,050
EXPENDITURES			
PERSONAL SERVICES	\$1,628,379	\$1,671,686	\$1,721,837
CONTRACTUAL SERVICES	83,691	220,084	169,933
COMMODITIES	4,620	8,760	8,760
OTHER EXPENDITURES	11,610	24,520	24,520
TOTAL EXPENDITURES	\$1,730,050	\$1,925,050	\$1,925,050
AUTHORIZED POSITIONS	176	146	146
FULL-TIME EQUIVALENT	93.00	76.00	76.00

COMMUNITY INITIATIVES

EMERGENCY SHELTER GRANT

PROGRAM INFORMATION:

The Emergency Shelter Grant (ESG) is a one-year formula allocated grant funded through Housing and Urban Development. ESG funds are used to improve the quality of existing shelters, build additional shelter for the homeless, meet the cost of operating a shelter, and provide supportive services including homeless prevention activities. The City of San Antonio has executed delegate agency contracts with five community-based human service providers. This grant program covers the period of 10/01/01 to 09/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Delegate Agencies	5	5	5
Served at SAMM Center	702	735	700
Output:			
Prevention Service Units	921	880	891
No. of Bed Nights ¹	155,081	156,595	155,928
Efficiency:			
Avg. Cost Per Bed Night	\$4.59	\$4.53	\$4.59
Avg. Number of Days to Locate Housing	90	90	90

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$712,000	\$710,000	\$715,000
TOTAL FUNDING	\$712,000	\$710,000	\$715,000
EXPENDITURES			
PERSONAL SERVICES	\$ 149,712	\$173,872	\$193,231
CONTRACTUAL SERVICES	81,348	84,755	84,755
COMMODITIES	9,269	8,642	8,642
OTHER EXPENDITURES	128,738	128,738	109,630
CAPITAL OUTLAY	3,000	3,000	3,000
SUBGRANTING	339,933	310,993	315,742
TOTAL EXPENDITURES	\$712,000	\$710,000	\$715,000
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	4.00	4.00	4.00

COMMUNITY INITIATIVES

EMERGENCY FOOD & SHELTER PROGRAM

PROGRAM INFORMATION:

The Federal Emergency Management Assistance (FEMA) division provides nutrition, shelter, rent, mortgage and utility assistance through the Emergency Food and Shelter Program (EFSP) to United Way of San Antonio. As a recipient of these dollars from United Way, the Community Action Division works with seven local agencies to provide first month's rental assistance to homeless families moving into permanent housing or one month's rental assistance to families at risk of becoming homeless. This grant program covers the period of 10/01/01 through 09/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Access Sites (Community Action Offices)	10	10	10
No. of Unduplicated Clients	1,387	1,562	1,562
Output:			
No. of Service Units ¹	555	625	625
Efficiency:			
Cost per Service Unit	\$255	\$269	\$269
Avg. Cost per Client	\$206	\$108	\$108

EXPLANATORY INFORMATION

¹ Service Unit is defined as either one month's rent, the first month's rent, or one month's CPS payment. Per FEMA regulations, there are no eligibility guidelines to receive assistance and recipients must demonstrate the ability to pay the following month's rent or CPS bill.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$147,813	\$168,367	\$168,367
TOTAL FUNDING	\$147,813	\$168,367	\$168,367
EXPENDITURES			
PERSONAL SERVICES	\$6,146	\$2,855	\$2,855
OTHER EXPENDITURES	141,667	165,512	165,512
TOTAL EXPENDITURES	\$147,813	\$168,367	\$168,367
AUTHORIZED POSITIONS	N/A	N/A	N/A
FULL-TIME EQUIVALENT	N/A	N/A	N/A

COMMUNITY INITIATIVES

FAIR HOUSING PROGRAM

PROGRAM INFORMATION:

The Fair Housing Administration funding allows staff to investigate and mediate Fair Housing and tenant-landlord complaints. The program monitors housing discrimination practices, seeks to attain voluntary compliance to City, State, and Federal Fair Housing laws. Program staff 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. This grant program covers the period of 10/01/01 through 09/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Citizen Participation	4,950	5,262	5,525
No. of Compliance Requests	700	744	780
No. of Tenant / Landlord Resolutions	1,944	2,066	2,169
Output:			
No. of Cases Resolved	2,203	2,269	2,382
No. of Current Year Discrimination Inquiries	36	48	50
Efficiency:			
Cost per Client	\$46	\$45	\$45
Cost per Service Unit	\$5.61	\$5.78	\$5.62
Effectiveness:			
% Cases Resolved	85%	85%	85%
% of Apartments in Compliance	80%	80%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$229,173	\$236,765	\$248,603
TOTAL FUNDING	\$229,173	\$236,765	\$248,603
EXPENDITURES			
PERSONAL SERVICES	\$203,697	\$209,427	\$232,431
CONTRACTUAL SERVICES	24,476	25,588	14,672
COMMODITIES	1,000	1,750	1,500
TOTAL EXPENDITURES	\$229,173	\$236,765	\$248,603
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENT	6.00	6.00	6.00

COMMUNITY INITIATIVES

HEAD START EARLY CHILDHOOD DEVELOPMENT

PROGRAM INFORMATION:

The City of San Antonio is the grantee for the San Antonio/Bexar County Head Start program funded by the U.S. Department of Health and Human Services. The Head Start program provides services to low-income, pre-school children (ages 3 to mandatory school age), and their families. Ten percent of the children served have some type disability. The program provides comprehensive services to children and their families including: childcare, education, health, nutrition, social services, and parent involvement for the children and their families. The program year is August through July. The program is funded to provide services for 6,789 slots in the 2002 Head Start program year of February 2002 to January 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Children Under 5 Years of Age in Poverty	32,455	32,808	33,166
No. of Children with Special Needs	606	676	676
Output:			
Avg. Monthly Head Start Children in Care	5,567	5,253	5,431
No. of Health Services/Screenings	25,268	26,026	26,807
No. of 3 rd Progress Reports/Transition (Public Schools)	2,500	2,588	2,666
Efficiency:			
Avg. Annual Cost per Child ¹	\$9,849	\$8,091	\$7,826
Effectiveness:			
% of Children in Poverty in Care	17%	16%	16%

EXPLANATORY INFORMATION

¹ FY 2001 cost calculation includes supplemental and expansion/capital outlay funding.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Department of Health and Human Services	\$44,145,709	\$34,226,614	\$34,226,614
OTHER – In-Kind (space and volunteer hours)	11,036,426	8,556,654	8,556,654
TOTAL FUNDING	\$55,182,135	\$42,783,268	\$42,783,268
EXPENDITURES			
PERSONAL SERVICES	\$287,619	\$230,095	\$230,095
CONTRACTUAL SERVICES	27,475	21,980	21,980
COMMODITIES	11,043	8,834	8,834
CAPITAL OUTLAY	27,500	22,000	22,000
SUBGRANTING	54,828,498	42,500,359	42,500,359
TOTAL EXPENDITURES	\$55,182,135	\$42,783,268	\$42,783,268
AUTHORIZED POSITIONS	12	12	12
FULL-TIME EQUIVALENT	12.00	12.00	12.00

COMMUNITY INITIATIVES

HOUSING COUNSELING

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development's (HUD) Housing Counseling Program provides funds to support comprehensive housing counseling services to the citizens of San Antonio, at no cost to the consumer. These services include pre-and post-occupancy/purchase counseling, 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. This grant program covers the period of 10/01/01 through 09/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Households Served ¹	1,824	2,098	2,098
Output:			
Mortgagors	356	360	360
Mortgagors Avoiding Foreclosure	200	200	200
Mortgage Assistance ²	60	70	70
Efficiency:			
Cost per Household	\$14.45	\$14.50	\$14.50
Households per Counselor	456	524	524
Effectiveness:			
% of Households Avoiding Foreclosure ³	97%	85%	85%

EXPLANATORY INFORMATION

- ¹ Housing Counseling includes renters, potential homeowners, mortgagors, and homeowners.
- ² Mortgage assistance is defined as financial assistance for mortgagors funded by emergency shelter grant homeless prevention money
- ³ Mortgagors avoiding foreclosure / total delinquent mortgagors served

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Federal fund source	\$26,363	\$30,433	\$30,433
TOTAL FUNDING	\$26,363	\$30,433	\$30,433
EXPENDITURES			
PERSONAL SERVICES	\$26,363	\$30,433	\$30,433
TOTAL EXPENDITURES	\$26,363	\$30,433	\$30,433
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00

COMMUNITY INITIATIVES

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

PROGRAM INFORMATION:

Housing Opportunities for Persons with AIDS (HOPWA) is an entitlement grant administered by the U.S. Department of Housing and Urban Development. HOPWA funds 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 (ESMA), for this grant includes Bexar, Comal, Guadalupe and Wilson counties. This grant program covers the period of 10/01/01 to 09/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Delegate Agency Contracts	4	4	5
No. of Bedrooms Maintained ¹	75	99	112
No. of Reported AIDS Cases in the EMSA ²	4118	4529	4981
Output:			
No. Family Member Receiving Housing Help	37	55	60
No. HIV / AIDS clients Receiving Housing Help ³	113	150	170
No. HIV / AIDS clients Receiving Supp Svcs ⁴	38	45	49
Efficiency:			
Avg. Length of Stay	12 months	12 months	12 months
Avg. Cost per Unduplicated Client ⁵	\$4,034	\$3,413	\$3,271
Effectiveness:			
% Clients Served Who Received Housing Assistance to Prevent Homeless	74%	80%	83%

EXPLANATORY INFORMATION

- ¹ This measure includes facility based projects and scattered site units
- ² This data is from the Texas Department of Health and includes Bexar, Comal, Guadalupe, and Wilson Counties. The data reflects the number of AIDS cases, not HIV positive patients. The numbers represent the total number of AIDS patients reported since the collection of these data was begun in 1981.
- ³ Services include rent, rental assistance, mortgage assistance, utility assistance, and assistance with transitional housing.
- ⁴ Only one agency, AARC, provided transportation.
- ⁵ The decrease 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.

COMMUNITY INITIATIVES

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$823,000	\$908,000	\$965,000
TOTAL FUNDING	\$823,000	\$908,000	\$965,000
EXPENDITURES			
PERSONAL SERVICES	\$10,964	\$12,258	\$142,249
CONTRACTUAL SERVICES	12,395	13,620	16,345
COMMODITIES	1,331	1,362	2,502
SUBGRANTING	798,310	880,760	803,904
TOTAL EXPENDITURES	\$823,000	\$908,000	\$965,000
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	1.00	1.00	1.00

COMMUNITY INITIATIVES

JUVENILE ACCOUNTABILITY INCENTIVE BLOCK GRANT

PROGRAM INFORMATION:

The Striving Together to Achieve Rewarding Tomorrows (START) Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). START is operational in two schools in the South San Antonio Independent School District and four schools in the Edgewood Independent School District.

The Neighborhood Conferencing Committee (NCC) Program is a modified community justice program that utilizes neighborhood volunteers to contract with juvenile offenders and their families for appropriate consequences.

The Teen Court will operate on the premise that the judgment of a juvenile offender's peers may have a greater impact than the decisions of an adult authority figure. Teen Court sanctions encourage young offenders to repair the damage they have caused to the community or victims and to develop competency of skills that will enable them to be productive citizens in society. This grant program covers the period of 08/01/02 through 07/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
START – No. of Caseworkers	4	4	4
START – No. of Clients Enrolled	65	60	60
NCC – No. of Program Counselors	6	5	5
NCC – No. of Volunteers Recruited & Trained	28	36	36
Teen Court – No. of Staff	N/A	N/A	2
Teen Court – No. of Youth Seen by Teen Court	N/A	N/A	160
Output:			
START – No. of Home Contacts	890	720	850
START – No. of Activities	39	48	48
NCC – No. of Clients Seen by Committee	203	150	175
NCC – No. of Phone Contacts to Family	537	N/A	0
NCC – No. of Family/Youth Contacts	N/A	1,800	1,800
Teen Court – No. of Youth to Complete Teen Court Training	N/A	N/A	33
Teen Court – No. of Defendants to Complete 4 Hours as Jurors	N/A	N/A	125
Efficiency:			
START – Avg. No. of Home Contacts/Caseworker	13	15	15
NCC – Avg. No. of Conference per Program Counselor	4	6	6
NCC – Avg. No. of Contacts/Program Counselor per Month	N/A	30	30
Teen Court – Avg. No. of Defendants Participating in Victim Impact Panel	N/A	N/A	100
Effectiveness:			
START – % Who Improve Grade Point Average	N/A	50%	50%
START – % with 0% Unexcused Absences	N/A	65%	65%
NCC – % Successful Completions	74%	85%	85%
NCC – Parent/Volunteer Satisfaction	N/A	80%	80%
Teen Court – % of Youth Successfully Completing Sanctions	N/A	N/A	80%
Teen Court – % of Youth that Serve on Teen Court	N/A	N/A	90%

COMMUNITY INITIATIVES
JUVENILE ACCOUNTABILITY INCENTIVE BLOCK GRANT

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$46,502	\$44,902	\$59,293
STATE – Texas Criminal Justice Division	418,519	404,116	450,134
TOTAL FUNDING	\$465,021	\$449,018	\$509,427
EXPENDITURES			
PERSONAL SERVICES	\$278,701	\$342,021	\$410,965
CONTRACTUAL SERVICES	51,762	52,847	0
COMMODITIES	47,130	1,342	39,169
CAPITAL OUTLAY	40,926	7,906	0
SUBGRANTING	46,502	44,902	59,293
TOTAL EXPENDITURES	\$465,021	\$449,018	\$509,427
AUTHORIZED POSITIONS	12	12	12
FULL-TIME EQUIVALENT	12.00	12.00	12.00

COMMUNITY INITIATIVES

SAN ANTONIO EDUCATION PARTNERSHIP

PROGRAM INFORMATION:

The San Antonio Education Partnership encourages academic excellence of 95% attendance and a B grade average, high school graduation and college attendance. Students from 15 designated high schools receive Stay-In-School and Pre-College Preparation support activities. At-risk students are the focus of the program services through the incentives of four-year scholarships to local colleges and universities. The Education Partnership is a non-profit organization consisting of partners from businesses, city government, community organizations, colleges and universities, and public high schools. Seven School Districts contribute funds to support the program services operational costs and help leverage the City's General Fund contribution. This grant program covers the period of October 1, 2002 through October 1, 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Total Students Participating in Grades 9-12	15,809	21,460	21,624
Participating Students in Grade 12 Only	4,608	4,677	4,729
Stay-In-School Activities	149	100	105
Pre-College Preparation	257	175	180
Stay-In-School Attendance and Grade Advising	11,434	11,500	11,600
Output:			
Participating High School Graduates	4,511	4,536	4,634
Graduates Qualified for SAEP Scholarships	2,336	2,494	2,595
Graduates Enrolled in All College	941	1,418	1,496
Graduates Enrolled in Local College	802	1,090	1,247
Efficiency:			
Average Grant Cost per Participating High School Graduate ¹	\$35.11	\$41.04	\$40.18
Average SAEP Scholarship Dollars Awarded for One Year ²	\$395.00	\$409.00	\$409.00
Average Cost per Total Students Participating ³	\$119.85	\$88.29	\$97.03
Effectiveness:			
% Seniors Graduated	98%	98%	98%
% Graduates Qualifying for Scholarship Entering All Colleges ⁴	52%	55%	55%
% Prior Year First Generation Students in College ⁵	56%	47%	50%
% Prior Year First Generation Students in College ⁵	56%	47%	50%
% Prior Year Recipients Completing One Year Local College	76%	76%	76%
% Prior Year Completing One Yr and Returning Second Year ⁶	81%	75%	75%
% Prior Year Completing One Yr and Returning Second Year	59%	60%	62%

EXPLANATORY INFORMATION

¹ The school districts contribution is divided by the number of graduates.

² The average scholarship dollar is the total dollars awarded the first year to the most recent scholarship recipients: \$436,650 awarded to 1,090 recipients from Class of 2001 average \$395.

³ Cost of students in grade 9-12 includes the total contributions from general fund, the school districts and corporations, which are divided by total students' participants.

⁴ FY 2001 actual data is for the Class of 2000 for 10 schools and the estimation for FY 2002 includes the addition of five new schools.

⁵ Trends have not been determined for the new schools added in December 2001.

⁶ Scholarship recipients enrolled full-time in first year of college and returned to college the second year.

COMMUNITY INITIATIVES**SAN ANTONIO EDUCATION PARTNERSHIP****FUNDING BY SOURCE & EXPENDITURES BY CHARACTER**

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	\$156,716	\$186,180	\$186,180
TOTAL FUNDING	\$156,716	\$186,180	\$186,180
EXPENDITURES			
PERSONAL SERVICES	\$121,416	\$116,447	\$126,400
CONTRACTUAL SERVICES	12,000	36,433	31,477
COMMODITIES	8,300	18,300	15,333
CAPITAL OUTLAY	15,000	15,000	12,970
TOTAL EXPENDITURES	\$156,716	\$186,180	\$186,180
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	4 4.00	3 2.50	3 2.50

COMMUNITY INITIATIVES

SUPPORTIVE SERVICES FOR THE ELDERLY

PROGRAM INFORMATION:

The Supportive Services for the Elderly Project (SSEP) provides specialized door to door transportation services to persons, 60 years and older within San Antonio and Bexar County, to medical, Social Security, food stamp and legal assistance appointments, to grocery stores and to the bank. Persons in life-threatening situations, such as kidney dialysis and cancer, receive the highest priority. All other appointments are on a first come, first serve basis. Services are free, but donations from clients are encouraged. There is a contribution from the City's General Fund to support the program. This grant program covers the period of 10/01/01 through 09/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Vehicles	13	12	12
Individuals Served Through Transportation Program	1,349	1,766	1,824
Output:			
One-Way Transportation Trips	17,948	17,079	17,640
One-Way Medical Transportation Trips	16,607	15,371	15,876
Efficiency:			
Average Cost of One-Way Transportation Trips	\$29.70	\$25.91	\$23.88
Average Cost of One-Way Fare of Private Companies	\$34.17	\$42.71	\$43.99
Effectiveness:			
% of Trips Related to Medical Treatment	93%	90%	90%
% of Clients Satisfied with Transportation Program	96%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY – General Fund	\$140,987	\$140,987	\$140,987
STATE – Alamo Area Council of Governments Grant (AACOG)	273,681	275,250	275,250
OTHER – Program Income	5,000	5,000	5,000
TOTAL FUNDING	\$419,668	\$421,237	\$421,237
EXPENDITURES			
PERSONAL SERVICES	\$313,423	\$287,224	\$295,841
CONTRACTUAL SERVICES	68,418	80,382	75,500
COMMODITIES	30,627	46,431	42,696
OTHER EXPENDITURES	7,200	7,200	7,200
TOTAL EXPENDITURES	\$419,668	\$421,237	\$421,237
AUTHORIZED POSITIONS	16	10	10
FULL-TIME EQUIVALENT	16.00	10.00	10.00

COMMUNITY INITIATIVES

TITLE V DELINQUENCY PREVENTION FUND

PROGRAM INFORMATION:

The Title V Delinquency Prevention Fund - START/PLUS supports two programs: Striving Together to Achieve Rewarding Tomorrows (START) and a life skills program for elementary school students under a contract with JOVEN. The START Program is a long-term, intensive case management program established by the Columbia University National Center on Addiction and Substance Abuse (CASA). The current contract with JOVEN provides comprehensive prevention to children ages 4-11 attending Pre K through 5th grades in 16 targeted elementary schools. This grant program covers the period of 09/01/02 through 08/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clients Enrolled	N/A	30	30
Output:			
No. of Home Contacts	N/A	250	250
No. of Field Trips/Activities	N/A	24	24
Efficiency:			
Avg. Number of Home Contacts/Caseworker	N/A	15	15
Avg. Number of Field Trips	N/A	2	2
Effectiveness:			
% of Youth Who Improve Grades	N/A	50%	50%
% of Youth Who Improve Attendance	N/A	50%	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	N/A	\$8,584	\$21,636
STATE – Texas Criminal Justice Division	N/A	250,000	250,000
OTHER – City In-Kind	N/A	121,167	107,152
TOTAL FUNDING	N/A	\$379,751	\$378,788
EXPENDITURES			
PERSONAL SERVICES	N/A	\$105,406	\$157,610
CONTRACTUAL SERVICES	N/A	228,044	185,744
COMMODITIES	N/A	38,801	27,934
CAPITAL OUTLAY	N/A	7,500	7,500
TOTAL EXPENDITURES	N/A	\$379,751	\$378,788
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

COMMUNITY INITIATIVES

URBAN smARTS – SAISD

PROGRAM INFORMATION:

Urban smARTS is an after-school prevention program designed to divert minor offenders and "at risk" youth away from gang-related activities during the school year. The program is a collaborative partnership between the Department of Community Initiatives and the San Antonio Independent School District. This program targets elementary and middle school youth in an effort to provide early intervention and prevention activities in an after-school, safe-haven setting. Urban smARTS incorporates the arts as a form of intervention. Youth Services' Diversion caseworker staff coordinate Life Skills activities and educational field trips. This grant program covers the period of October 1, 2002 through September 30, 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Total Monthly Enrollment	1,966	2,930	1,600
Unduplicated Clients	486	575	240
Output:			
Hours of Life Skills	4,161	6,200	5,280
Hours of Art Education	21,529	31,000	26,400
Efficiency:			
Avg. Hours of Life Skills/Client	20	18	22
Avg. Hours of Art Ed/Client	122	100	110
Effectiveness:			
% of Clients Completing Program	85%	80%	80%
% of Improvement in Clients Attendance	N/A	5%	5%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – This includes requirements of the City In-Kind	\$40,000	\$98,150	\$100,000
TOTAL FUNDING	\$40,000	\$98,150	\$100,000
EXPENDITURES			
PERSONAL SERVICES	\$36,688	\$84,800	\$83,028
COMMODITIES	3,312	13,350	16,972
TOTAL EXPENDITURES	\$40,000	\$98,150	\$100,000
AUTHORIZED POSITIONS	16	32	32
FULL-TIME EQUIVALENT	16.00	16.00	16.00

COMMUNITY INITIATIVES

YOUTH OPPORTUNITY PROGRAM

PROGRAM INFORMATION:

The Youth Opportunity Program is a Department of Labor program designed to provide the youth of San Antonio between the ages of 14-21 years old and living in the Empowerment Zone (EZ) with an intervention and prevention model that will increase their education and employability. Outreach workers identify dropouts and young people in the EZ who are not connected to work, education or training. Identified youth are provided essential services and supports that allow them to re-enroll in school, participate in literacy programs and prepare for higher education, long-term occupational skills training or job readiness training opportunities. The San Antonio collaborative is comprised of five partners including the Alamo Workforce Development, Inc., Alamo Community College District, San Antonio Independent School District, Edgewood Independent School District and the City of San Antonio.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Total Youth (14-21) Residing in the Empowerment Zone ¹	12,044	12,212	12,382
Output:			
Out-Of-School Youth Served – COSA ²	1,187	1,441	1,701
In-School Youth Served – COSA ³	N/A	47	210
Youth Entered Education or Training ⁴	2,163	4,122	6,434
Youth Entered High School Diploma/GED Program	146	180	220
Youth Entered Employment	29	106	318
Efficiency:			
Average Cost per Out-of-School Youth Served	\$3,685	\$5,987	\$5,146
Effectiveness:			
% of Youth Surveyed Satisfied with YOP	85%	85%	85%
% of Trained Participants in Demand Occupations ⁵	85%	100%	100%
% of Participants Reporting Increased Wages ⁶	75%	40%	40%
% of Participants Achieving Diploma/GED ⁷	30%	30%	30%
% Maintaining Employment After 6 Months	75%	60%	60%

EXPLANATORY INFORMATION

- ¹ Per data provided by the Texas State Data Center assuming a 1.01396% growth rate for 2003.
- ² Number of out-of-school youth served by COSA only
- ³ COSA began serving in-school youth in May 2002.
- ⁴ Duplicated count of all youth who have enrolled in higher education, long-term occupational training or participated in any of the fifteen DOL defined Youth Development activities.
- ⁵ Cost for FY02 and FY03 includes in-school youth.
- ⁶ Based on those who are placed in occupational skills training.
- ⁷ Based on those who are placed in employment.

COMMUNITY INITIATIVES

YOUTH OPPORTUNITY PROGRAM

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$4,374,127	\$8,908,875	\$7,152,597
TOTAL FUNDING	\$4,374,127	\$8,908,875	\$7,152,597
EXPENDITURES			
PERSONAL SERVICES	\$936,941	\$3,934,994	\$3,726,988
CONTRACTUAL SERVICES	1,115,751	1,026,981	1,317,996
COMMODITIES	501,664	158,000	125,000
OTHER EXPENDITURES	1,059,505	2,250,000	1,744,005
CAPITAL OUTLAY	760,266	138,900	25,000
SUBGRANTING	0	1,400,000	213,608
TOTAL EXPENDITURES	\$4,374,127	\$8,908,875	\$7,152,597
AUTHORIZED POSITIONS	84	107	80
FULL-TIME EQUIVALENT	84.00	107.00	80.00

COMMUNITY INITIATIVES

1999 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

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 will 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. This grant program covers the period of 06/01/00 through 06/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Unduplicated Clients	1,967	1,442	37
Output:			
Service Units Provided	6,300	8,221	1,605
Shelter Nights	43,545	47,031	7,760
Efficiency:			
Cost per Client	\$771	\$1,311	\$3,691
Cost per Service Unit	\$241	\$230	\$85
Effectiveness:			
% of Clients Increasing Residential Stability	70%	62%	50%
% of Clients Increasing Skills or Training	63%	58%	100%
% of Clients Achieving Greater Self Determination	82%	64%	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$1,517,117	\$1,889,741	\$136,572
TOTAL FUNDING	\$1,517,117	\$1,889,741	\$136,572
EXPENDITURES			
PERSONAL SERVICES	\$18,914	\$135,379	\$3,710
CONTRACTUAL SERVICES	1,017	7,282	199
COMMODITIES	266	1,905	52
SUBGRANTING	1,496,920	1,745,175	132,611
TOTAL EXPENDITURES	\$1,517,117	\$1,889,741	\$136,572
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

COMMUNITY INITIATIVES

2000 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The U. S. Department of Housing and Urban Development awarded the 2000 Supportive Housing Program-Opportunities for People in Transition (OPT) to the Department of community Initiatives' Community Action Division in the amount of \$6,184,644 to fund 9 different projects. The program will 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. This grant program covers the period of 06/01/01 through 05/31/04.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Unduplicated Clients	512	1,535	1,535
Output:			
Service Units Provided	8,442	25,327	25,327
Shelter Nights	5,749	17,247	17,247
Efficiency:			
Cost per Client	\$1,342	\$1,344	\$1,344
Cost per Service Unit	\$81	\$81	\$81
Cost per Shelter Night	\$120	\$120	\$120
Effectiveness:			
% of Clients Increasing Residential Stability	N/A	38%	38%
% of Clients Increasing Skills or Training	N/A	55%	55%
% of Clients Achieving Greater Self Sufficiency	N/A	71%	71%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$687,183	\$2,061,548	\$2,061,548
TOTAL FUNDING	\$687,183	\$2,061,548	\$2,061,548
EXPENDITURES			
PERSONAL SERVICES	\$ 15,605	\$46,820	\$46,820
CONTRACTUAL SERVICES	353	1,053	1,053
COMMODITIES	265	795	795
CAPITAL OUTLAY	139	417	417
SUBGRANTING	670,821	2,012,463	2,012,463
TOTAL EXPENDITURES	\$687,183	\$2,061,548	\$2,061,548
AUTHORIZED POSITIONS	9	9	9
FULL-TIME EQUIVALENT	9.00	9.00	9.00

COMMUNITY INITIATIVES

2001 SUPPORTIVE HOUSING PROGRAM

PROGRAM INFORMATION:

The U. S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program- Opportunities for People in Transition (OPT) to the Department of community Initiatives' Community Action Division in the amount of \$4,915,498 to fund 12 different projects. The program will 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. This grant program covers the period of 06/01/02 through 08/31/05.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Unduplicated Clients	N/A	349	1,047
Output:			
Service Units Provided	N/A	2,271	6,813
Shelter Nights	N/A	32,553	97,660
Efficiency:			
Cost Per Client	N/A	\$1,565	\$1,565
Cost Per Service Unit	N/A	\$241	\$241
Cost Per Shelter Night	N/A	\$17	\$17
Effectiveness:			
% Clients Increasing Residential Stability	N/A	77%	77%
% Clients Increasing Skills or Income	N/A	75%	75%
% Clients Achieving Greater Self Determination	N/A	69%	69%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	N/A	\$546,167	\$1,638,501
TOTAL FUNDING	N/A	\$546,167	\$1,638,501
EXPENDITURES			
PERSONAL SERVICES	N/A	\$72,046	\$216,138
CONTRACTUAL SERVICES	N/A	13,851	41,553
COMMODITIES	N/A	1,878	5,634
OTHER EXPENDITURES	N/A	1,778	5,334
CAPITAL OUTLAY	N/A	7,056	21,168
SUBGRANTING	N/A	449,558	1,348,674
TOTAL EXPENDITURES	N/A	\$546,167	\$1,638,501
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

COMMUNITY INITIATIVES

2001 SUPPORTIVE HOUSING PROGRAM DWYER AVENUE CENTER

PROGRAM INFORMATION:

The U.S. Department of Housing and Urban Development awarded the 2001 Supportive Housing Program for Dwyer Ave. Center transitional housing program to the Department of Community Initiative's Community Action Division for \$731,161 over a three year period. The Supportive Housing Program is designed to promote, as part of a local Continuum of Care strategy, the development of supportive housing and supportive services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Grant provides funding for the operations of the family portion of the center and services to include case management, direct client assistance, and employment training. This grant program covers the period of 06/01/02 through 05/31/05.

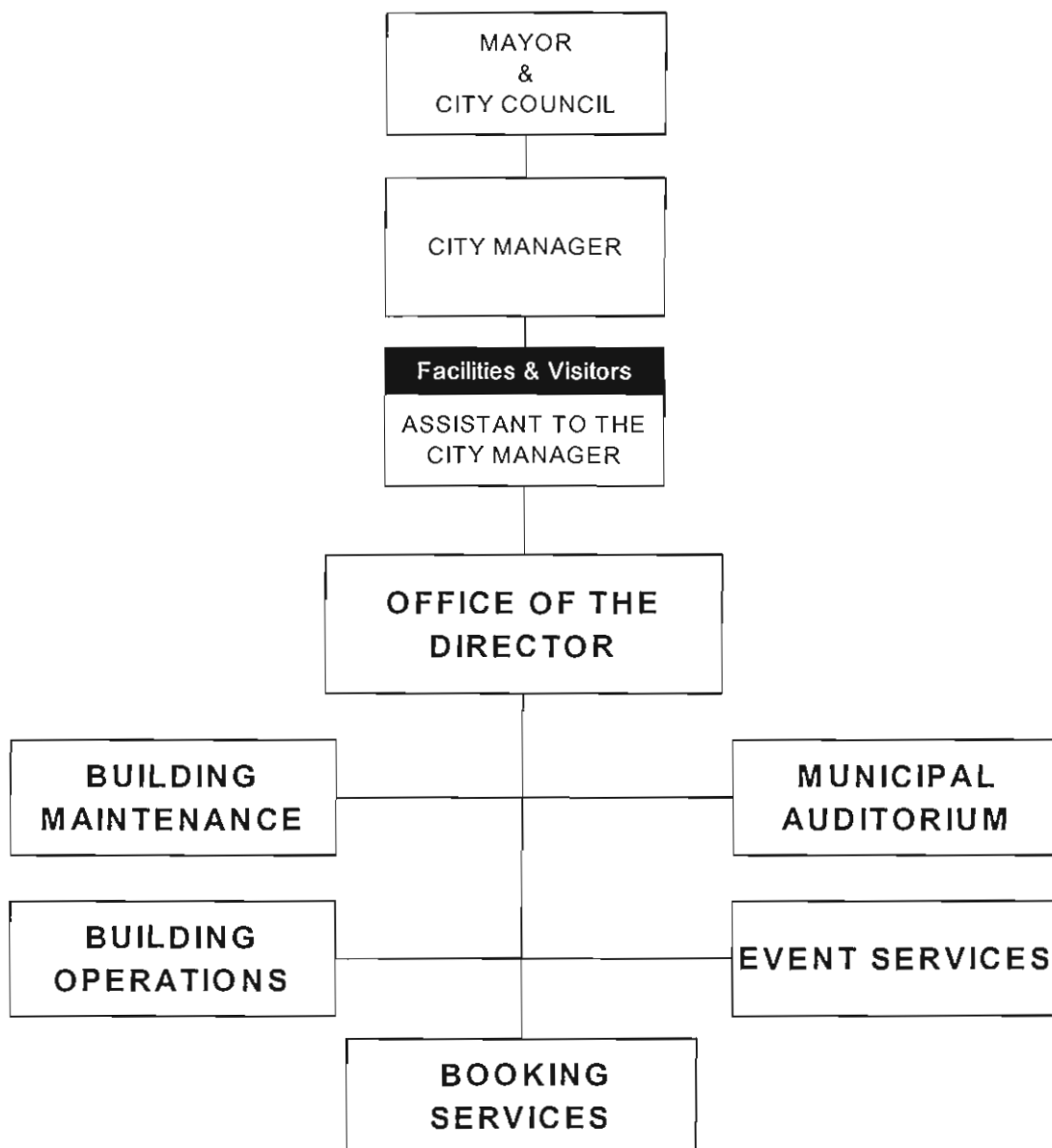
PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
FTE's	N/A	3.75	3.75
Output:			
No. of Unduplicated Clients	N/A	17	51
Service Units Provided	N/A	1,262	3,787
Shelter Nights	N/A	2,760	8,280
Efficiency:			
Cost per Client	N/A	\$ 4,779	\$ 4,779
Cost per Service Unit	N/A	\$ 64.36	\$ 64.36
Cost per Shelter Night	N/A	\$ 29.43	\$ 29.43
Effectiveness:			
% of Clients Increasing Residential Stability	N/A	90%	90%
% of Clients Increasing Income/Education	N/A	70%	70%
% of Clients Achieving Greater Self Sufficiency	N/A	50%	50%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	N/A	\$81,240	\$243,721
TOTAL FUNDING	N/A	\$81,240	\$243,721
EXPENDITURES			
PERSONAL SERVICES	N/A	\$57,177	\$171,532
CONTRACTUAL SERVICES	N/A	13,396	40,187
COMMODITIES	N/A	1,833	5,500
OTHER EXPENDITURES	N/A	1,778	5,333
CAPITAL OUTLAY	N/A	7,056	21,167
TOTAL EXPENDITURES	N/A	\$81,240	\$243,721
AUTHORIZED POSITIONS	N/A	49	49
FULL-TIME EQUIVALENT	N/A	44.50	44.50

CONVENTION FACILITIES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Hotel/Motel Tax Fund	487.90	\$18,333,389
Capital Projects	0.00	320,000
Total Funding	487.90	\$18,653,389

MISSION STATEMENT

The mission of Convention Facilities is to be the premier convention/meeting destination providing users customer focused services driven by quality and value, in well-maintained facilities, supported by an environment dedicated to the personal and professional growth of employees.

PROGRAM INFORMATION

The department oversees the operation and management of the Henry B. Gonzalez Convention Center, Lila Cockrell Theater, and Municipal Auditorium. These multi-purpose facilities are used for conventions, corporate meetings, trade shows, consumer shows, performing arts events, and a variety of civic, religious and private functions. The department is composed of seven divisions 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

- ◆ To continue to develop and implement comprehensive customer service strategies to make it easy, cost effective, and pleasant for customers to do business.
- ◆ To increase the awareness, selection, and re-booking of San Antonio as a viable meeting/convention destination through sales and promotional efforts and demonstrated service delivery.
- ◆ To work closely with the Convention and Visitors Bureau to maintain high visibility in the marketplace and focus on leveraging opportunities, both short and long term, to attract a diversified base of customers.
- ◆ To continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue.
- ◆ To achieve financial targets by adhering to efficiency measurements and best practices in effective use of time and resources to meet event demands.
- ◆ Continually focus on new and improved marketing and promotion efforts, public relations, and service delivery programs to maintain a high profile in the marketplace and generate more business.
- ◆ Staff and retain employees through specialized training to improve personal and professional growth.
- ◆ Improve employee morale, stimulate positive behavior, and enhance further employee improvement by recognizing employees through structured employee recognition program.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	To Become A Premier Visitor and Convention Destination					
	Continue to develop and implement comprehensive customer service strategies to make it easy, cost effective, and pleasant for customers to conduct business with us	Customer's Willingness to Return to our Facilities	96%	95%	95%	95%
Financial	Provide Account Ability To The Public					
	Continue to demonstrate good fiscal stewardship by capitalizing on expanded center to increase revenue	Revenue per square foot- Convention Center ¹	\$10.16	\$8.31	\$9.15	\$8.17
		Revenue per square foot- Municipal Auditorium	\$3.47	\$3.43	\$3.63	\$3.50
Internal Processes	Innovative and Proactive City Government					
	Continually focus on new and improved marketing and promotion efforts, public relations, and service delivery programs to maintain a high level profile in the marketplace and generate more business	Occupancy Rate- Exhibit Halls	73%	70%	70%	65%
Employee Learning & Growth	To Become a Premier Visitor and Convention Destination					
	Staff and retain employees through specialized training to improve personal and professional growth	Percent of employees completing required training programs	N/A	N/A	95%	95%

EXPLANATORY INFORMATION

¹ From FY 2001 to FY 2003 Revenue per square foot calculation is impacted by change in net square feet from 431,232 square feet to 765,692 square feet.

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$1,578,600

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$77,610 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – VACANCY SAVINGS

This *reduction* will freeze 63 vacant positions. These positions include one Audio Visual Technician, one Building Maintenance Crew Leader, one Building Maintenance Mechanic, two Building Maintenance Officers, one Event Services Coordinator, one Electrician Helper, eight Maintenance Crew Leaders, 38 Maintenance Worker I positions, one Office Assistant, two Painter I's, one Plumber, one Special Projects Coordinator, one Senior Building Maintenance Mechanic, one Senior Event Services Coordinator, two Stock Clerks and one Telecommunications Technician. This reduction will provide savings of \$1,500,990. The savings achieved from this reduction will be redirected to support the Hotel/Motel Fund.

- ♦ IMPROVEMENTS \$66,292

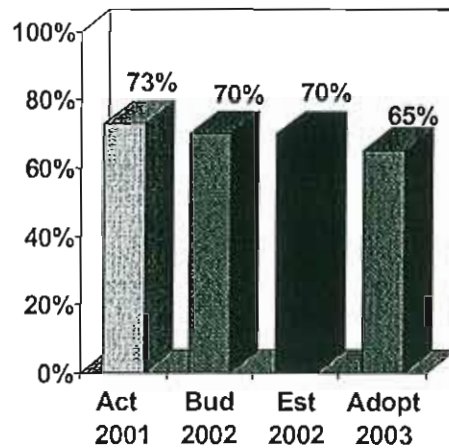
NON-STRATEGIC ISSUE - LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$66,292.

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

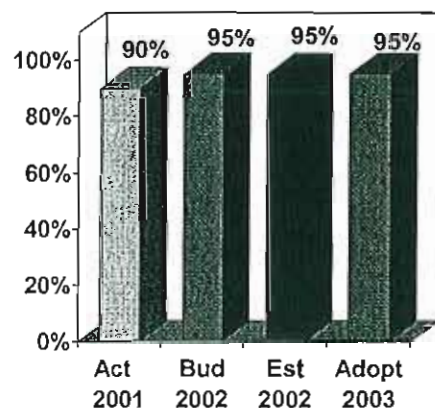
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$6,497,431	\$10,600,436	\$8,729,523	\$10,089,695
CONTRACTUAL SERVICES	5,149,694	7,089,230	6,484,254	6,582,322
COMMODITIES	482,896	853,635	571,901	792,311
OTHER EXPENDITURES	676,101	840,157	343,579	676,725
CAPITAL OUTLAY	369,977	274,907	274,907	192,336
TOTAL EXPENDITURES	\$13,176,099	\$19,658,365	\$16,404,164	\$18,333,389
 AUTHORIZED POSITIONS	 402	 506	 506	 506
FULL-TIME EQUIVALENTS	382.76	487.90	487.90	487.90

OCCUPANCY RATE EXHIBIT HALLS



» The Center is anticipating less convention center activity due to a general downturn in meeting activity occurring nationally

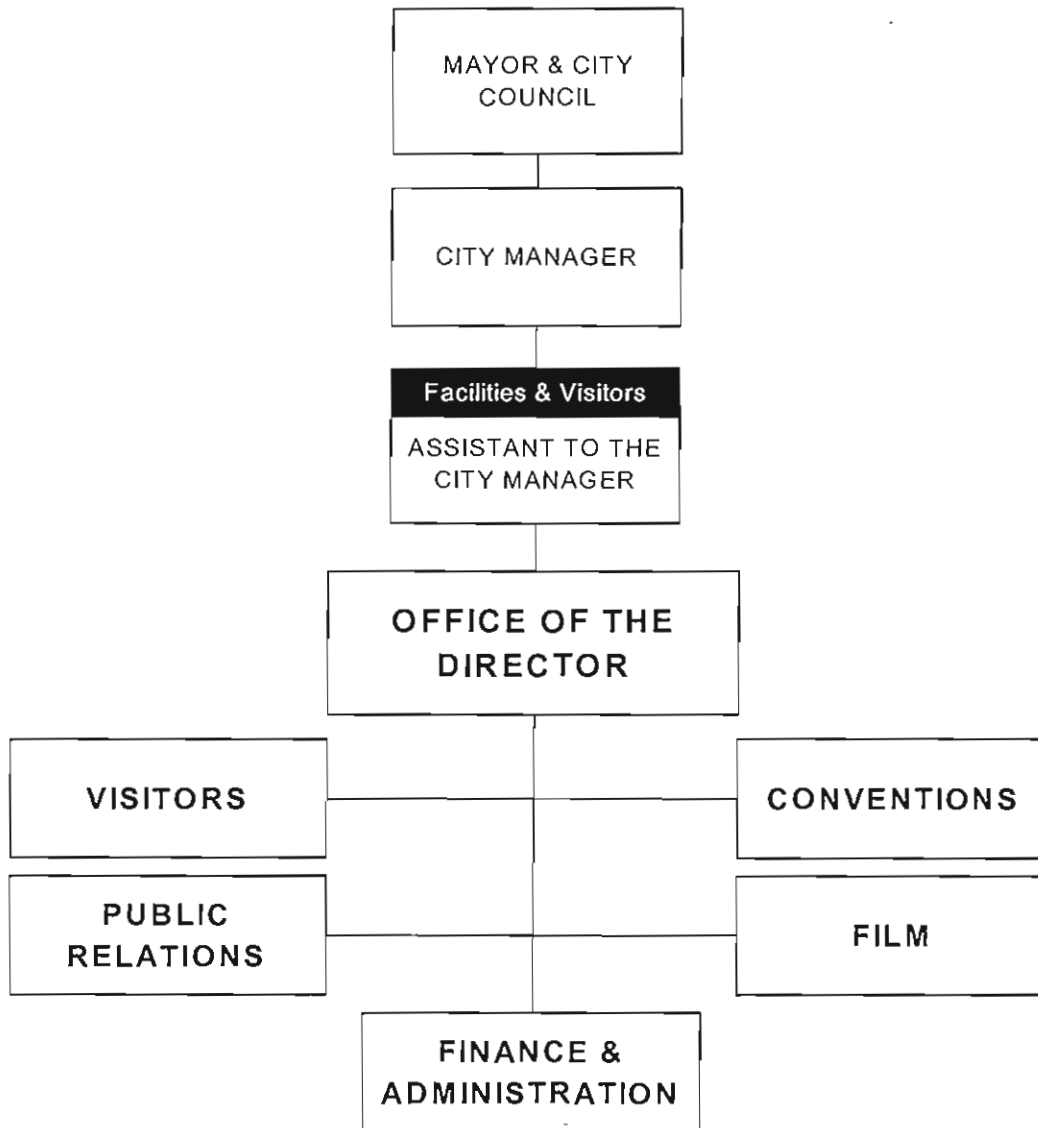
CUSTOMER'S WILLINGNESS TO RETURN TO OUR FACILITY



» Emphasis on "Customer First" in our expanded facility continues to provide high levels of customer satisfaction



CONVENTION & VISITORS BUREAU



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Hotel/Motel Tax Fund	106.31	\$16,578,607
Total Funding	106.31	\$16,578,607

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 partnerships with the private sector, meeting industry trade and leisure visitor advertising strategies, the direct solicitation of conventions and corporate meetings, group tour and travel operators and film clients, public relations strategies, client support and service programs, market research and other marketing efforts including internet. The five functions of the Bureau are: Visitor marketing sales and service, Convention marketing sales and service, Finance & Administration, Public Relations, and Film.

GOALS & OBJECTIVES

- ◆ To promote and market San Antonio as a leisure visitor, convention, and film location destination.
 - To generate continued growth in hotel room night consumption and sales tax receipts by attracting an expanding base of state, regional, national and international visitors to San Antonio.
 - To maintain and strengthen the City's position as a premier convention/corporate meeting destination by maximizing utilization of hotel room nights via the successful booking of the Convention Center as well as the Municipal Auditorium and Alamodome.
 - To increase consumer awareness (worldwide) of San Antonio as a preferred visitor destination through editorial placement of print and electronic media via public relations and promotions with travel media and to promote awareness of the role of Convention and Visitors Bureau and the value of the visitor industry to the community.
 - To continually develop and maximize Internet marketing strategies and opportunities.
 - To continue to enhance San Antonio's reputation as a premier location for the television and motion picture film industry.
 - Enhance information technology infrastructure to better service client needs and to afford staff the necessary tools to sell and service the San Antonio destination.
 - Develop and train staff through continuing education in service and sales techniques as well as desktop office tools and multi-media systems.
 - Refine strategic plans targeting future industry trends through continued analysis of marketing results, efficiencies of programs, as well as current and future impacts of 9/11.

CONVENTION & VISITORS BUREAU HOTEL/MOTEL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	To Become a Premier Visitor and Convention Destination					
	Generate continued growth in Room Night Consumption & sales tax receipts	No. of Room Nights Consumed (Citywide) ¹	6,195,000	6,667,000	6,175,000	6,317,000
Financial	Provide Accountability to the Public					
	Generate continued growth in Room Night Consumption & sales tax receipts by expanding visitors to San Antonio	Total of 7% Hotel Occupancy Tax Collections (In Millions) ²	\$35.83	\$37.63	\$35.72	\$37.21
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	Direct Convention Delegate Exp. Hosted (In Millions) ³	\$481.8	\$526.6	\$566.2	\$482.8
	Continue to enhance San Antonio's reputation as a premier location for the television and film industry	Direct Film Expenditures (In Millions)	\$2.6	\$3.2	\$6.0	\$6.2
	To increase consumer awareness of San Antonio as a preferred visitor destination through public relations & promotions	Monetary Value – Public Relations Exposure (In Millions)	\$7.0	\$7.0	\$5.8	\$6.5
Internal Processes	To Become a Premier Visitor and Convention Destination					
	To maintain & strengthen the City's position as a premier convention/corporate meeting destination	Number of CVB Initiated Convention Hotel Room Nights Booked ⁴	774,313	1,122,000	812,441	1,122,000
		Number of Reported Convention Room Nights Hosted	874,169	1,007,843	1,037,000	895,000
		Number of Convention Delegates Hosted	534,756	584,549	628,480	535,928

CONVENTION & VISITORS BUREAU HOTEL/MOTEL FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	To Become a Premier Visitor and Convention Destination					
	Refine strategic plans targeting future industry trends through continued analysis of marketing results	Number of Visitor Inquiries ⁵	442,910	540,600	493,970	447,100
	To continually develop & maximize internet marketing strategies & opportunities	Number of Website Visits	471,374	561,000	656,903	744,000
Employee Learning & Growth	Innovative and Proactive City Government					
	Develop and train staff through continuing education in service and sales techniques	Percentage of CVB Staff Participating in Continuing Education/Training	N/A	N/A	100%	100%
		Percentage of Sales Staff Participating in Continuing Education/training	N/A	N/A	100%	100%

EXPLANATORY INFORMATION

- ¹ FY 2001 actual provided by Source Strategies; FY 2002 re-estimates & FY 2003 Adopted are projections based on information from Source Strategies.
- ² FY 2002 re-estimate reflects decrease from adopted amount due in large part to the events of 9/11.
- ³ Based on \$900.89 per delegate expenditure (Deloitte & Touche 1998 study) for International Association of Convention and Visitor Bureaus (IACVB).
- ⁴ FY 2002 re-estimates impacted by events related to 9/11.
- ⁵ FY 2002 re-estimate & FY 2003 Adopted impacted by the increased use of the website as an information delivery system.

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS \$504,183*****NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS***

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$53,000 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$110,740 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – GENERAL OPERATING EFFICIENCIES

This **reduction** will reduce various operating areas such as Freight & Storage, Temporary Services, Postage, Travel and other contractual service expenses summing to \$155,000. This reduction can be achieved through the CVB reprioritizing its participation in various tradeshows and promotions as well as continuing to explore various savings opportunities and cost efficiencies. There is no anticipated loss of service from this reduction.

ECONOMIC DEVELOPMENT – REDUCE PRINTING AND BINDING

This **reduction** will provide savings through a reduction in Printing and Binding. The success of the CVB website and information being immediately available online has contributed to this reduction of \$160,000. There is no anticipated loss of service from this reduction.

ECONOMIC DEVELOPMENT – ELIMINATE VISITOR SERVICES REPRESENTATIVE

This **reduction** will eliminate a vacant Visitor Services Representative position resulting in an annual savings of \$25,443. Although this position performs various support functions for the sales staff, it is felt that the current staff will be able to absorb these functions.

♦ IMPROVEMENTS \$2,664,299***ECONOMIC DEVELOPMENT – ENHANCEMENT OF CONSUMER ADVERTISING***

This **improvement** increases the advertising budget for the Convention and Visitors Bureau department by \$2,150,000 and augments the base advertising and marketing campaign for FY 2003 for the purpose of addressing the challenges facing the local visitor industry. The one-time funds of \$1,750,000 are combined with \$400,000 in recurring monies. The one-time funds were derived from monies set aside in reserve to assist in securing the 2007 Pan American Games. In August 2002, the games were awarded to an alternate city.

CONVENTION & VISITORS BUREAU HOTEL/MOTEL FUND

PROGRAM CHANGES CONTINUED

ECONOMIC DEVELOPMENT – CONTRIBUTION TO SAN ANTONIO SPORTS FOUNDATION

This one-time *improvement* increases the funding to the San Antonio Spurs Foundation (SASF) for FY 2003 by \$350,000 and augments an existing \$150,000 contribution to the SASF for the purpose of increasing the Foundation's competitiveness in securing events to come to San Antonio. Funding provides for bid development and other qualified costs. This increase brings the SASF's total city funding for FY 2003 to \$500,000. The incremental funds were derived from monies set aside in reserve to assist in securing the 2007 Pan American Games. In August 2002, the games were awarded to an alternate city.

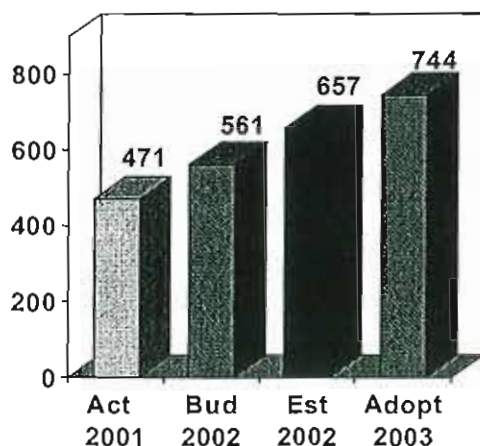
NON-STRATEGIC ISSUE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$14,299.

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

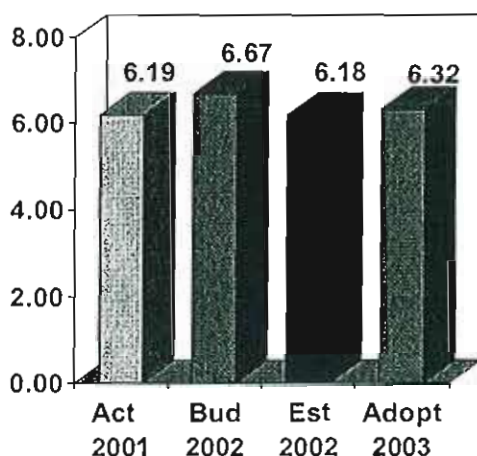
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$4,261,443	\$4,610,723	\$4,609,491	\$4,665,797
CONTRACTUAL SERVICES	9,203,594	11,875,717	11,876,811	11,638,039
COMMODITIES	188,790	154,769	149,423	138,019
OTHER EXPENDITURES	43,046	44,144	18,170	49,529
CAPITAL OUTLAY	116,686	78,066	79,149	87,223
TOTAL EXPENDITURES	\$13,813,559	\$16,763,419	\$16,733,044	\$16,578,607
AUTHORIZED POSITIONS	148	146	146	145
FULL-TIME EQUIVALENTS	109.31	107.31	107.31	106.31

NO. OF WEBSITE VISITS (In Thousands)



» Current advertising campaign strategically drives the consumer to the CVB website to plan their vacation experience.

NO. OF ROOM NIGHTS CONSUMED (In Millions)

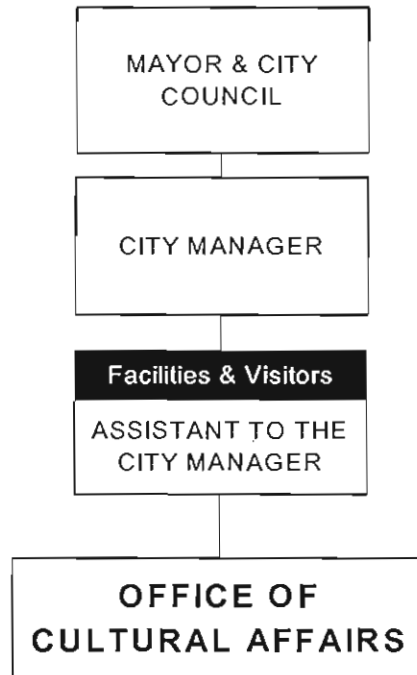


» San Antonio rebounded strong after September 11th ranking 2nd best against the top 30 markets in % change of room nights sold for the period January 2002 to August 2002

» Growth in room demand is projected for FY 2003



CULTURAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Hotel/Motel Tax Fund	10.00	\$943,798
Categorical Grants	1.00	336,733
Arts Agencies	0.00	2,401,193
Total Funding	11.00	\$3,681,724

MISSION STATEMENT

The Office of Cultural Affairs provides leadership, resources and support for arts and cultural organizations and individual artists, enhancing the quality of life for San Antonio citizens and visitors.

PROGRAM INFORMATION

The Office of Cultural Affairs administers programs in the areas of arts grants, neighborhood arts and arts marketing. These programs support arts and cultural organizations, individual artists, community groups and the hotel and visitor industry. Support is provided with technical assistance, and through a competitive review process for operation and project funding for arts and cultural organizations. Technical assistance and funding is also provided to support arts and cultural projects directly linked to neighborhoods in all City Council Districts and Neighborhood Commercial Revitalization projects. Community and visitors participation is supported by the Arts Marketing Program and through the development and promotion of citywide arts and cultural activities/events. With respect to policies and procedures, the Office is advised by the Cultural Arts Board, which is appointed by the Mayor and City Council.

GOALS & OBJECTIVES

To provide for the arts and cultural needs of the community by supporting activities and services that foster citizen and visitor participation, neighborhood revitalization and economic development.

- ♦ To implement a Development Program that fosters collaborative programming and identifies external financial sources to enhance their funding levels.
- ♦ To support arts and cultural programs that serve citizens in all City Council Districts.
- ♦ To establish a program and procedures for calculating arts and cultural participation by the end of FY 2003.
- ♦ To support citywide arts and cultural events that are unique to San Antonio.
- ♦ To increase the ratio of non-city dollars leveraged.
- ♦ To continue to develop and market culturally oriented tour programs by the end of FY 2003.
- ♦ To continue to implement and complete neighborhood arts projects by the end of FY 2003.
- ♦ To implement a Cultural Plan by FY 2003 which will provide new arts and cultural policy and procedures for OCA as well as the community at large.
- ♦ To improve OCA's information and marketing services and delivery of arts and cultural activities by enhancing technological communications and implementing new marketing program.
- ♦ To continue to collaborate with the Public Works Public Art and Design Enhancement Program, the Convention and Visitors Bureau, Neighborhood Action Department and other departments to help develop and implement arts and cultural services.
- ♦ To provide specialized training to employees to improve job related skills in customer service and professional growth.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Expand Community/Cultural Initiatives					
	To increase programs that promote quality arts and cultural programs that foster participation	Number of Arts in the Community Arts and Cultural Projects Initiated	21	21	24	20
		Number of Participants in Arts and Cultural Events (Reported by Organizations)	2,959,495	2,720,775	2,200,000	2,720,775
	Become Premier Visitor/Convention Destination					
	To support citywide arts and cultural events that are uniquely San Antonio	Number of Arts and Cultural Events Promoted	12	20	24	24
Financial	Provide Economic Development					
	To continue to develop and market cultural tours that support San Antonio citizens and visitors	Number of Arts and Cultural Tours Implemented	N/A	5	6	6
	Leverage Other Funding Sources					
	To increase the ratio of non-city dollars leveraged	Amount of Non-City Dollars Leveraged for Arts (In Millions)	\$19.1	\$20.2	\$19.1	\$20.2
		Ratio of City Dollars to Non-City Dollars Spent	\$1: \$7.08	\$1: \$8.03	\$1: \$7.50	\$1: \$8.03
Internal Processes	Implement CRAG Initiatives					
	To support arts and cultural programs that serve citizens in all City Council districts	Percent of Arts and Cultural CRAG Recommendations Implemented	100%	100%	100%	100%
		Percent of City Council Districts Served	N/A	N/A	100%	100%
Employee Learning & Growth	Improve Information Service Delivery					
	To provide specialized training to improve job related skills in customer service and professional growth	Percent of OCA Employees Completing Professional Training Workshops	N/A	N/A	50%	100%
		Percent of Staff Completing Customer First Training	N/A	N/A	100%	100%

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$118,174

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** totaling \$21,735 is achieved from operational savings in contractual services due to increased efficiencies in operations. This reduction will have no impact on departmental operations.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$21,064 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – TRANSFER OF MURALS PROGRAM TO HOTEL/MOTEL TAX FUND

This **redirection** will transfer the Murals Program to the Cultural Affairs. This will transfer one Sr. Community Center Leader position and one Sr. Recreation Specialist position from the Parks and Recreation Department. This redirection will enhance services to the Cultural Tourism Initiative and Neighborhood Arts Program by providing technical assistance to communities, and inventorying of murals for future preservation and tourism opportunities. This redirection will result in savings to the General Fund of \$75,375.

- ♦ IMPROVEMENTS \$120,000

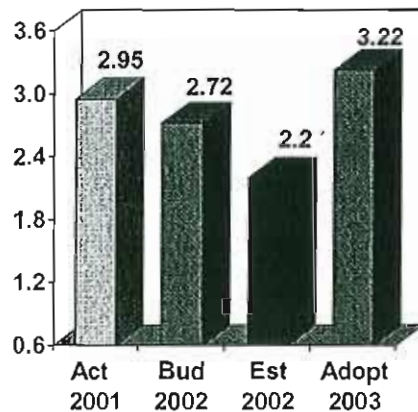
PUBLIC ARTS – CULTURAL PLAN

This **one-time improvement** will support the implementation of a Citywide Cultural Plan that will establish new arts and cultural policy. The Plan will provide general directions and guidelines through which the City will seek to meet the present and future needs of the San Antonio community. The improvement of \$120,000 will be used to leverage funds to cover the total cost needed for the Plan.

HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER

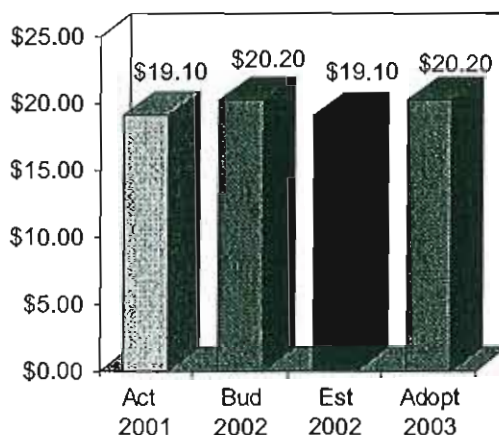
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$352,865	\$444,804	\$429,049	\$542,210
CONTRACTUAL SERVICES	154,261	217,454	281,993	380,249
COMMODITIES	30,733	95,651	18,465	14,705
OTHER EXPENDITURES	2,689	2,789	1,144	2,438
CAPITAL OUTLAY	6,274	-	590	4,196
TOTAL EXPENDITURES	\$546,822	\$760,698	\$731,241	\$943,798
 AUTHORIZED POSITIONS	 8	 8	 8	 10
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	10.00

NUMBER OF PARTICIPANTS IN ARTS AND CULTURAL EVENTS (In Millions)



» Cultural Art Board recommendations will result in an estimated 18% increase in FY 2003 over FY 2002 Adopted.
» FY 2002 re-estimate reflects fewer participants attending scheduled events due to Sept. 11th.

AMOUNT OF NON-CITY DOLLAR LEVERAGED FOR ARTS AGENCIES (In Millions)



» In FY 2003 the amount of non-city dollars leveraged is expected to increase 10% over FY 2001 re-estimate due to the increase in paid admissions to arts events.

The Office of Cultural Affairs will receive a grant totaling \$336,733 for FY 2003. The Texas Commission on the Arts continues to support local art organizations by providing funds for partial support to organizations recommended for funding by the Cultural Arts Board through the regular City funding process.

Listed below is a comprehensive list of the grant that the Office of Cultural Affairs expects to receive in FY 2003. Details on this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Texas Commission on the Arts – Decentralization Program	\$0	\$159,231	\$18,271	\$159,231	\$336,733
TOTAL	\$0	\$ 159,231	\$ 18,271	\$ 159,231	\$336,733

CULTURAL AFFAIRS

TEXAS COMMISSION ON THE ARTS DECENTRALIZATION PROGRAM

PROGRAM INFORMATION:

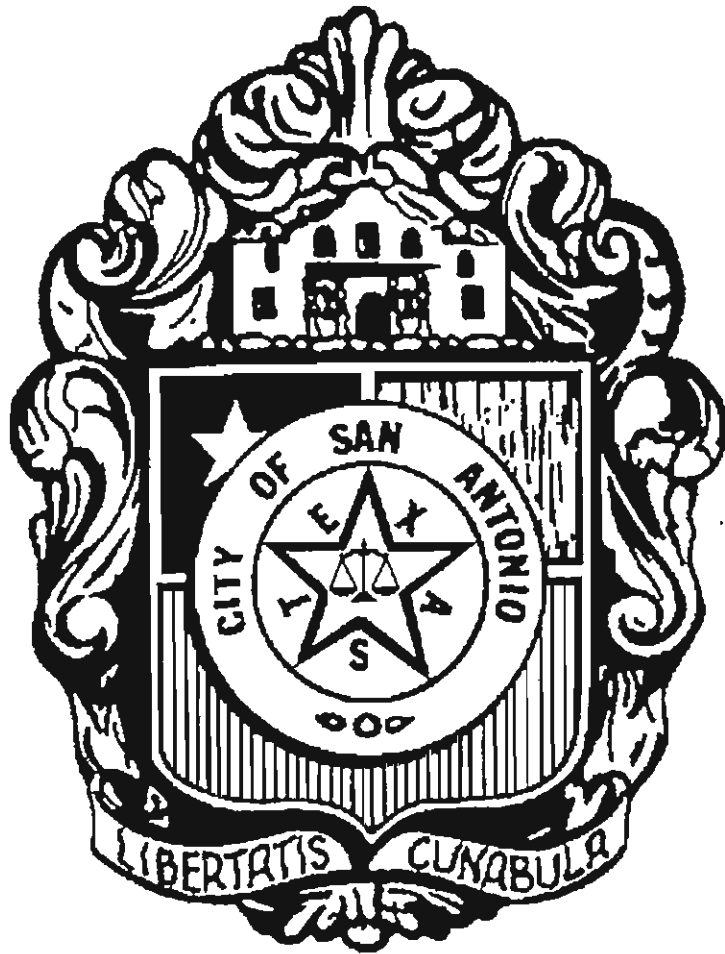
The Texas Commission on the Arts funds would be used for the purpose of sub-granting to agencies. The Texas Commission on the Arts established a "Decentralization Program" in six major Texas cities that utilize a per capita base in its funding formula. Local arts organizations are required to apply directly to the City for arts funding. The funds would continue to provide partial support to organizations recommended for funding by the Cultural Arts Board through the approved City arts funding program. This grant program covers the period of 9/01/02 through 8/31/03.

PERFORMANCE MEASURES

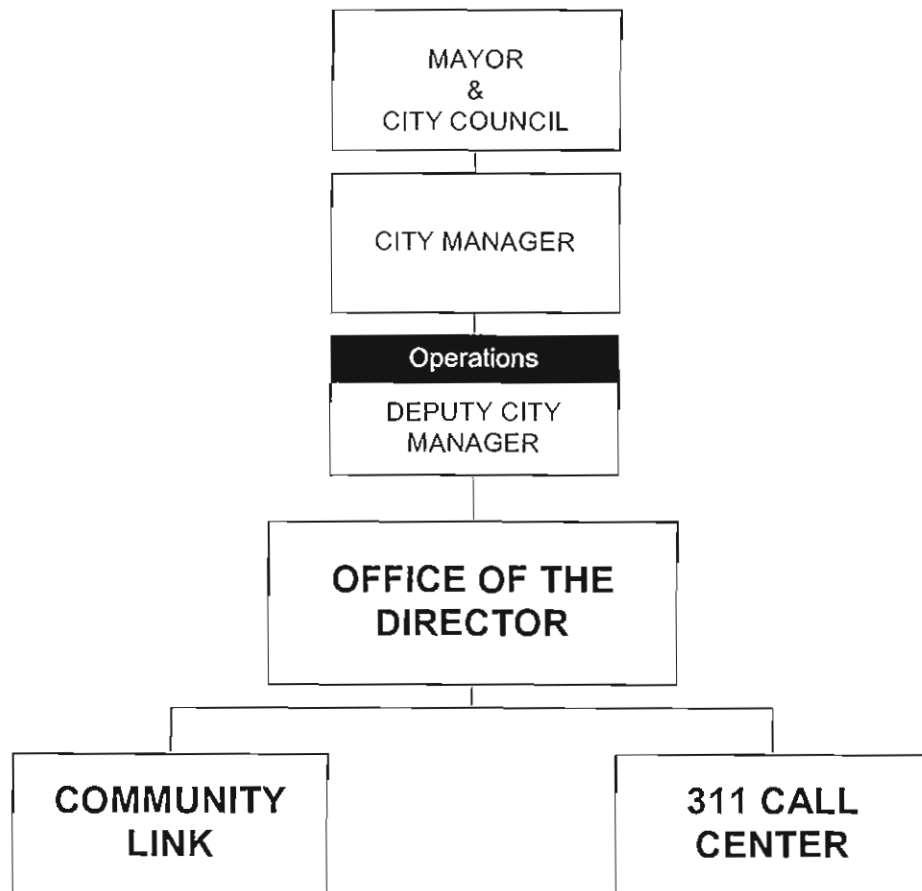
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Events Funded	4,151	4,169	3,961
Output:			
Number of Audience Members	2,680,795	2,720,775	2,584,736
Amount of Non-City Funds Leveraged	\$19,855,599	\$20,187,182	\$17,789,541
Efficiency:			
Avg. Attendance at Events	646	653	653
Effectiveness:			
Ratio of City to Non-City Dollars Spent	\$1: \$7.02	\$1: \$8.15	\$1: \$7.56

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$8,331	\$15,944	\$18,271
STATE	159,231	159,231	159,231
OTHER – IN KIND	159,231	159,231	159,231
TOTAL FUNDING	\$326,793	\$334,406	\$336,733
EXPENDITURES			
PERSONAL SERVICES	\$31,851	\$35,731	\$38,058
OTHER EXPENDITURES	159,231	159,231	159,231
SUBGRANTING	135,711	139,444	139,444
TOTAL EXPENDITURES	\$326,793	\$334,406	\$336,733
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00



CUSTOMER SERVICE & 311 SYSTEM



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	46.00	\$2,402,003
Total Funding	46.00	\$2,402,003

MISSION STATEMENT

The mission of the Office of Customer Service/311 System is to enhance the delivery of customer service through the City's Customer First initiative and provide convenient access to services through the 3-1-1 Customer Service Call Center and the Community Link Service Centers.

PROGRAM INFORMATION

The Office of Customer Service/3-1-1 System is responsible for promoting the City's Customer First initiative and delivering direct customer services through the use of the Community Link Service Centers, Showcase of City Programs, and a 24/7 3-1-1 Customer Service Call Center. The Office of Customer Service/3-1-1 System is comprised of three sections: Director's Office, Community Link Service Centers, and the 3-1-1 Customer Service Call Center.

GOALS & OBJECTIVES

- ♦ To promote and deliver quality customer services and programs to both external and internal customers.
- ♦ To provide access to City services and information through a 24 hours, 7-day-a-week 3-1-1 Customer Call Center.
- ♦ To coordinate an end-to-end customer services delivery tracking system.
- ♦ To deliver convenient and accessible customer services through the use of Community Link Service Centers.
- ♦ To provide a volunteer cadre of City employees to provide services to the community.
- ♦ To implement the City's Customer First initiative to enhance employee awareness and service delivery.
- ♦ To educate the public about available City services through Showcases of City Programs.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
	Improve Community Outreach					
Customer	Provide access to City services and information through a 24/7 311 Call Center	Annual No. of Calls Received by 311 Call Center	535,961	607,244	645,465	710,012
		Annual No. of Calls Answered by 311 Call Center	475,845	540,447	589,831	648,814
		Percent of 311 Calls Abandoned	11%	11%	9%	9%
	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Customers Served by Community Link Service Centers	110,712	N/A	115,846	121,638
	Public Trust and Awareness					
Financial	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual Amount of Revenue Collected by Community Link Centers (In Millions)	\$4.50	N/A	\$6.57	\$6.90
	Maintain Existing Infrastructure					
Internal Process	Deliver convenient and accessible customer services through the use of Community Link Service Centers	Annual No. of Transactions Processed by Community Link Service Centers	33,999	N/A	91,572	96,151
	Innovative and Proactive Government					
Employee Learning & Growth	Implement the City's Customer First Initiative to enhance employee awareness and service delivery	Percent of Civilian Employees Completing Customer First Training	N/A	N/A	61%	100%

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS****\$213,600*****NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION***

This **reduction** will result in \$4,600 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Expense Allowance, Subscriptions to Publications, Travel, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

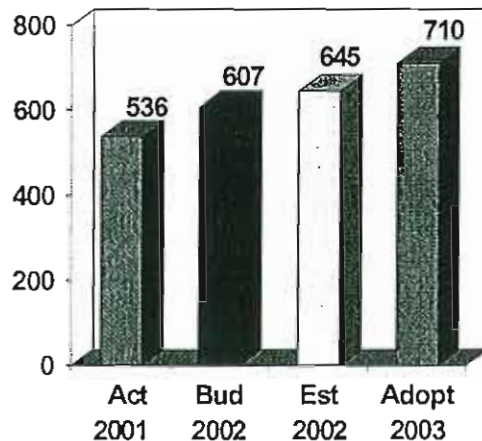
CUSTOMER SERVICE – ELIMINATION OF KIOSK CONTRACT

This **reduction** will eliminate funding for the annual City Kiosk contract at a savings of \$209,000. Use of the Kiosks has declined due to the development of the City's Community Link Service Centers and to the growing number of households with Internet access to the City's web pages.

GENERAL FUND EXPENDITURES BY CHARACTER

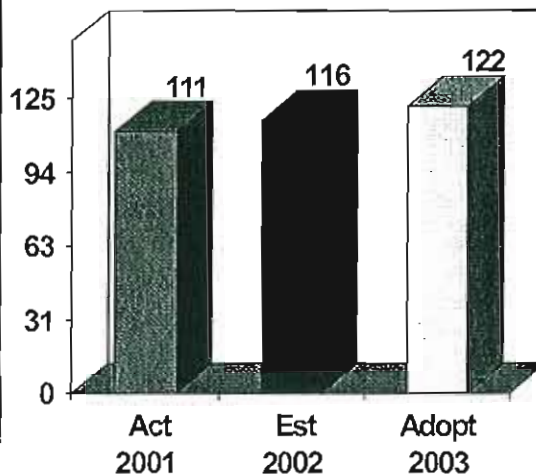
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$1,253,825	\$1,426,482	\$1,433,538	\$1,610,564
CONTRACTUAL SERVICES	942,380	898,061	864,587	751,938
COMMODITIES	36,804	24,106	38,450	28,936
OTHER EXPENDITURES	4,457	6,504	2,870	10,565
CAPITAL OUTLAY	46,411	5,484	18,211	0
TOTAL EXPENDITURES	\$2,283,877	\$2,360,637	\$2,357,656	\$2,402,003
 AUTHORIZED POSITIONS	 36	 39	 39	 46
FULL-TIME EQUIVALENTS	36.00	39.00	39.00	46.00

Annual Number Of 311 Calls Received By Call Center (In Thousands)



» The anticipated 32% increase in calls received from FY 2001 to FY 2003 is due to increased public awareness of the service.

Annual Number Of Customers Served by Community Link Service Centers (In Thousands)



» The anticipated 10% increase in number of customers served from the FY 2001 to the FY 2003 is due to delivery of multiple services, convenient locations, and accessibility of Community Link Service Centers.



DEVELOPMENT SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	183.00	\$10,361,499
Community Development Block Grant	2.00	152,321
Stormwater Fund	2.00	137,700
Total Funding	187.00	\$10,651,520

MISSION STATEMENT

The mission of the Development Services Department is to provide quality customer services by effectively facilitating the development process while protecting the health, safety and public welfare of the community.

PROGRAM INFORMATION

The Development Services Department is responsible for assisting customers through the development process. These processes include the review, permitting, inspections and granting authority to occupy buildings within the City. More specifically, these consist of plan review, zoning, subdivision administration, drainage, traffic impact, public infrastructure, landscaping, signs, tree preservation, and construction codes.

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 Board, Zoning and Planning Commissions, and the Unified Development Code Technical Advisory Committee.

In addition to protecting the health, safety and public welfare through regulation of land development and construction, the Department seeks to provide an efficient and effective development process that supports City growth and economic development.

GOALS & OBJECTIVES

- ♦ To continue to protect the health, safety and welfare of the citizens of San Antonio.
 - Adopt the latest national construction codes.
 - Continue to support other City development-related initiatives, which include 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.
- ♦ To improve the delivery of customer service.
 - Implement a staff training plan to improve the delivery of customer service.
 - Improve communication with Community Link Service Centers by providing regular training for staff.
 - Continue to develop and provide informational materials to customers on the development process.
 - Continue to provide developers, contractors and general public with the status of their projects and other development-related information via an internet browser.
- ♦ To create a more effective development process with other tenants at the Development and Business Services Center.
 - Develop a strategy to relocate staff to the Development and Business Services Center that will minimize the impact for ongoing development projects.
 - Develop a web page for the Development and Business Services Center.
 - Continue cross training all One-Stop Counter employees.
- ♦ To 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 inspection, plan review, and permitting personnel to increase staff knowledge of the entire development process.
- ♦ To fully implement the Unified Development Code (UDC).
 - Establish procedures to meet required plan review standards.
 - Continue to provide technical assistance and guidance to the Unified Development Code Technical Advisory Committee (UDCTAC).

DEVELOPMENT SERVICES

GENERAL FUND STORMWATER FUND

GOALS & OBJECTIVES CONTINUED

- Develop regular training for the Zoning and Planning Commissions and the Board of Adjustment.
- Develop a database of all amendments and share the database with the public through the web page.
- ♦ To implement a new development services software system to improve timeliness and responsiveness.
- Develop an implementation program that involves employees in the design, review, training and evaluation of the software system and related new business processes to ensure optimum utilization and performance.
- Develop a transition plan from an existing mainframe software application to a network-based system that minimizes the disruption on the level of service.

BALANCED SCORECARD

Strategic Objectives		Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare of San Antonio					
	Administer development codes through plan review	Total No. of Plans Reviewed – Residential	6,596	6,779	7,000	7,500
		Total No. of Plans Reviewed – Commercial	2,486	2,398	2,700	2,500
	Administer development construction codes through inspections	No. of Inspections:				
		Building	38,558	46,780	34,890	35,937
		Electrical	50,540	61,318	48,979	50,448
		Mechanical	24,329	29,517	38,946	40,114
		Plumbing	67,336	81,695	74,824	78,565
		Sign	12,158	14,751	10,159	10,464
		Environmental	3,686	4,472	6,402	6,594
		Combination	N/A	N/A	13,374	13,775
		Construction (S/D) ¹	N/A	N/A	20,560	21,177
		TOTAL	196,607	238,533	248,134	257,074
	Administer development construction codes through zoning cases processed and acres platted	Total No. of Zoning Cases Processed	304	259	296	300
		Total No. of Acres Platted	5,654	7,140	5,828	6,119
	Improve Community Outreach					
	To establish outreach and disseminate information regarding the development process	Private Engineers in Private Practice	0	N/A	6	12
		Blueprint Quarterly	4	N/A	4	4
		CADRE Forum	3	N/A	7	7
		TV Show	0	N/A	2	4
		Real Estate Council Meetings	12	N/A	12	12

DEVELOPMENT SERVICES

GENERAL FUND STORMWATER FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Financial	Provide Economic Development					
	Continue to improve the quality and efficiency of the development process	Avg. Days for Plan Review:				
		Interior Finish Outs	24	20	20	19
		New Structures	37	34	34	34
		Residential	10	10	10	10
Internal Processes	Implement CRAG Initiatives					
	Coordinate with departments to enforce development and construction codes	Participate in Strategic Nuisance Abatement Program with Police	20	N/A	10	15
		No. of Investigations	527	N/A	400	500
	Rezoning property to implement the Revised Unified Development Code	Rezoning Initiated Proactive Zoning Cases (Parcels)	1,210	N/A	10,100	10,000
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Provide a trained and competent workforce	Percent of Professional Staff Who are certified or professionally Licensed	19	N/A	23	24
		Percent of Staff Utilizing Continuing Education	40%	N/A	37%	90%

EXPLANATORY INFORMATION

¹ Denotes construction for streets and drainage.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$415,327

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$57,095 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Expense Allowance, Subscriptions to Publications, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – LINE ITEM REDUCTION

This **reduction** will result in \$237,888 in savings due to more efficient use of operational line items that include, but are not limited to Overtime Salaries & Wages, Travel-Training, Binding, Printing & Reproduction, and Wireless Data Communications.

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$85,000 in FY 2003.

NON-STRATEGIC ISSUE – ELIMINATE ADMINISTRATIVE SECRETARY

This **reduction** will result in \$35,344 in savings by eliminating one filled Administrative Secretary position in the Administrative Support Division. This position's duties will be reassigned to the remaining support staff.

♦ IMPROVEMENTS

\$386,400

ECONOMIC DEVELOPMENT – ADD ONE PLANNER II FOR ANNEXATION

This **improvement** will add one Planner II position for development services as a result of the 2002 Annexation Plan. The position will be used to assist in the implementation of limited purpose annexation. The cost for this improvement in FY 2003 totals \$39,114. The full-year cost in FY 2004 will be \$42,197.

ECONOMIC DEVELOPMENT – ADD FOUR PLUMBING INSPECTOR POSITIONS

This **improvement** will add four Plumbing Inspector positions, funded at nine months, along with added overtime funds. The additional positions will support enforcement of the Landscape Ordinance and improve turnaround time for plumbing inspection requests. The cost for this improvement in FY 2003 totals \$347,286. The full-year cost in FY 2004 will be \$238,636.

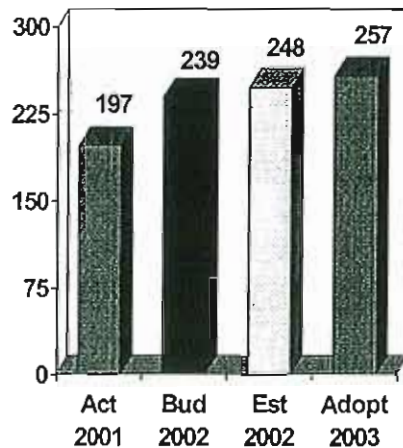
DEVELOPMENT SERVICES**GENERAL FUND
STORMWATER FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$7,580,117	\$7,517,040	\$7,477,111	\$8,196,355
CONTRACTUAL SERVICES	1,701,597	1,695,248	1,685,315	1,795,606
COMMODITIES	276,525	199,437	201,502	221,998
OTHER EXPENDITURES	34,332	87,601	40,335	58,672
CAPITAL OUTLAY	39,698	126,103	110,423	88,868
TOTAL EXPENDITURES	\$9,632,269	\$9,625,429	\$9,514,686	\$10,361,499
 AUTHORIZED POSITIONS	 164	 179	 179	 183
FULL-TIME EQUIVALENTS	164.00	179.00	179.00	183.00

STORMWATER FUND EXPENDITURES BY CHARACTER

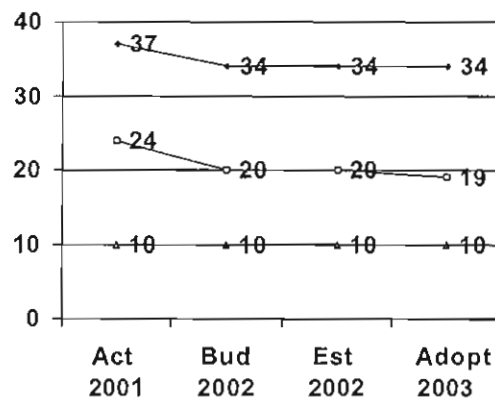
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$151,207	\$137,751	\$137,751	\$136,175
CONTRACTUAL SERVICES	0	2,605	2,605	1,525
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$151,207	\$140,356	\$140,356	\$137,700
 AUTHORIZED POSITIONS	 2	 2	 2	 2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

NUMBER OF INSPECTIONS (IN THOUSANDS)



» The anticipated 30% increase in FY 2003 over FY 2001 is due to the addition of Construction and Streets & Drainage Inspections within the Development Services Department.

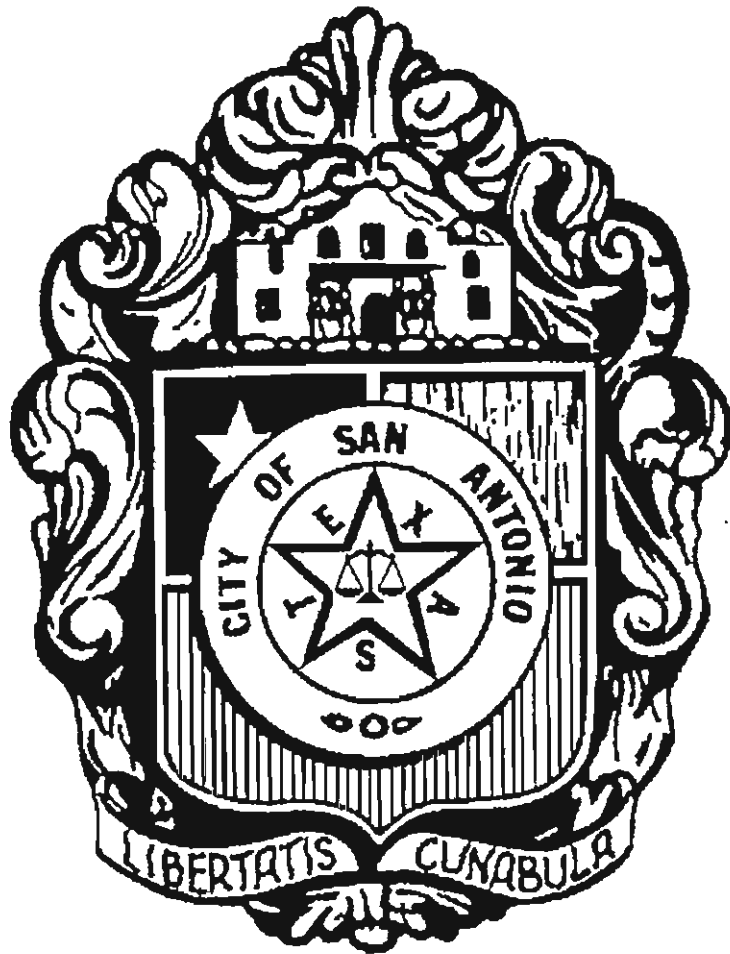
AVERAGE DAYS FOR PLAN REVIEW



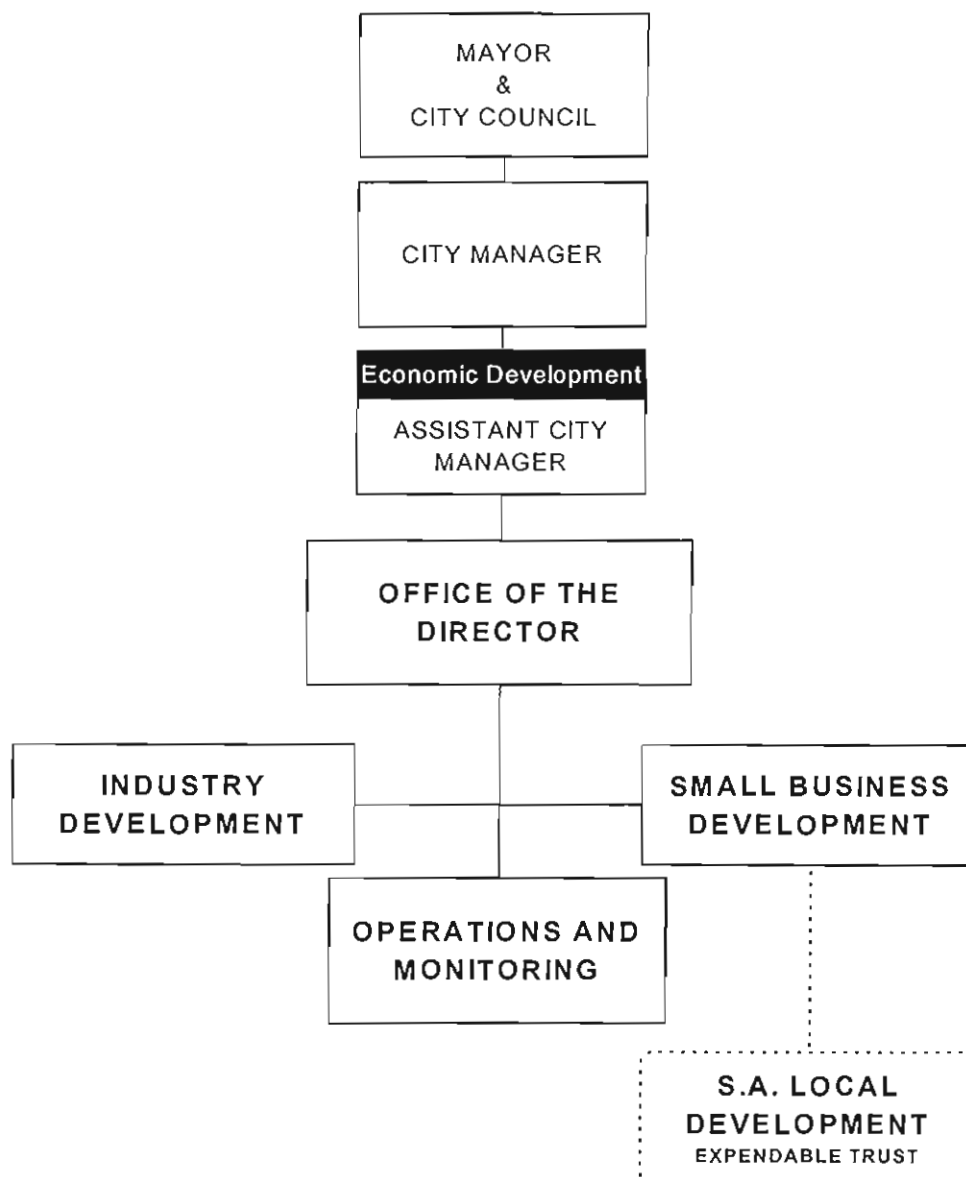
» The average length of time it takes for a plan to be initially routed through the plan review process.

» The anticipated overall 11% decrease in days needed for plan review is due to improved plan review procedures/ processes and staff efficiency.

— New Structures
— Interior Finish Out
— Residential



ECONOMIC DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	24.00	\$1,635,572
Categorical Grants	3.00	306,605
SALDC Trust Fund	8.00	478,536
Capital Projects	0.00	2,149,000
Total Funding	35.00	\$4,569,713

MISSION STATEMENT

To lead economic development activities through policy implementation, strategic planning, and partnerships with key organizations.

PROGRAM INFORMATION

The Economic Development Department seeks to attain the community's goals by focusing on strategies that relate to entrepreneurial alliances, embracing technology, investing wisely in public and private resources, promoting equity by providing opportunities to all citizens, instilling accountability to citizens and stakeholders, encouraging responsible economic development while protecting San Antonio's environment and quality of life, and finally, successfully implementing the Strategic Plan that demands new and stronger alliances. The Economic Development Department is organized into four major divisions to achieve innovation and growth as outlined in the Strategic Plan. The Office of the Director provides administrative and programmatic oversight. The Industry Development division actively works to manifest local economic conditions that promote the retention and expansion of local businesses and the attraction of new businesses to San Antonio. The Small Business Development division, housed in the Business Assistance Focus Center, encompasses programs such as the Small Business Economic Development Advocacy program, which furnishes government contracting opportunities to historically underutilized business communities; the First Point Business Information Office, which supplies business start-up information and business technical assistance; and the San Antonio Local Development Company (SALDC), which grants small business loans to buttress the capital of new and expanding businesses. The Operations & Monitoring division provides support data analysis and monitoring of contracts to ensure due diligence and contract compliance.

GOALS & OBJECTIVES

- ◆ Foster a favorable climate for economic growth by supporting existing industries and nurturing high-wage, substantial skill "targeted" industries.
- ◆ Facilitate new business development and small business growth.
- ◆ Promote redevelopment in downtown and targeted areas.
- ◆ Coordinate the activities of local economic development entities and agencies to effectively achieve community goals and maximize resources.
- ◆ Provide specialized training to improve job-related skills and development.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Citizens' Well Being & Human Potential					
	Foster a Favorable Climate for Economic Growth	Total Number of Jobs Created/Retained through EDD Programs	2,050	7,405	4,793	3,750
	Support Existing Industries and Nurture High-Wage Substantial Skill in "Targeted" Industries	Mean Hourly Wage of Jobs Created through EDD Incentive Programs	\$13.43	\$12.63	\$11.00	\$12.00
Financial	Provide Economic Development Opportunities					
	Facilitate New Business Development and Small Business Growth	Total Contracting Dollars to Facilitate New Business (In Millions)	\$139.6	\$175.0	\$170.7	\$155.2
Internal Processes	Improve Community Outreach					
	Promote EDD incentive outreach efforts	Percent of Business Assistance Focus Center Clients Continuing Operations after 12 Months	25%	31%	27%	26%
		Percent of MBE/WBE Benchmark	89%	100%	66.0%	100%
Employee Learning & Growth	Employee Learning & Growth					
	Provide Opportunities for Specialized Training	Percent of Employees Completing Minimum Training Courses	54%	N/A	40%	75%

PROGRAM CHANGES♦ **REDIRECTION/REDUCTIONS****\$350,335*****NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION***

This **reduction** will result in \$21,058 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – REDIRECT TWO ECONOMIC DEVELOPMENT MANAGER POSITIONS

This **reduction** will redirect two vacant Economic Development Manager positions to the Brooks City-Base Office, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this redirection. The redirection will result in savings of \$129,277.

ECONOMIC DEVELOPMENT – ELIMINATION OF GENERAL FUND SUPPORT TO SALDC

This **reduction** will eliminate General Fund support to the San Antonio Loan Development Corporation for the Inner City Loan Fund. Private sector commitments will offset this reduction and maintain the loan loss reserve. This reduction will result in savings of \$200,000.

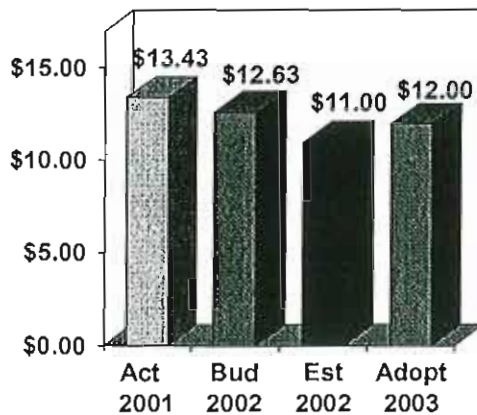
♦ **IMPROVEMENTS****\$13,342*****ECONOMIC DEVELOPMENT – EXPAND FUNDING FOR VETERANS AFFAIRS COMMISSION***

This **improvement** will provide funding for administrative expenses associated with the City Veterans Affairs Commission. The \$13,342 included in the FY 03 budget will provide monies for the publication of a quarterly newsletter for the local veterans' community and funding for support to various veterans' events throughout the City.

GENERAL FUND EXPENDITURES BY CHARACTER

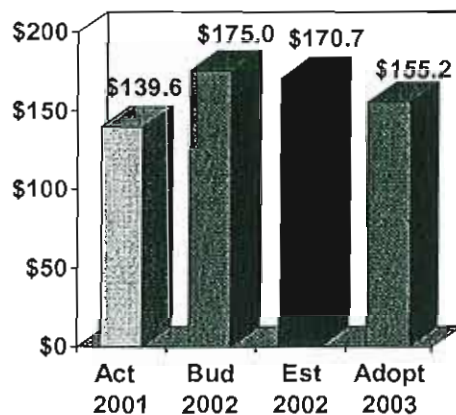
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$1,343,422	\$1,431,381	\$1,414,676	\$1,320,485
CONTRACTUAL SERVICES	552,763	483,187	461,556	286,169
COMMODITIES	36,660	23,539	40,113	18,173
OTHER EXPENDITURES	8,100	5,510	2,466	7,122
CAPITAL OUTLAY	1,136	7,170	4,170	3,623
TOTAL EXPENDITURES	\$1,942,081	\$1,950,787	\$1,922,981	\$1,635,572
 AUTHORIZED POSITIONS	 28	 27	 27	 24
FULL-TIME EQUIVALENTS	28.00	27.00	27.00	24.00

MEAN HOURLY WAGE OF JOBS CREATED THROUGH EDD INCENTIVE PROGRAMS



» New jobs created by companies receiving a tax phase-in had mean wages of \$11.00 per hour in FY 2002. The \$11.00 per hour wage level presently exceeds the wage standard of \$9.86 per hour for Non-Durable Goods Manufacturing in the San Antonio Metropolitan Statistical Area as published by Alamo Workforce Development, Inc.

FACILITATE NEW BUSINESS CONTRACTING DOLLARS (in Millions)



» The projected increase from 2001 to 2003 is attributed to major capital improvement projects such as the International Airport expansion project.
 » 2002 figures include the Convention Center Expansion Project

ECONOMIC DEVELOPMENT**GRANT SUMMARY**

The Procurement Technical Assistance grant is subject to renewal every two years. The Economic Development department has received this grant for the last eleven years.

Listed below is the grant the Economic Department is anticipating to receive in FY 2003. Details of this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Procurement Technical Assistance	\$149,950	\$0	\$0	\$156,655	\$306,605
TOTAL	\$149,950	\$0	\$0	\$156,655	\$306,605

ECONOMIC DEVELOPMENT

PROCUREMENT TECHNICAL ASSISTANCE

PROGRAM INFORMATION:

The Procurement Technical Assistance (PTA) promotes economic development and business retention by assisting small businesses to competitively obtain government procurement contracts. The PTA administers the City's Cooperative Agreement with the U. S. Department of Defense (DOD) to provide services in the San Antonio area and twelve surrounding counties. The program assists businesses in developing the knowledge, processes and systems to effectively interface, diversify markets and competitively obtain contracts with all federal, state and local government agencies. This activity helps to stimulate job creation, increase the tax base and support the City's Small, Minority & Women-owned procurement goals. This grant program covers the period of 01-01-02 through 12-31-02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of business/clients served	825	891	992
No. of contracts awarded	239	363	340
Efficiency:			
Cost per business/clients served	\$370	\$344	\$309
Cost per contract awarded	\$1,277	\$845	\$902
Effectiveness:			
Average contract dollars per contract awarded ¹	\$503,110	\$240,693	\$159,686

EXPLANATORY INFORMATION

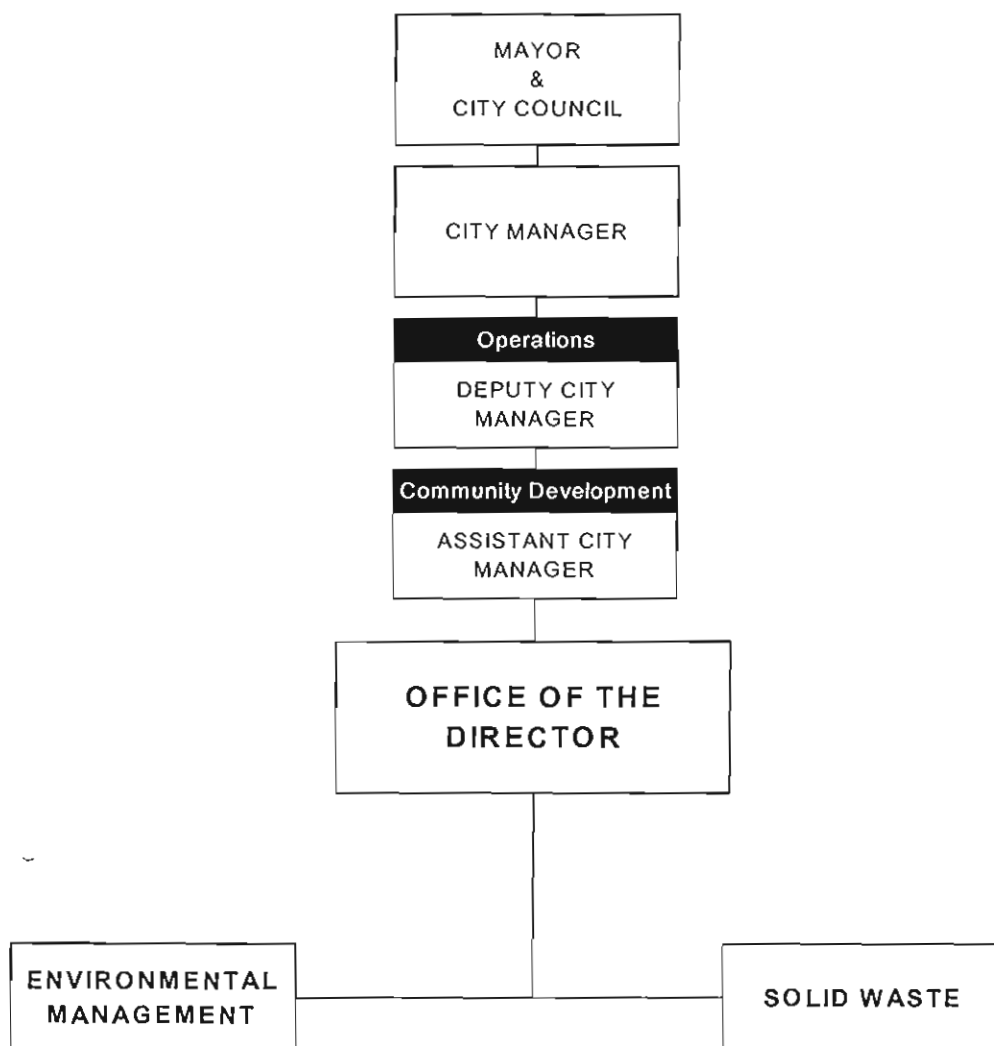
¹ Includes two significantly large HUB Zone Contracts resulting in higher than usual contract awards.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY – Carry forward	\$1,389	\$0	\$0
FEDERAL – Federal fund source	149,950	149,950	149,950
OTHER – This includes requirements of the City In-Kind	155,266	156,655	156,655
TOTAL FUNDING	\$306,605	\$306,605	\$306,605
EXPENDITURES			
PERSONAL SERVICES	\$268,442	\$268,210	\$285,965
CONTRACTUAL SERVICES	28,326	29,988	13,933
COMMODITIES	3,130	1,700	0
OTHER EXPENDITURES	6,707	6,707	6,707
TOTAL EXPENDITURES	\$306,605	\$306,605	\$306,605
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00



ENVIRONMENTAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Environmental Services Revenue Fund	568.28	\$46,946,533
Total Funding	568.28	\$46,946,533

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

MISSION STATEMENT

The Environmental Services Department is committed to enhancing the City's health, safety, and welfare by providing the highest quality of environmental services that are equitable, consistent and dependable. Our team of dedicated and proactive employees will strive to provide efficient, effective, and accountable customer service.

PROGRAM INFORMATION

The Environmental Services Revenue Fund receives most of its revenues from the Residential Solid Waste Fee, Brush Fee, and the Environmental Fee as collected by City Public Service. Additional revenues to this fund are generated from Licensing and Permitting Fees, Mulch and Brush Disposal Fees, and Out of Cycle Collections. 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 municipal solid waste generated by over 300,000 homes and businesses within the City of San Antonio. The primary services provided by this Division include: bi-weekly collection of residential garbage, weekly curbside collection of residential recyclables, dead animal collection, downtown night garbage collection, and the bi-annual collection of residential brush and bulky items. Other services include 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 Association. The Solid Waste Division also provides cleanups for special events, weather related emergencies and other high priority waste management needs of the City.

The Environmental Management Division is responsible for ensuring City property and construction projects are in compliance with all federal, state and local environmental rules and regulations. This Division assesses and investigates the environmental conditions of land, air and groundwater for the City. Other major responsibilities of the division involve administering the City's Air Quality and Household Hazardous Waste (HHW) Programs, monitoring and maintaining closed landfills, and overseeing or performing asbestos assessments and environmental remediation.

GOALS & OBJECTIVES

Solid Waste Division

To provide the citizens of San Antonio with the highest quality of equitable solid waste and recycling services in a cost effective manner through planning, developing, implementing and coordinating all programs associated with the City's infrastructure system for collection, recycling and disposal of municipal solid waste.

- ◆ To increase the percentage of satisfied customers by reducing the opportunities for missed service complaints received each year by increasing emphasis on the Solid Waste Division's quality assurance program and by raising public awareness of the City's Municipal Code requirements.
- ◆ To increase recycling, reduce litter and deter illegal dumping in order to improve the overall environment and aesthetic appearance of the City by developing public/private partnerships with local businesses, non-profit organizations, neighborhood groups, and other governmental entities.
- ◆ To improve the Brush and Bulky Item Collection program to meet the needs of the citizens while at the same time increasing brush recycling and promoting landfill conservation.
- ◆ Provide continued professional development and employee training in the Solid Waste Division.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

GOALS & OBJECTIVES CONTINUED

Environmental Management Division

To provide the City of San Antonio with the highest quality of environmental services in a cost effective manner through the planning, development, implementation and coordination of environmental aspects of all City programs.

- ◆ Maintain environmental compliance for all City facilities, construction projects and closed landfills.
- ◆ Continue educating the community about ground level ozone and the importance of reducing air pollution.
- ◆ Continue the enhancement of the Household Hazardous Waste Program (HHW) to meet the increasing demand for HHW services by continuing to provide adequate, safe and efficient opportunities for HHW management.
- ◆ Provide continued professional development and employee training in the Environmental Management Division.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Air Quality					
	Continue educating the community about ground level ozone and the importance of reducing air pollution	Number of air quality events	53	58	62	78
	Provide For Safety and Welfare of San Antonio					
	Maintain environmental compliance for all City facilities and projects	Total environmental investigations and corrective actions – ESA's, NEPA, asbestos, Special Projects	682	602	590	585
	Provide safe and convenient disposal for household hazardous waste	Number of Household Hazardous Waste disposal opportunities	4	N/A	104	104
Financial	Provide convenient and timely Brush and Bulky Item Collections and Public Education	Number of public outreach events	12	N/A	80	84
	Provide Accountability to the Public					
	Provide cost efficient household hazardous waste management	Disposal/processing cost for household hazardous waste	\$647,342	\$564,218	\$405,866	\$410,350
	Control landfill disposal costs by promoting increased brush and paper recycling	Percentage of waste diverted from the landfill	7.48%	10.49%	9.00%	9.10%

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Provide The Best Service Possible					
	Provide safe and efficient collection of weekly garbage	Tons collected per crew per week	61.04	62.52	62.52	63.82
	Improve the Brush and Bulky Item Program to meet the needs of the citizens	Number of Warnings (Green 1,721) Violations (Red 1,706) issued ¹	N/A	N/A	10,281	10,966
Employee Learning And Growth	Improve Employee Development Training					
	Provide continued professional development and employee training in the Solid Waste Division	Percentage of employees receiving safety incentives	80%	N/A	80%	82%
	Provide continued professional development and employee training in the Environmental Management Division	Total number of training session opportunities	73	N/A	112	120

EXPLANATORY INFORMATION

- ¹ Issuing of Warnings and Notice of Violations started in January of 2002; Rev. Bud. FY 02 figure is for nine months.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$281,906

NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$46,906 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

SOLID WASTE MANAGEMENT – BRUSH/BULKY GOODS SERVICE DELIVERY ENHANCEMENT

In order to address the effectiveness of the City's brush collection and disposal program, the Adopted Budget will retain curbside brush/bulky goods collection and reduce the annual brush/bulky goods collection cycles from three to two per year. The size of each brush collection area will be cut in half, and the Dial-A-Trailer program will be expanded. These changes will result in an annual savings of \$235,000. In conjunction with this reduction, an **improvement** of \$200,000 will be added to the Environmental Services Department's advertising budget. Through billboard, television, radio, and print advertising the Environmental Services Department will better educate the public about the City's brush collection and disposal services. The total net savings of this program for FY 2003 is \$35,000.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES FUND

♦ IMPROVEMENTS

\$31,849

ECONOMIC DEVELOPMENT – SOLID WASTE SERVICES FOR ANNEXATION

This *improvement* will fund solid waste services, such as garbage collection, recycling, and brush/bulky item pick up, in areas to be annexed in December, 2002 as part of the 2002 Annexation Plan. The FY 2003 cost for this improvement totals \$27,447.

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$4,402.

♦ MANDATES

\$365,562

OTHER MANDATES – COLLECTION DISPOSAL INCREASES

Collection and disposal contracts are scheduled for a mandated price increase based on contract requirements. All seven collection and three disposal contracts will increase based on the Consumer Price Index (CPI). The collection and disposal contracts are estimated to increase by \$103,904 and \$231,078 respectively. The total cost of this *mandate* in FY 2003 will be \$334,982.

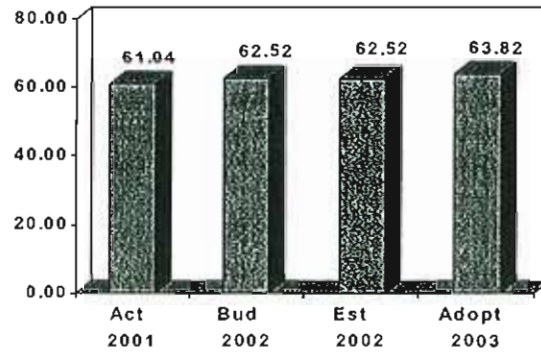
CUSTOMER SERVICE- ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$30,580.

ENVIRONMENTAL SERVICES REVENUE FUND EXPENDITURES BY CHARACTER

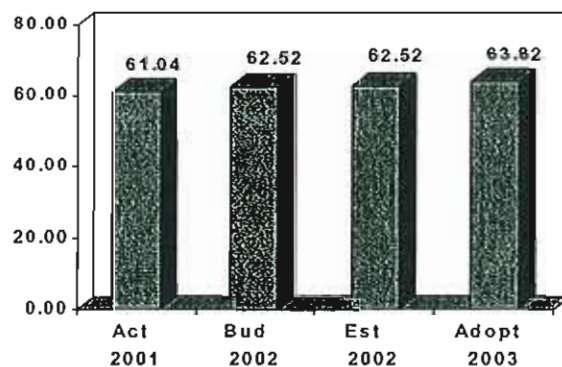
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$20,801,141	\$20,924,350	\$21,376,674	\$21,043,511
CONTRACTUAL SERVICES	19,992,273	20,096,843	20,107,964	19,806,326
COMMODITIES	3,217,538	2,991,001	2,623,907	2,856,031
OTHER EXPENDITURES	418,440	441,156	216,393	708,917
CAPITAL OUTLAY	497,136	350,000	100,000	20,297
TRANSFERS	2,671,360	2,409,408	2,409,408	2,511,451
TOTAL EXPENDITURES	\$47,597,888	\$47,212,758	\$46,834,346	\$46,946,533
AUTHORIZED POSITIONS	609	604	604	603
FULL-TIME EQUIVALENTS	573.70	569.28	569.28	568.28

**GARBAGE COLLECTED
PER CREW PER WEEK (IN TONS)**



» Environmental Services will provide safe and efficient collection of weekly garbage to an estimated 303,190 homes in FY 2003.

**GARBAGE COLLECTED
PER CREW PER WEEK (IN TONS)**



» Environmental Services will provide safe and efficient collection of weekly garbage to an estimated 303,190 homes in FY 2003.

The Environmental Services Department received grant funds totaling \$332,956 for FY 2003.

Listed below are the grants the Environmental Services Department is anticipating to receive in FY 2003. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Recycling and Green Waste Education Program	\$0	\$116,300	\$0	\$0	\$116,300
Technical Study for Municipal Recycling Facility	0	40,000	0	0	40,000
Illegal Dumping Education and Enforcement Program	0	56,656	0	0	56,656
Household Hazardous Waste Drop-Off Site	0	120,000	0	0	120,000
TOTAL	\$0	\$332,956	\$0	\$0	\$332,956

ENVIRONMENTAL SERVICES

RECYCLING & GREEN WASTE EDUCATION PROGRAM

PROGRAM INFORMATION:

The Municipal Solid Waste Pass –Through Grant will support programming efforts related to Recycling and Green Waste Education. This grant program covers the period of 6/30/02 through 7/01/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Brush received (in tons)	8,138	19,082	20,990
Output:			
Mulch Provided to Citizens and City Departments (in tons)	N/A	3,439	3,782

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	\$399,776	N/A	\$116,300
TOTAL FUNDING	\$399,776	N/A	\$116,300
EXPENDITURES			
CONTRACTUAL SERVICES	\$0	N/A	\$100,600
COMMODITIES	0	N/A	13,800
CAPITAL OUTLAY	399,776	N/A	1,900
TOTAL EXPENDITURES	\$399,776	N/A	\$116,300
AUTHORIZED POSITIONS	0	N/A	0
FULL-TIME EQUIVALENT	0.00	N/A	0.00

ENVIRONMENTAL SERVICES

TECHNICAL STUDY FOR MUNICIPAL RECYCLING FACILITY

PROGRAM INFORMATION:

The Municipal Solid Waste Pass –Through Grant will support programming efforts for a Technical Study for a Municipal Recycling Facility. This grant program covers the period of 6/30/02 through 7/01/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	N/A	N/A	40,000
TOTAL FUNDING	N/A	N/A	\$40,000
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	N/A	40,000
TOTAL EXPENDITURES	N/A	N/A	\$40,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	N/A	0
	N/A	N/A	0.00

ENVIRONMENTAL SERVICES

ILLEGAL DUMPING EDUCATION & ENFORCEMENT PROGRAM

PROGRAM INFORMATION:

The Municipal Solid Waste Pass -Through Grant will support programming efforts related to Illegal Dumping Education and Enforcement. This grant program covers the period of 6/30/02 through 7/01/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	N/A	N/A	\$56,656
TOTAL FUNDING	N/A	N/A	\$56,656
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	N/A	15,000
COMMODITIES	N/A	N/A	1,200
OTHER EXPENDITURES	N/A	N/A	5,000
CAPITAL OUTLAY	N/A	N/A	35,456
TOTAL EXPENDITURES	N/A	N/A	\$56,656
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	N/A	0
	N/A	N/A	0.00

ENVIRONMENTAL SERVICES

HOUSEHOLD HAZARDOUS WASTE DROP – OFF SITE GRANT

PROGRAM INFORMATION:

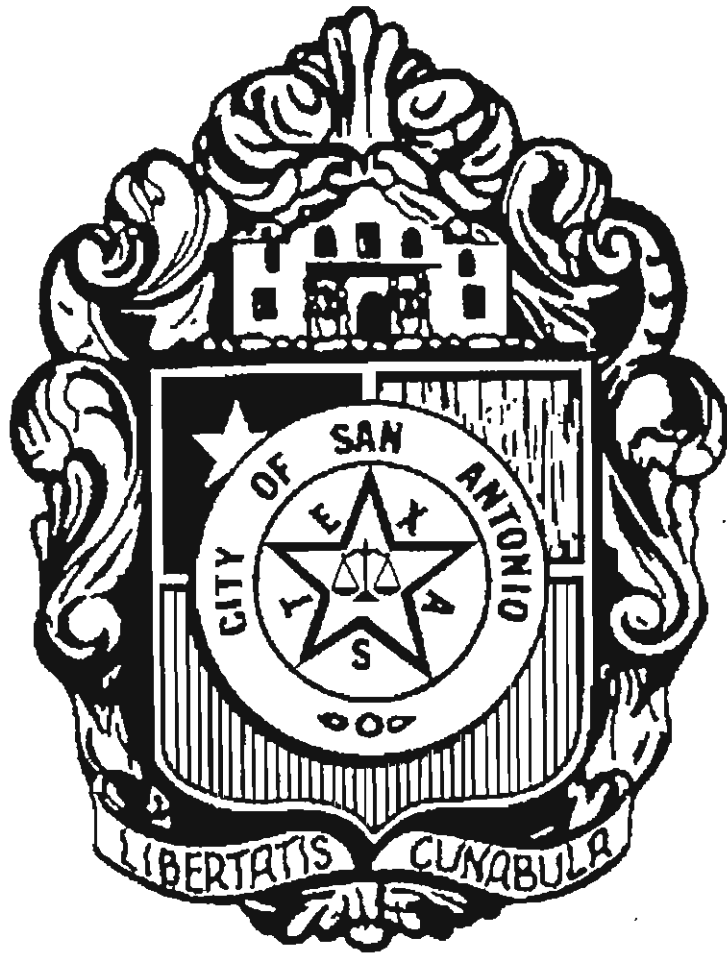
The Municipal Solid Waste Pass –Through Grant will support programming efforts related to the Household Hazardous Waste Drop-Off Site. This grant program covers the period of 6/30/02 through 7/01/03.

PERFORMANCE MEASURES

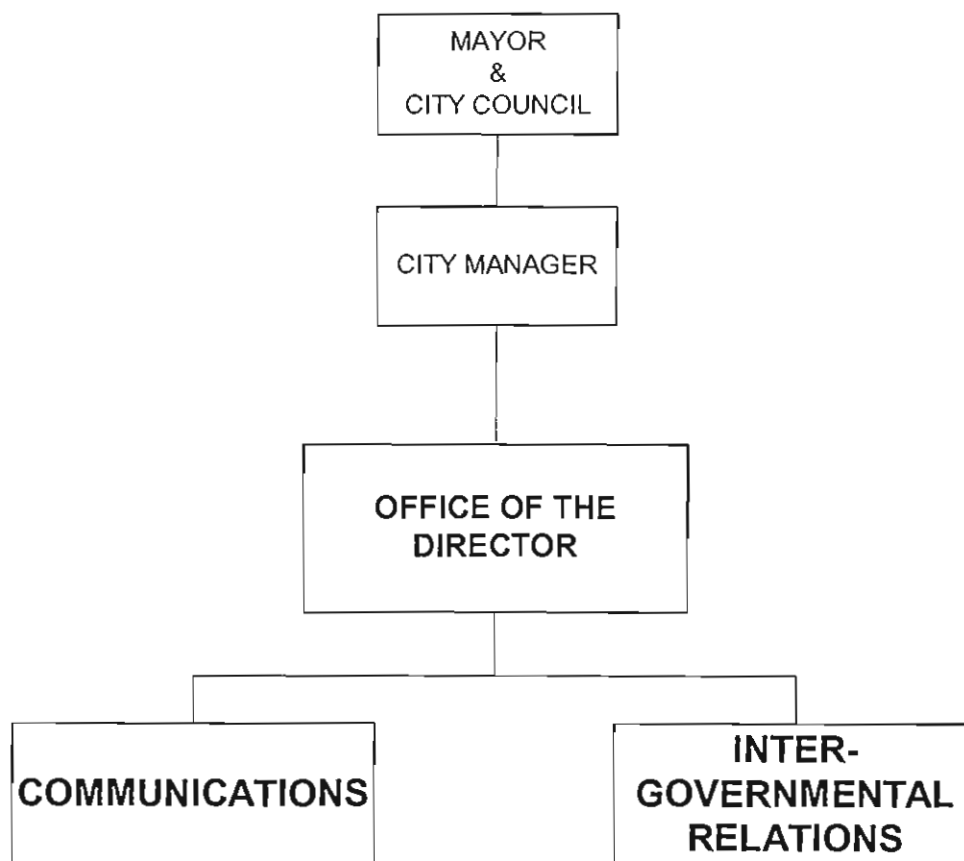
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Number of HHW Disposal Opportunities	4	N/A	104
Number of HHW Collection Participants	4,837	N/A	4,000
Output:			
Total Cost for HHW Processing and Disposal	\$663,830	N/A	\$410,350
Efficiency:			
Average Cost for Processing/Disposal per HHW event	\$111,939	N/A	\$3,946
Effectiveness:			
Average HHW Disposal Cost per Participant	\$137.24	N/A	\$102.59

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	\$44,892	N/A	\$120,000
TOTAL FUNDING	\$44,892	N/A	\$120,000
EXPENDITURES			
CONTRACTUAL SERVICES	\$213	N/A	\$0
COMMODITIES	\$2,596	N/A	0
CAPITAL OUTLAY	\$42,083	N/A	120,000
TOTAL EXPENDITURES	\$44,892	N/A	\$120,000
AUTHORIZED POSITIONS	0	N/A	0
FULL-TIME EQUIVALENT	0.00	N/A	0.00



EXTERNAL RELATIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	12.00	\$1,219,112
Hotel/Motel Tax Fund	1.00	*
Environmental Services Fund	1.00	*
Total Funding	14.00	\$1,219,112

*Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The mission of the External Relations Department is to facilitate outreach to community, corporate and governmental entities through the management of the City's state and federal legislative and regulatory activities, to identify, evaluate and administer intergovernmental cooperative agreements, and to communicate information about City programs and services to employees and the public.

PROGRAM INFORMATION

The External Relations Department monitors state and federal government activities, develops legislative programs approved by City Council, manages the City's federal and state consultants, and coordinates legislative activities with other local, public and private-sector entities. The External Relations Department also manages interlocal contracts and agreements and performs other special projects related to intergovernmental cooperation.

The Communications Division is responsible for developing public awareness campaigns on City programs and events. The Division disseminates public information to employees, the general public and the media for the purpose of assisting the public in understanding City services.

GOALS & OBJECTIVES

- ♦ To manage the processes of legislative and regulatory government at the state and federal level in coordination with other City departments to benefit the City.
 - Review federal and state legislation and determine the impact to the City.
 - Promote legislative and regulatory initiatives that would benefit the City.
 - Identify and defeat legislation that would negatively impact the City.
 - Involve San Antonio legislative and congressional delegations in issues affecting the City.
- ♦ To identify and implement agreements with other political subdivisions to increase efficiency and service to the citizens of San Antonio.
 - Analyze all current interlocal agreements in an effort to determine their fiscal impact.
 - Assess potential interlocal agreements with other government entities.
 - Negotiate fair and equitable agreements in a professional and timely manner.
 - Strengthen communications and working relationships with area political and corporate entities.
- ♦ To support and encourage communications which inform and educate the community and employees about City programs and services.
 - Initiate communication plans and services which support City departments.
 - Create internal communication methods to inform, educate and support City employees.
 - Develop and produce communication tools to inform the public about the City's services and accomplishments.
 - Coordinate media relations' efforts for the City of San Antonio.
 - Manage the City's government access cable television station.

EXTERNAL RELATIONS

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	To support and encourage communications that inform and educate the community and employees about City programs and services	No. of News Releases	356	481	400	418
		No. of TVSA Programs	291	314	567	580
Financial	Leverage Other Funding Sources					
	To analyze all current interlocal agreements in an effort to determine their fiscal impact	Avg. Monthly Revenue Received from Interlocal Agreements	\$271,000	\$278,065	\$270,200	\$277,412
	To promote legislation and regulatory initiatives which would benefit the City	Federal Funds Received Related to the Federal Initiatives Program (In Millions)	N/A	N/A	N/A	\$44.5
Internal Processes	Provide Accountability to the Public					
	To initiate and support City departments with communication plans and services	Total No. of Media Inquiries/ Contacts	1,400	1,452	1,504	1,608
	To promote legislation and regulatory initiatives which would benefit the City	Percent of State Legislative Program Initiatives Enacted	83%	N/A	N/A	65%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	To create internal communication methods to inform, educate, and support City employees	No. of Training Hours Received by Department Employees Attending Professional Development Training Sessions	N/A	N/A	159	180
		No. of Persons Attending Communications Training Sessions Provided by the Communications Division	N/A	N/A	N/A	80

EXTERNAL RELATIONS**GENERAL FUND****PROGRAM CHANGES**♦ **REDIRECTION/REDUCTIONS****\$59,229****ORGANIZATIONAL/FISCAL – LINE ITEM REDUCTION**

This **reduction** will result in savings of \$27,660 by reducing Contractual Services line items that include, but are not limited to Binding and Printing, Advertising, and Temporary Services. This reduction will not have a significant impact on Department operations.

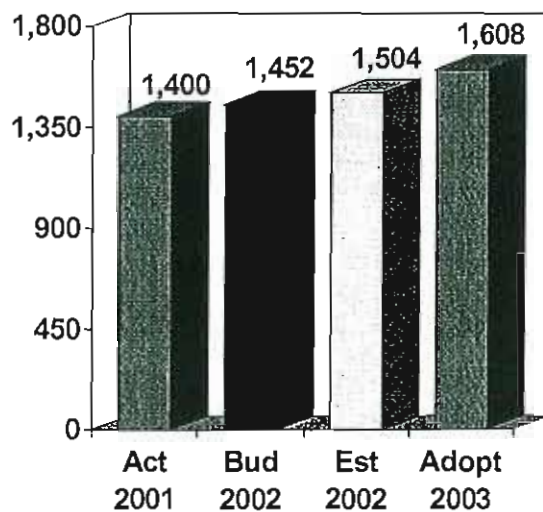
ORGANIZATIONAL FISCAL – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$31,569 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Travel-Official, Expense Allowance, Subscriptions to Publications, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

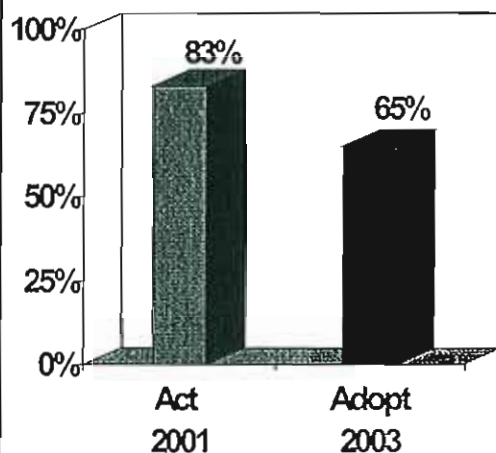
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$543,056	\$609,759	\$625,383	\$698,411
CONTRACTUAL SERVICES	500,221	531,965	505,905	497,703
COMMODITIES	21,470	20,519	16,770	17,270
OTHER EXPENDITURES	3,136	3,637	2,285	3,524
CAPITAL OUTLAY	19,891	20,640	20,140	2,204
TOTAL EXPENDITURES	\$1,087,774	\$1,186,520	\$1,170,483	\$1,219,112
 AUTHORIZED POSITIONS	 11	 12	 12	 12
FULL-TIME EQUIVALENTS	11.00	12.00	12.00	12.00

TOTAL NUMBER OF MEDIA INQUIRIES/CONTACTS



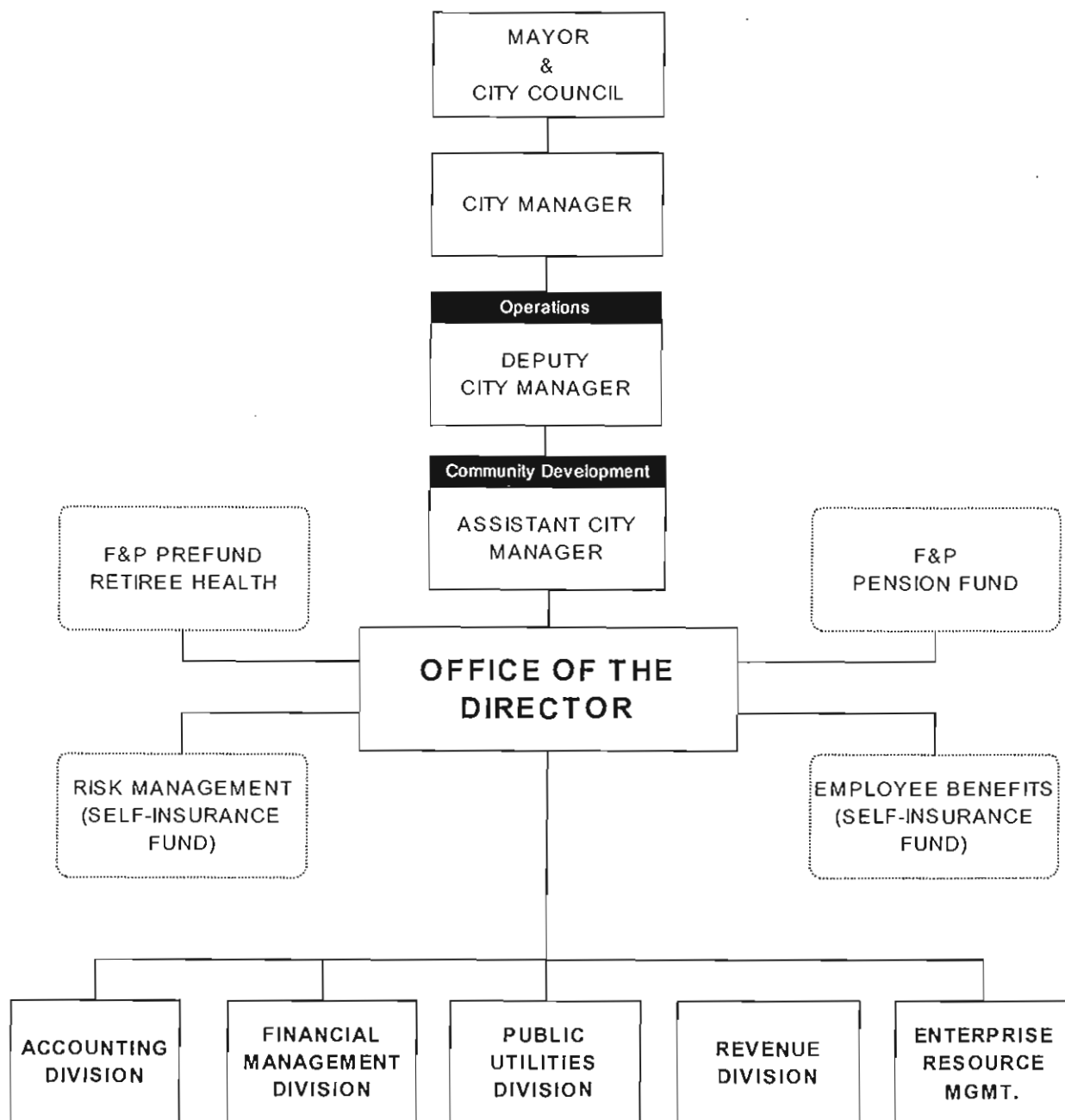
» The anticipated 15% increase from FY 2001 to FY 2003 in media inquiries/contacts is due to increased staff support for council meetings, public hearings, and news conferences.

PERCENT OF STATE LEGISLATIVE PROGRAM INITIATIVES ENACTED



» The difference in FY 2001 to FY 2003 reflects exceptional performance in the passage of the City's legislative programs during the 77th Legislature and an expected return to historical levels during the 78th session.





APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	91.00	\$7,924,917
Self-Insurance Employee Benefits Fund	2.00	*
Self-Insurance Workers' Compensation	3.00	*
Community Development Block Grant	1.00	87,572
Capital Projects	0.00	41,100,000
Enterprise Resources Management Fund	38.00	4,882,534
Total Funding	135.00	\$53,995,023

* Appropriation totals for these positions appear in their respective funds.

MISSION STATEMENT

The Department of Finance has the fiduciary responsibility to safeguard the City's financial assets and manage its financial resources in accordance with the goals of the City Council, City Manager and in compliance with applicable laws and generally accepted accounting and financial principles.

PROGRAM INFORMATION

The Department of Finance is responsible for accounting and management of the City's financial assets and resources and financial oversight of public utilities, in accordance with the goals established by the City Council, City Manager and in compliance with applicable laws, principals, rules and regulations promulgated by regulatory agencies of municipal finance and public utility industries. The Department supports all City departments and agencies by providing comprehensive financial services, including accounting, treasury, banking, debt and investment management, and property tax administration, along with the coordination and implementation of related internal controls. Responsibilities also include regulatory and financial oversight of all public utilities in San Antonio. Additionally, the Department provides financial oversight of the City's Liability Program, Workers' Compensation Program, Employee Benefits Programs, Fire and Police Pension Fund, and Fire and Police Retiree Health Care Fund. The Department is organized into five Divisions: Accounting, Financial Management, Public Utilities, Treasury and Administrative.

GOALS & OBJECTIVES

- ◆ Assist with implementation of an Enterprise Resource Management (ERM) system including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP), that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- ◆ Complete implementation 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, Single Audits, Capital Projects Fund Balance Report, Bond Disclosure and Investment Reports) and enhance the quality and efficiency by which financial services are delivered to the citizens, City departments, outside governmental agencies and vendors.
- ◆ Continue upgrading the City's credit/debit card, check authorization, processing and settlement functions in order to provide the customers of the City an expanded choice of payment options, achieve operational efficiencies through 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 implementation of improvements to the payment and procurement processes.
- ◆ Continue development of an accounts receivable section and billing process. This action will assist the Department in preserving and proactively managing issues affecting the City's revenue sources.
- ◆ Continue to exercise regulatory/financial oversight over utilities, including rate reviews and 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.
- ◆ Implement Customer First practices by providing training for departmental staff in order to improve the quality of customer service provided by the department.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust & Awareness					
	Provide timely and user-friendly financial reports and enhance the quality and efficiency by which financial services are delivered	Turnaround Time on CAFR (days) ¹	146	118	138	180
		No. of Accounting Staff Hours Devoted to Annual Audit	11,500	11,165	9,608	12,000
		Avg. No. of Transactions per Accountant per Month	1,786	1,890	1,850	1,900
		Avg. No. of Customers Served per Treasury Cashier per Month	2,208	2,350	2,400	2,450
Financial	Provide Accountability to the Public					
	Continue comprehensive review, analysis and evaluation of debt management, portfolio investments and banking services	Value of Investment Trade-Cost Basis (billions)	\$2.41	\$2.00	\$2.11	\$2.40
		Avg. Life of General Bonded Indebtedness at FYE (years)	7.65	7.78	7.87	7.85
		Avg. Cost of Financing General Obligation Debt at FYE	5.48%	5.48%	4.89%	4.96%
		% of Certificates of Obligation	14.42%	20.69%	18.62%	25.07%
	Continue to exercise regulatory and financial oversight over Public Utilities	No. of Public Utility Contracts Monitored	8	14	11	14
		No. of Public Utility Packages Reviewed	5	8	12	9
		No. of Public Utility Complaints Received	216	780	236	288
		No. of Public Utility Contracts Negotiated/Under Negotiation	9	5	15	7
	Ensure compliance with alcoholic beverages and coin-operated amusement machine license and permit requirements	No. of On-Site License Inspections	4,295	4,000	5,500	5,750
		No. of Alcoholic Beverage Warning Violations Issued	505	450	500	525
		No. of Coin-Operated Amusement Machines Sealed	562	425	650	500

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Innovative and Proactive City Government					
	Continue development of an Accounts Receivable Section and centralized billing process	Net Revenue Collected After Costs	\$970,846	\$845,650	\$829,935	\$982,791
		% of Cost to Collect Accounts Receivable to Amount Collected	5.96%	18.25%	14.82%	15.88%
	Continue implementation of improvements to the payment and procurement processes	Avg. No. of Vouchers Processed per Accounts Payable Clerk per Month	1,375	1,550	1,191	1,226
		No. of Checks Issued (excluding payroll)	62,215	62,000	63,148	63,779
		No. of Accounts Payable Vendors Paid	12,012	13,400	12,612	13,242
		Turnaround Time for Accounts Payable Checks (business days)	32	N/A	15	15
	Assist with implementation of an Enterprise Resource Management (ERM) system	No. of Business Processes Re-designed	N/A	N/A	1	10
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Assist with Implementation of an Enterprise Resource Management (ERM) system	No. of City Employees trained by ERM Project Staff to use ERM Systems and Modules	N/A	N/A	99	2,900
		No. of Hours of Training Provided	N/A	N/A	149	16,640
	Complete implementation of the requirements of the Governmental Accounting Standards Board Statement Number 34	Hrs. Devoted to GASB 34 Implementation	4,118	10,636	9,800	2,650

EXPLANATORY INFORMATION

¹ Turnaround time is expected to increase in FY 2003 due to GASB 34 implementation.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$421,122

NON-STRATEGIC ISSUE – ELIMINATE ONE REVENUE ACCOUNTING SUPERVISOR POSITION

This **reduction** will eliminate one filled Revenue Accounting Supervisor position, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in savings of \$50,817.

PROGRAM CHANGES CONTINUED

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$234,355 in FY 2003.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS IN CONTRACTUAL SERVICES AND COMMODITIES LINE ITEMS

This **reduction** will provide savings of \$7,085 as a result of increased efficiencies in operations. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$35,753 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

CUSTOMER SERVICE – REDIRECT PERSONNEL COSTS

This **redirection** will charge off 100% of the FY 2003 personal services cost of the Controller position to the Enterprise Resource Management (ERM) project. This position has been assigned temporarily to the ERM project to ensure that the financial component of the system is properly implemented. Currently, this position is responsible for the coordination and implementation of the ERM project. This redirection will result in General Fund savings of \$93,112.

♦ **MANDATES** **\$200,000**

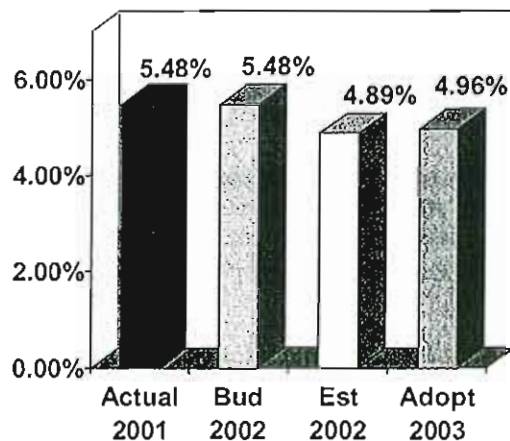
NON-STRATEGIC ISSUE – GASB 34 AUDIT ASSISTANCE SERVICES

This **one-time mandate** will provide \$200,000 in FY 2003 for required implementation services relating to new accounting requirements for government funds established by the Governmental Accounting Standards Board (GASB). Costs include the City procuring the services of a private consultant to assist in the planning and implementation of retroactive reporting requirements, and will include inventory and valuation services of infrastructure assets.

GENERAL FUND EXPENDITURES BY CHARACTER

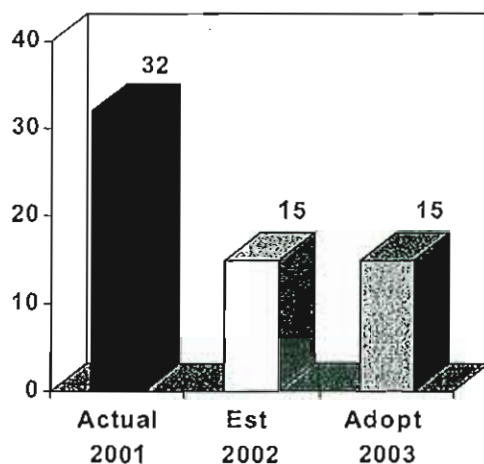
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$3,834,926	\$4,315,698	\$4,235,926	\$4,182,535
CONTRACTUAL SERVICES	2,894,437	3,270,840	3,371,488	3,657,764
COMMODITIES	91,914	77,319	53,733	59,761
OTHER EXPENDITURES	22,075	23,653	10,548	23,548
CAPITAL OUTLAY	31,028	8,467	10,245	1,309
TOTAL EXPENDITURES	\$6,874,380	\$7,695,977	\$7,681,940	\$7,924,917
 AUTHORIZED POSITIONS	 95	 92	 92	 91
FULL-TIME EQUIVALENTS	95.00	92.00	92.00	91.00

AVERAGE COST OF FINANCING GENERAL OBLIGATION DEBT AT FISCAL YEAR END



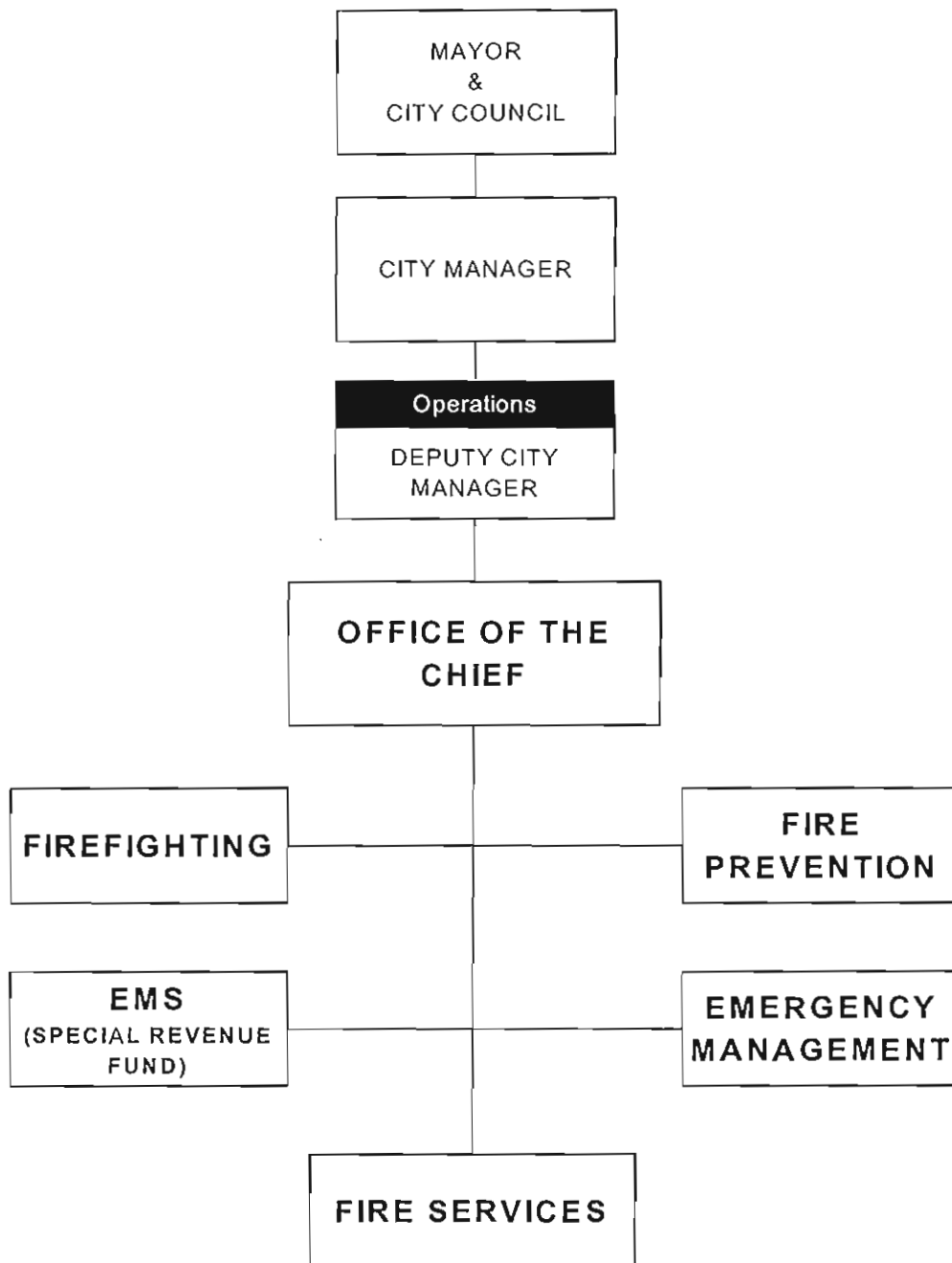
» Measures average rate of interest on all outstanding general obligation bonds and certificates of obligation at fiscal year end

TURNAROUND TIME FOR ACCOUNTS PAYABLE CHECKS (BUSINESS DAYS)



» Measures number of business days to process vendor payments

» In FY 2002, the Enterprise Resource Management (ERM) Team made recommendations to improve the Accounts Payable process. Implementation of several of the suggested changes has reduced the time required to process payments.



FIRE

APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	1,202.00	\$107,714,091
EMS-Special Revenue Fund	339.00	37,305,592
Categorical Grants	0.00	78,335
Capital Projects	0.00	21,398,000
Total Funding	1,541.00	\$166,496,018

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 an annual Five-year Rolling Master Plan
- ◆ To ensure appropriate levels of staffing in order to provide for the safety of the community
 - By providing four person staffing in FY 2003 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
 - By finding innovative ways to apply new and existing technology
- ◆ To provide for the safety and welfare of the community
 - By inspecting buildings to detect and eliminate fire and safety hazards
 - By educating the public on fire safety & emergency preparedness
 - By intervening in the fire-setting behavior of children
 - By actively participating in community service programs
- ◆ To provide for the safety and welfare of uniformed firefighter personnel
 - By providing each firefighter personal protective ensemble
 - By implementing safety and wellness programs

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare of San Antonio					
	To optimize area coverage and provide better fire services	Percent of total calls with a response time of 8 minutes and under from call entry to arrival	84.0%	N/A	80.2%	81.0%
	Maximize the number of people contacted about fire safety	Number of persons receiving fire safety education	135,500	137,105	130,056	137,550
		Number of children contacted by Juvenile Fire Setters Intervention Program	20,800	29,510	33,725	34,250
Financial	Provide Accountability to Public					
	Maximize grant funding	Grant funds leveraged/awarded	\$81,915	N/A	\$148,720	\$137,327
	Focus on long range planning to ensure the highest level of Fire service	Percent of pumpers in the replacement fund	61.0%	N/A	66.7%	71.7%
		Percent of ladders in the replacement fund/buy-in program	39.1%	N/A	41.7%	41.7%
Internal Processes	Maintain Existing Infrastructure					
	Enhance the Department's facilities and equipment to reduce injuries and maintenance costs	Percent of time pumpers and ladders are out of service for maintenance	N/A	N/A	N/A	20%
		Number of facility inspections per year	N/A	N/A	N/A	100
	Strategically locate fire fighting companies	Percent of city blocks able to be reached within 4.25 minutes travel time	89.1%	N/A	90.4%	90.4%
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Utilization of technology to increase the availability of timely information	Percent of frontline fire suppression vehicles with LMDT capabilities of interaction with the dispatch and AVL systems	11%	N/A	75%	95%
		Number of fire pre-plans accessible	5,912	N/A	6,612	7,312

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS****\$1,357,236*****NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS***

This **reduction** will reduce temporary services. The department will rely on uniform personnel temporarily assigned to light duties to achieve this operational savings. The FY 2003 savings will total \$13,850.

NON-STRATEGIC ISSUE – ELIMINATE TWO EQUIPMENT TECHNICIANS

This **reduction** will eliminate two filled Equipment Technician II positions assigned to the Fire Services and Vehicle Maintenance Division. The Department will continue to redirect the work assignments to remaining staff within the division. The FY 2003 savings will total \$72,845.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$86,509 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – ELIMINATE TWO PERSONNEL INVESTIGATORS

This **reduction** will eliminate two vacant Personnel Investigator positions assigned to the Personnel Services Division. The Department will continue to redirect the work assignments to remaining staff within the division. The FY 2003 savings will total \$65,630.

NON-STRATEGIC ISSUE – ELIMINATE ONE ADMINISTRATIVE AIDE

This **reduction** will eliminate one filled Administrative Aide position assigned to the Arson Investigation Division. The Department will continue to redirect the work assignments to remaining staff within the division. The FY 2003 savings will total \$32,893.

CUSTOMER SERVICE – ELIMINATE OVERTIME FOR THE BACKDRAFT BAND

This **reduction** will reduce overtime for the Backdraft Band. The Backdraft Band performs at numerous events throughout the community. Their absence from their regular duty shift causes a need to backfill to maintain a minimum number of four-person pumpers. The FY 2003 savings will total \$131,421.

CUSTOMER SERVICE – ELIMINATE ONE SOFTWARE SPECIALIST

This **reduction** will eliminate one vacant Software Specialist position assigned to the Management Information Services Division. The Department will continue to redirect the work assignments to remaining staff within the division. The FY 2003 savings will total \$58,629.

PROGRAM CHANGES CONTINUED***CUSTOMER SERVICE – ELIMINATE OVERTIME FOR THE SAFEHOUSE***

This **reduction** will reduce the overtime for the Safehouse Program. The Safehouse is staffed by firefighters who volunteer to help while they are on their regular duty shift. Their absence causes a need to backfill to maintain a minimum number of four-person pumpers. The FY 2003 savings will total \$42,261.

CUSTOMER SERVICE – REDUCE THE PUBLIC EDUCATION PROGRAM

This **reduction** will eliminate one filled Fire Apparatus Operator position assigned to the Public Education Program. This position makes presentations to various businesses and organizations throughout the community. The workload of this position will need to be redirected to others. The FY 2003 savings will total \$90,675.

PUBLIC SAFETY – MODIFY CONTINUING EDUCATION TRAINING

This **reduction** will modify the manner in which firefighters maintain their EMT-B Certification. Currently, the department sends off-duty personnel to classroom and hands-on training utilizing overtime funds. The classroom training will be provided in the fire station via the Internet while firefighters are on-duty and continue to use overtime funds to provide the hands-on portion of the training. The net savings in overtime for FY 2003 will be \$243,350.

PUBLIC SAFETY – ELIMINATE THREE CAPTAIN POSITIONS, ADD THREE FIREFIGHTER POSITIONS

This **reduction** will eliminate three Captain positions and add three Firefighter positions. The Captain positions have no corresponding assignment and are used to help maintain minimum daily staffing by filling in for absent Captains. The FY 2003 savings for this reduction will total \$140,625.

PUBLIC SAFETY – REDUCE OVERTIME

This **reduction** will provide savings in overtime through improved operational efficiencies. These efficiencies are primarily the result of improvements in the management of resources and close scrutiny of the scheduling of overtime. This reduction will have no impact on the operations of the Department. The FY 2003 savings will total \$123,073.

PUBLIC SAFETY – ELIMINATE TWO LIEUTENANT POSITIONS

This **reduction** will eliminate two filled Lieutenant positions currently unassigned within the department. These two positions were originally responsible for reviewing Fire Sprinkler Plans and Alarm Plans. These duties have since been assumed by Development Services. The FY 2003 savings will total \$158,692.

PUBLIC SAFETY – ELIMINATE ONE SPECIAL PROJECTS COORDINATOR

This **reduction** will eliminate one vacant Special Projects Coordinator position assigned to the Firefighting Division. The duties will continue to be redistributed among the other positions within the division. The FY 2003 savings will total \$59,656.

EXISTING INFRASTRUCTURE – ELIMINATE ONE BUILDING MAINTENANCE OFFICER

This **reduction** will eliminate one vacant Building Maintenance Officer position assigned to the Building Maintenance Division. The remaining staff will continue to absorb the workload currently assigned to the position. The FY 2003 savings will total \$37,127.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS \$122,026***ECONOMIC DEVELOPMENT – ANNEXATION SERVICES***

This *improvement* provides the Fire Department \$22,775 in recurring costs for the operational expenses for increased service areas included in the 2002 Annexation Plan.

PUBLIC SAFETY – IMPROVE STAFFING AT EMERGENCY OPERATIONS CENTER

This *improvement* will increase staffing levels at the Emergency Operations Center by reassigning one Captain and adding one Management Analyst to focus on developing grant applications for Homeland Security and other emergency operations-related programs. The FY 2003 cost for this improvement with twelve months funding will be \$99,251. The FY 2004 cost for this improvement will be \$79,067.

♦ MANDATES \$4,113,339***PUBLIC SAFETY – PRIOR YEAR ANNEXATION***

This *mandate* will add nine positions to staff a service truck at Station #46 as part of the 1997 Annexation of Stone Oak. Three Fire Apparatus Operators, three Firefighters and three Lieutenants will be provided with six months funding. This mandate will enable service truck personnel at Fire Station #46 to engage in firefighting tasks as soon as they arrive at a fire scene without having to wait on the arrival of a ladder truck. The FY 2003 cost of \$564,984 includes \$353,251 in one-time costs associated with equipment acquisition. The full-year cost for this mandate in FY 2004 will be \$466,065.

PUBLIC SAFETY – COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2003 incremental cost of the contract is \$3,144,668. According to this *mandate*, in FY 2003 all uniformed firefighters will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the rank of Firefighter and Fire Apparatus Operator.

PUBLIC SAFETY – EMERGENCY MEDICAL TECHNICIAN (EMT) CERTIFICATION PAY

This *mandate* reflects the additional funding needed in FY 2003 to pay for the increased cost anticipated for newly certified Emergency Medical Technicians (EMTs). The 2002 Fire Department collective bargaining agreement establishes that all EMT certified employees receive this pay. The pay is tiered upon the years of certification as follows: firefighters having up to four years will receive \$50 per month; firefighters having up to eight years will receive \$100 per month; firefighters having nine years and over will receive \$150 per month. The EMT certification increase varies from year to year because it is based on the number of new cadets, the number of retirees and certification dates. The additional funding required by the department during FY 2003 to pay for EMT Certification Pay increases will be \$22,200.

PUBLIC SAFETY – 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 2002 collective bargaining agreement, firefighters with a Master's degree receive \$3,360 per year, firefighters with a Bachelor's degree receive \$3,120 per year and firefighters with an Associate's degree receive \$1,920 per year. During FY 2003, the Fire Department will require an additional \$141,000 to meet the expense of paying firefighters with newly acquired degrees.

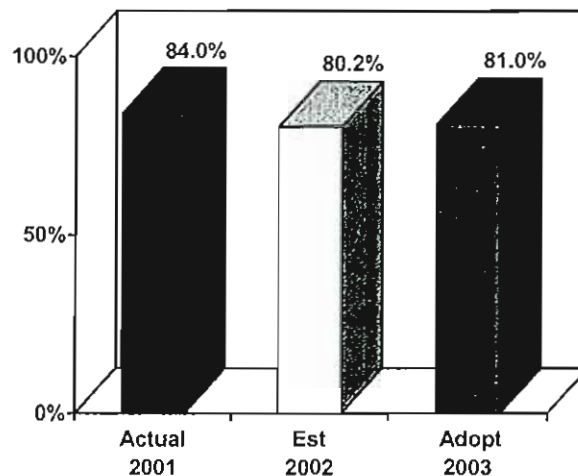
PROGRAM CHANGES CONTINUED***PUBLIC SAFETY – LONGEVITY PAY***

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This **mandate** will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The incremental increase for this mandate in FY 2003 for all uniformed employees in the Fire Department General Fund will total \$240,487.

GENERAL FUND EXPENDITURES BY CHARACTER

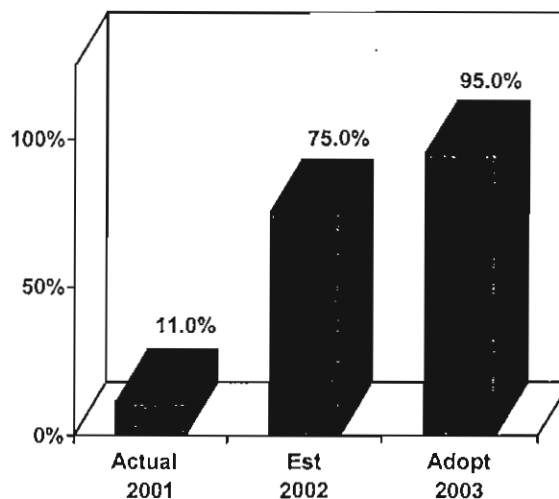
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$87,520,413	\$92,469,911	\$94,542,382	\$96,815,012
CONTRACTUAL SERVICES	5,321,864	5,394,036	5,098,592	5,175,106
COMMODITIES	1,853,738	1,844,857	1,833,394	1,869,735
OTHER EXPENDITURES	1,460,677	2,580,784	1,755,739	3,310,427
CAPITAL OUTLAY	1,797,244	482,611	284,584	543,811
TOTAL EXPENDITURES	\$97,953,936	\$102,772,199	\$103,514,691	\$107,714,091
AUTHORIZED POSITIONS	1,177	1,203	1,203	1,202
FULL-TIME EQUIVALENTS	1,177.00	1,203.00	1,203.00	1,202.00

PERCENT OF TOTAL CALLS WITH A RESPONSE TIME OF 8 MINUTES AND UNDER FROM CALL ENTRY TO ARRIVAL



» Eight minutes and under is a national standard and defines methods for strategically locating fire fighting companies and providing better Fire service.

PERCENT OF FRONTLINE FIRE SUPPRESSION VEHICLES WITH LAPTOP MOBILE DATA TERMINAL CAPABILITIES OF INTERACTION WITH THE DISPATCH AND AUTOMATED VEHICLE LOCATOR SYSTEMS



» This technology improves the Fire Department's service delivery by allowing increased access to all incident information and providing immediate identification of all fire apparatus involved in incident response.

EMERGENCY MEDICAL SERVICES

EMS SPECIAL REVENUE FUND

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. Registered nurses administer continuing education. 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 address the emergency needs of the community
 - By promptly responding to citizen requests for emergency service
- ♦ To optimize area coverage
 - By strategically placing peak period units in specific, targeted areas of the City during periods of high demand
- ♦ To maintain the average response time within the Emergency Medical Service response areas
 - By maintaining a Call Reported to Dispatch time of .75 minutes
 - By maintaining a Dispatch to Response time of 1.25 minutes
 - By maintaining an average travel time within the City to 6.0 minutes
 - By maintaining an average travel time within the suburbs to 7.0 minutes
- ♦ To proactively reduce the occurrence and impact of citizen injuries and illnesses
 - By promoting and participating in preventive and health-based community outreach programs which include, but are not limited to, bicycle helmet use and safety, drowning prevention, stroke awareness, and CPR class sessions for adults and elementary-aged students.
- ♦ To maximize net revenue from ambulance services
 - By implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes
- ♦ To provide adequate replacement and maintenance of support vehicles, equipment and supplies to effectively and efficiently maintain department operations
 - By the implementation of the fleet management system
- ♦ To optimize operational efficiency and improve customer service
 - By 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

EMS SPECIAL REVENUE FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare of San Antonio					
	To address the emergency needs of the community by promptly responding to citizen requests for emergency service	# of units dispatched	107,350	111,681	105,442	111,960
	Maintain a City average response time of 8.00 minutes	Average Reported to Arrival time within the City	8.03	8.76	8.06	8.26
	Maintain a suburban average response time of 9.00 minutes	Average Reported to Arrival time within the suburbs	8.78	10.40	8.83	8.93
	Improve Community Outreach					
	Improve customer service by implementing a quality assurance program that investigates citizen-based concerns	# of customer contacts	N/A	N/A	8,850	9,293
Financial	Decrease the occurrence of injuries and illness to citizens by promoting and participating in preventive and health-based community outreach programs	# of people contacted through community outreach events	5,300	N/A	8,590	9,433
	Provide Accountability to Public					
	Maximize net revenue from ambulance services by implementing policies that improve the quality and quantity of patient information obtained by paramedics for billing purposes	# of new billable records per year	72,132	N/A	75,842	78,875
Internal Processes	Maintain Existing Infrastructure					
	Optimize area coverage	# of incident responses per full-time unit	N/A	N/A	3,889	3,971
		# of incident responses per peak period unit	N/A	N/A	1,237	1,310

EMERGENCY MEDICAL SERVICES

EMS SPECIAL REVENUE FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Enhance employee performance	Total number of training hours received by EMS personnel	N/A	N/A	17,875	21,140

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$1,090,820

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** will provide savings of \$30,256 through improved operational efficiencies. The efficiencies are primarily the result of improvements in the management of resources. This savings will reduce the Department's following line items: in service training program, automotive repair, temporary services, rental of equipment, and other contractual services. This reduction will have no impact on the level of service provided by the Department.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$22,683 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – ELIMINATE ONE STOCK CONTROL CREW LEADER

This **reduction** will eliminate one filled Stock Control Crew Leader. The duties will be redistributed among the other positions within the division. The FY 2003 savings from this reduction will be \$31,870.

NON-STRATEGIC ISSUE – ELIMINATE ONE OFFICE ASSISTANT

This **reduction** will eliminate one filled Office Assistant. The duties will be redistributed among the other positions within the division. The FY 2003 savings from this reduction will be \$26,688.

PUBLIC SAFETY – ELIMINATE ONE FULL-TIME EMS UNIT

This **reduction** will stop activation of a new full-time EMS unit and replace it with an additional peak period unit instead. This peak period unit will be able to provide needed service at a substantial cost savings. Twelve Fire Apparatus Operator positions will be eliminated as a result of this reduction. The net savings for FY 2003 will be \$855,554.

EMERGENCY MEDICAL SERVICES

EMS SPECIAL REVENUE FUND

PROGRAM CHANGES CONTINUED

PUBLIC SAFETY – OVERTIME SAVINGS FOR DISTRICT OFFICER COVERAGE

This **reduction** will decrease overtime for absent District Officers. Currently, when a District Officer is absent, another District Officer completes the 24-hour shift on an overtime basis. Under this reduction, the District Officer filling in for the absent District Officer will work an 18-hour shift instead of the full 24-hour shift. The 18-hour shift will be scheduled during the more operationally demanding hours and only when there were a minimum of two other District Officers and one Captain on duty. This reduction will result in savings of \$73,304 for FY 2003.

PUBLIC SAFETY – OVERTIME SAVINGS FOR CAPTAIN COVERAGE

This **reduction** will decrease overtime for Captains. Currently, when a Captain is absent, another Captain completes the 24-hour shift on an overtime basis. Supervisory duties will be redirected to remaining District Officers. This reduction will result in savings of \$5,539 for FY 2003.

PUBLIC SAFETY – OVERTIME SAVINGS FOR TRAINING

This **reduction** will decrease overtime used for special topics training. Instead, a condensed version of the class will be provided during on-duty hours. This reduction will result in savings of \$44,926 for FY 2003.

♦ **IMPROVEMENTS** **\$64,426**

ECONOMIC DEVELOPMENT – ANNEXATION SERVICES

This **improvement** will provide for peak-period staffing operational costs for the provision of EMS services to those areas annexed in the 2002 Annexation Plan. The FY 2003 cost for this improvement totals \$64,426. The recurring cost in FY 2004 will be \$85,901.

♦ **MANDATES** **\$1,002,386**

PUBLIC SAFETY – COLLECTIVE BARGAINING AGREEMENT

On May 23, 2002 the City Council approved a new collective bargaining agreement with the Local 624 International Association of Firefighters. The agreement was effective June 3, 2002 and ends September 30, 2005. The FY 2003 incremental cost of the contract is \$904,045. According to this **mandate**, in FY 2003 all uniformed firefighters will receive a three percent wage increase, plus incremental increases to incentives. This mandate will also provide step increases for the rank of Firefighter and Fire Apparatus Operator.

PUBLIC SAFETY – 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 2002 collective bargaining agreement, firefighters with a Master's degree receive \$3,360 per year, firefighters with a Bachelor's degree receive \$3,120 per year and firefighters with an Associate's degree receive \$1,920 per year. During FY 2003, the EMS Division will require an additional \$6,600 to meet the expense of paying firefighters with newly acquired degrees.

EMERGENCY MEDICAL SERVICES

EMS SPECIAL REVENUE FUND

PROGRAM CHANGES CONTINUED

PUBLIC SAFETY - PARAMEDIC CERTIFICATION PAY

Based on the terms of the 2002 collective bargaining agreement, paramedics are eligible to receive increasing amounts of incentive pay as they increase their years of service. Paramedics 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 2003 will total \$15,600.

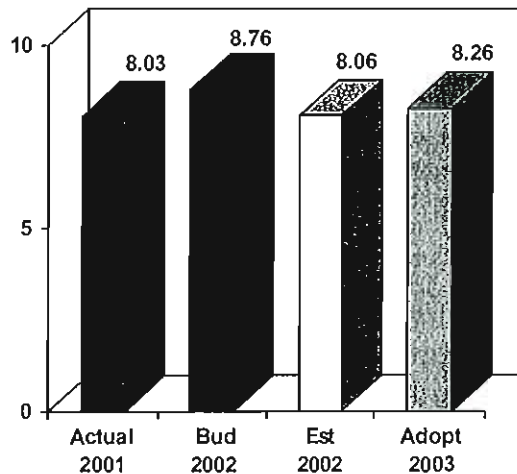
PUBLIC SAFETY - LONGEVITY PAY

The 2002 collective bargaining agreement stipulates that the City provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* will 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 2003 will be an additional \$76,141.

EMS FUND EXPENDITURES BY CHARACTER

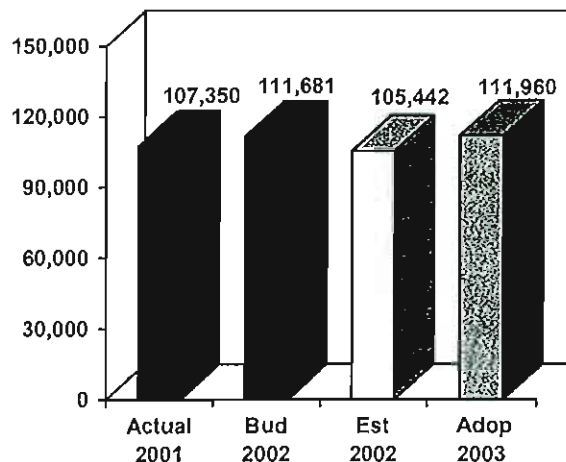
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$29,253,589	\$31,177,274	\$31,397,560	\$31,890,322
CONTRACTUAL SERVICES	4,186,307	4,415,577	4,261,080	3,970,790
COMMODITIES	1,236,177	1,139,746	1,123,383	1,098,497
OTHER EXPENDITURES	175,301	175,380	74,472	278,047
CAPITAL OUTLAY	361,301	434,464	434,464	67,936
TOTAL EXPENDITURES	\$35,212,675	\$37,342,441	\$37,290,959	\$37,305,592
AUTHORIZED POSITIONS	341	353	353	339
FULL-TIME EQUIVALENTS	341.00	353.00	353.00	339.00

AVERAGE REPORTED TO ARRIVAL TIME WITHIN THE CITY [IN MINUTES]



» Goal is to maintain an average response time of 8 minutes or less within the City. The Increase in response time projected for FY 2003 is from increased call volume, population growth and an expanded service delivery area.

NUMBER OF UNITS DISPATCHED



» A 6% increase is anticipated in FY 2003 over the FY 2002 Estimate number and is due to an expected increase in call volume from population growth and an expanded service delivery area.

FIRE**GRANT SUMMARY**

Listed below is the grant the Fire Department is anticipating to receive in FY 2003. Details on this grant program can be found on the following page.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Federal Emergency Management Performance Grant	\$78,335	\$0	\$0	\$0	\$78,335
TOTAL	\$78,335	\$0	\$0	\$0	\$78,335

PROGRAM INFORMATION:

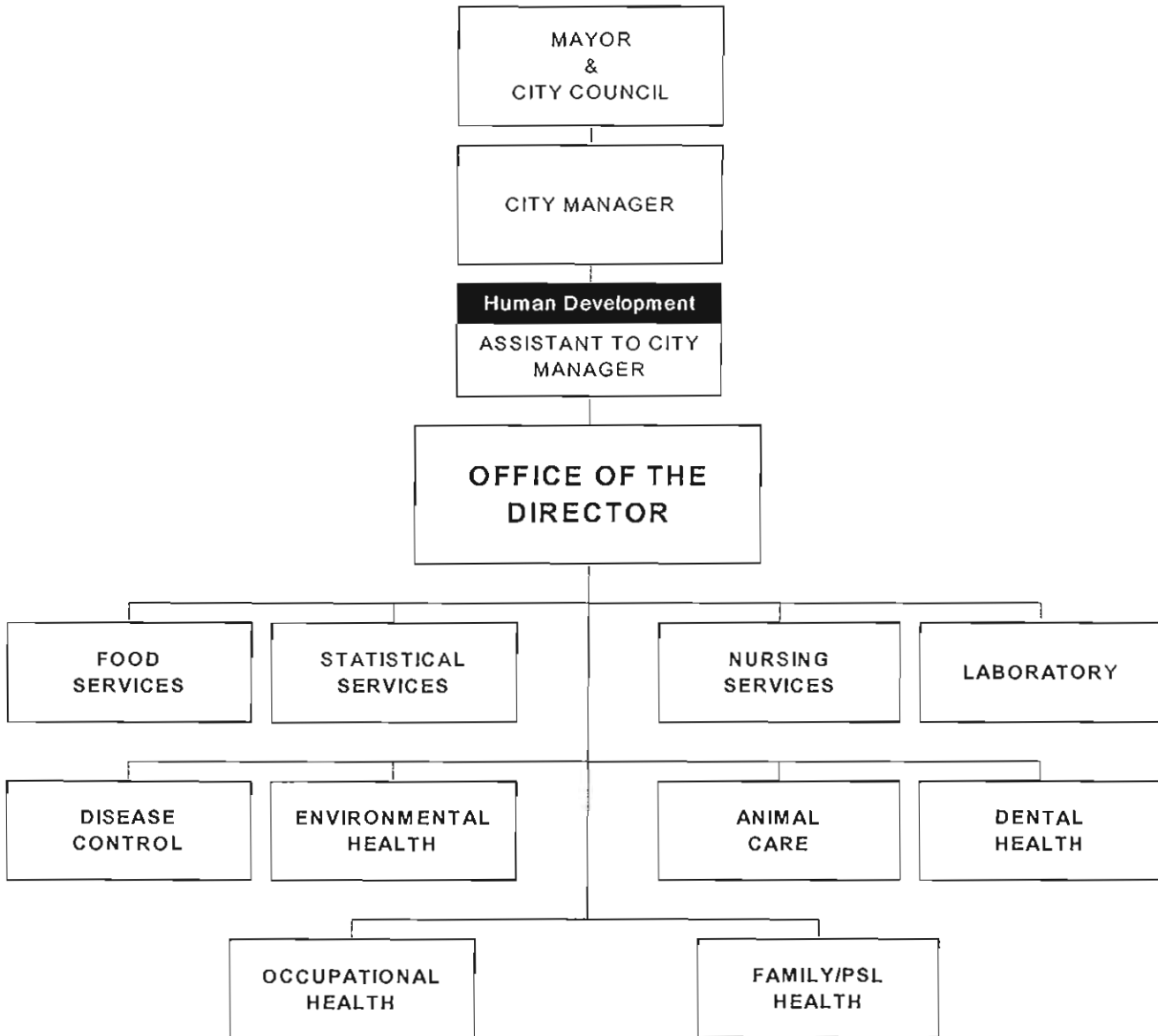
The Texas Department of Public Safety, Division of Emergency Management provides up to one-half of the administrative cost of the City's Fire Department Emergency Management Office. The Emergency Management Office is responsible for the City's emergency planning efforts, which includes natural, man-made, and technological disasters, and acts of terrorists involving Weapons of Mass Destruction (WMD). These planning efforts are accomplished through the development, review and updating of written plans. These planning efforts require extensive and ongoing coordination with most City departments, state and federal offices, and outside agencies to provide the expert planning efforts required of a major city. The COSA Office of Emergency Management, under the Mayor's authority, is responsible for submitting all Disaster Declarations to the Governor's office and is responsible for requesting for all State and Federal assets required to respond to and recover from a disaster. This grant program covers the period of 10/01/02 through 09/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of Emergency Management preparedness exercises/yr	6	10	7
No. of emergency activations/yr	4	3	3
No. of planning activities/yr	26	26	26

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$78,335	\$78,335	\$78,335
TOTAL FUNDING	\$78,335	\$78,335	\$78,335
EXPENDITURES			
PERSONAL SERVICES	\$53,823	\$53,823	\$53,823
CONTRACTUAL SERVICES	19,046	19,046	19,046
COMMODITIES	1,253	1,253	1,253
OTHER EXPENDITURES	4,213	4,213	4,213
TOTAL EXPENDITURES	\$78,335	\$78,335	\$78,335
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	328.50	\$16,198,492
Public Health Support Revenue Fund	48.50	2,347,524
Occupational Health Fund	5.00	586,039
Categorical Grants	343.40	20,551,818
Bexar County Rabies Control Fund	4.00	207,320
Total Funding	729.40	\$39,891,193

MISSION STATEMENT

The San Antonio Health District's purpose is to promote health and prevent disease among the residents and visitors of San Antonio and unincorporated areas of Bexar County through community health assessment, identification of unmet health needs, development of policies to meet these needs, and assurance that needs are met through the development of public-private partnerships and/or the direct provision of services.

PROGRAM INFORMATION

The San Antonio Metropolitan Health District (SAMHD) is the single public agency charged by State Law, City Code, and County Resolution with the responsibility for public health programs in San Antonio and the unincorporated areas of Bexar County. Although the Health District is a City/County organization, administrative control is under the City of San Antonio and the District is operated as a City Department. Health District 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 establish an internal bioterrorism readiness plan for all divisions.
- ◆ To expand adult health services to include screenings for body mass index (BMI), lipid profile, glucose measurement, and immunization status.
- ◆ To upgrade the emergency readiness and testing capabilities of the laboratory to the level proposed by the Laboratory Response Network through the funding available from the National Homeland Security Agency and other sources.
- ◆ To acquire and install a Laboratory Information Management System (LIMS) in order to improve the compilation, confidentiality and accessibility of patient information and laboratory results.
- ◆ To carry out the objectives of the five-year Animal Care Services Plan.
- ◆ To implement the recommendations made by the National Animal Control Association during its inspection of the Animal Care Services Division in late 2001.
- ◆ To promote and host a successful Texas Public Health Association Meeting in April 2003.
- ◆ To develop and implement a point of sale (POS) system at select public health clinics in order to improve customer service and financial accountability.
- ◆ To continue 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 continue to monitor and develop recommendations regarding environmental health issues in and around the former Kelly Air Force Base.
- ◆ To obtain funding from the Texas Health Alert Network for the acquisition and installation of a "blast fax" machine to improve communications with State and local public health partners.
- ◆ To purchase and install a satellite downlink system in order to facilitate departmental communications and staff training.
- ◆ To complete the community health improvement plan and begin implementation as prescribed by Mobilizing for Action Planning and Partnership process (MAPP).
- ◆ To continue to re-orient the Food and Environmental Health Services Divisions to take advantage of new computer technology available for facilitating health inspections and data analysis.
- ◆ To reduce the incidence of teen pregnancy to no more than 6.4% of total births in Bexar County.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare					
	To reduce the incidence of teen pregnancy	Births to Teens <18 as a Percentage of Total Births in Bexar County	6.5%	6.9%	6.5%	6.4%
	To promote healthy birth outcomes	Percentage of SAMHD Prenatal Patients Who Accessed Care Within the First Trimester ¹	65%	60%	60%	65%
	To ensure residents are protected against vaccine preventable diseases	Immunizations Provided by SAMHD Staff	229,893	210,200	240,500	250,100
	To protect residents and visitors from food-borne illnesses	Percentage of Food Establishments with Major Violations that Attained Compliance on First Re-Inspection	97%	90%	97%	97%
	To provide a dental health program that meets the needs of eligible patients	Percentage of Dental Patients Who Have Completed Their Course of Treatment	32%	38%	25%	30%
	To reduce the prevalence of stray and unwanted animals	Request for Animal Care Services	72,146	71,500	71,100	71,700
Financial	To increase public awareness on responsible pet ownership and animal bite avoidance	Children Who Received Instruction on Pet Responsibility and Animal Bite Avoidance	145,191	121,500	140,100	144,900
	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.)	60%	65%	70%	73%
	To leverage General Fund expenditures through the pursuit of grant opportunities	Grant Funds Received per Dollar of General Fund Budget	\$1.13	\$1.40	\$1.33	\$1.35
	To maximize revenues through the collection of approved fees	Licenses, Permits and Other Fees Collected by Food and Environmental Health Services (In Millions)	\$3.094	\$3.026	\$3.297	\$3.367
		Animal Care Services Fees Collected	\$380,381	\$389,050	\$309,931	\$335,237
		Revenues From the Sale of Birth and Death Certificates (In Millions)	\$1.113	\$1,060	\$1.122	\$1.156

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
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	70%	70%	70%	73%
		Clinical Preventive Services Provided in Non-traditional Settings (day cares, schools, etc.)	N/A	7,650	4,100	4,200
	Provide Accountability to the Public					
	To provide services in a timely and efficient manner	Food Establishment Inspections per Day per Sanitarian	4.72	5.11	4.90	5.00
		Birth/Death Certificates Issued per Day	717	749	739	746
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	500	850	825	850
		Continuing Education Contact Hours Provided to Sanitarians Through SAMHD-Sponsored Programs	720	258	275	295
		Retention Rate for Registered Nurses	80%	79%	79%	85%
	To promote employee safety	Preventable Accidents	34	55	50	45

EXPLANATORY INFORMATION

¹ Approximately 900 patients treated that are not covered by Medicaid. Coverage provided under Title V grant.

PROGRAM CHANGES**♦ REDIRECTION/REDUCTIONS****\$971,821*****NON-STRATEGIC ISSUE – TRANSFER FIVE POSITIONS TO BIO-TERRORISM PREPAREDNESS GRANT***

Due to the expertise required under the Bio-Terrorism Preparedness Grant, this **reduction** will transfer one filled Administrative Aide, one filled Department Systems Specialist, two filled Office Assistants and one filled Epidemiologist position from the General Fund to the Bio-terrorism Preparedness Grant. The divisions impacted by this reduction will include Administration, Vital Statistics, Food Sanitation and Epidemiology Divisions. This reduction will not have an impact on the services provided. This reduction will result in savings of \$184,024.

NON-STRATEGIC ISSUE – ELIMINATE TWO STOCK CLERK POSITIONS

This **reduction** will eliminate two filled Stock Clerk positions from the Health Facilities Division. This reduction will impact the distribution services of medical supplies to clinics and will decrease related commodities and contractual line items. This reduction will result in savings of \$67,290.

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. These savings will be accomplished through the management of vacant positions. This reduction includes unfunding one Administrative Aide position. This reduction will result in total savings of \$233,894 in FY 2003.

NON-STRATEGIC ISSUE – REDUCE TRANSFER TO PUBLIC HEALTH SUPPORT FUND

This **reduction** will eliminate one filled Special Projects Coordinator and one vacant Accountant I position from the Public Health Support Fund. This reduction will result in a \$91,774 decrease in the General Fund Transfer to the Public Health Support Fund.

NON-STRATEGIC ISSUE – ELIMINATE TWO SANITARIANS POSITIONS

This **reduction** will eliminate one filled Sr. Sanitarian as recommended by the Span of Control study and one filled Sanitarian II position in the Food Sanitation Division. This reduction will result in an increased workload on remaining supervisors who regulate the inspections of approximately 6,000 food establishments. This reduction will result in savings of \$88,211.

NON-STRATEGIC ISSUE – REDUCE FEES TO PROFESSIONAL CONTRACTORS BUDGET

This **reduction** will decrease the Fees to Professional Contractors line item budget for Contract Dentists. This reduction will not reduce the number of dental examinations performed because existing staff will be utilized to maintain current service delivery. This reduction will result in savings of \$10,000.

NON-STRATEGIC ISSUE – REDUCE COMMODITIES BUDGET IN LABORATORY SERVICES DIVISION

This **reduction** will decrease the Chemical, Medical and Drug line item budget used to purchase needles and syringes in the Laboratory Services Division. This reduction will decrease the number of needles and syringes by 75,630 units. This reduction will not affect the level of service delivery due to an adequate level of supplies on hand. This reduction will result in savings of \$30,252.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUE – CLOSE ANIMAL CARE FACILITY ON SUNDAYS***

This **reduction** will eliminate one filled Animal Care Officer, one filled Animal Care Supervisor and one vacant Kennel Attendant position. This reduction will close the Animal Care Facility on Sunday and expand Saturday hours from 8:30 A.M to 5:00 P.M. There will be no loss in total service hours due to this reduction. This reduction will result in savings of \$107,037.

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$57,089 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

HUMAN DEVELOPMENT – REDUCTION IN COMMODITIES BUDGET AT STD CLINIC

This **reduction** will decrease the Chemical, Medical and Drug line item budget for the Sexually Transmitted Disease (STD) Clinic by \$10,340. This reduction will result in a decrease of condom distributions from 225,000 to 131,000 and will lower the number of condoms dispensed from twelve to six per client.

HUMAN DEVELOPMENT – REDUCE COMMODITIES BUDGET

This **reduction** will decrease the Chemical, Medical and Drug line item budget for vaccine purchases. These vaccine funds are designated to provide services to clients who do not qualify for the Federal Vaccines For Children (VFC) Program. This reduction will result in 3,370 less doses administered in FY 2003. Approximately \$16,850 in administration fees collected (\$5 per dose) from clients and third party payers (Medicaid & CHIP) will be reduced in the Public Health Support Fund. This reduction will result in net savings of \$41,377.

HUMAN DEVELOPMENT – REDUCE CONTRACTUAL SERVICES BUDGET AT THE CITY CHEST CLINIC

This **reduction** will decrease the hours contract physicians work at the City Chest Clinic. Contract physician hours will be reduced from 1,220 to 950 hours per year for savings of \$5,800. This reduction will reduce the hours that contract physicians spend reviewing patients records, performing case reviews with TB staff, conducting in-service training and providing TB consults. Beginning in October 2002, the Refugee Grant will contribute \$5,800 towards contract physicians at the City Chest Clinic.

HUMAN DEVELOPMENT – REDUCE CONTRACTUAL SERVICES BUDGET

This **reduction** will decrease the Advertising line item budget for Project WORTH. This program promotes teen abstinence and parent communication in addressing teenage pregnancy. This reduction will result in savings of \$10,840.

HUMAN DEVELOPMENT – ELIMINATE ONE PUBLIC HEALTH PHYSICIAN IN MEDICAL SERVICES DIVISION

This **redirection** will eliminate one vacant Public Health Physician in the Medical Services Division and will add one Nurse Practitioner position. This redirection will adequately provide patient care required. This reduction will result in net savings of \$33,893.

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$68,648

NON-STRATEGIC ISSUE – ADD ONE ANIMAL CRUELTY OFFICER

This *improvement* will provide funding for one Animal Cruelty Officer to Animal Care Services Division. The position will investigate animal cruelty and abuse complaints, assist in prosecuting when necessary, and seize and impound animals in accordance with Texas Health and Safety Code. The total cost for this improvement in FY 2003 will be \$45,000, which will be offset through a transfer from the Public Health Support Fund. The recurring cost will be \$45,000 in FY 2004.

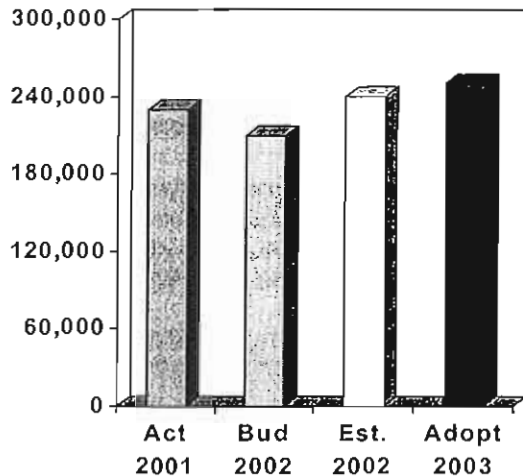
ECONOMIC DEVELOPMENT - ANIMAL CONTROL/VECTOR CONTROL SERVICES FOR ANNEXATION

This *improvement* will provide additional funding for service delivery to those areas annexed in the 2002 Annexation Plan. As the City continues to expand its geographic boundaries, animal control officers and vector control operators will be required to cover more service areas. The total cost for this improvement in FY 2003 will be \$23,648. The recurring cost will be \$31,531 in FY 2004.

GENERAL FUND EXPENDITURES BY CHARACTER

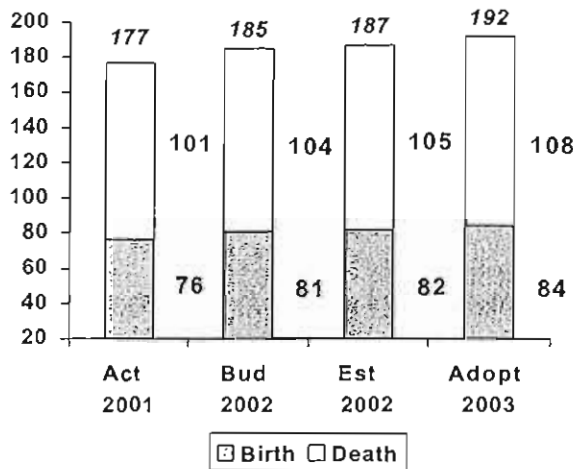
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	11,904,473	\$12,631,028	\$12,440,767	\$12,464,543
CONTRACTUAL SERVICES	3,401,403	2,784,090	2,926,850	2,827,974
COMMODITIES	737,289	810,830	752,597	734,464
OTHER EXPENDITURES	106,211	117,834	49,383	140,898
CAPITAL OUTLAY	199,517	139,500	104,350	30,613
TOTAL EXPENDITURES	\$16,348,893	\$16,483,282	\$16,273,947	\$16,198,492
 AUTHORIZED POSITIONS	 341	 342	 342	 331
FULL-TIME EQUIVALENTS	338.50	339.50	339.50	328.50

IMMUNIZATIONS GIVEN BY THE HEALTH DISTRICT



- » Total immunizations are expected to increase 19% over Budgeted FY 2002.
- » Immunizations administered include Adult (e.g. Flu and Hepatitis A & B), Childhood (e.g. DTP and MMR) and Foreign Travel (e.g. Yellow Fever, Typhoid and Tetanus).

ANNUAL NUMBER BIRTH/DEATH CERTIFICATES ISSUED (In Thousands)



- » Revenues are projected to exceed \$1.16 M in FY 2003, an increase of 3.3% over FY 2002
- » 27% of birth certificates are sold in Community Link Centers

HEALTH DISTRICT

PUBLIC HEALTH SUPPORT REVENUE FUND

PROGRAM INFORMATION

The 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 \$183,037

NON-STRATEGIC ISSUE – REDUCE TRANSFER TO PUBLIC HEALTH SUPPORT FUND

This **reduction** will eliminate one filled Special Projects Coordinator and one vacant Accountant I position from the Public Health Support Fund. This reduction will result in a \$91,774 decrease in the General Fund Transfer to the Public Health Support Fund.

NON-STRATEGIC ISSUE – CLOSE ANIMAL CARE FACILITY ON SUNDAYS

This **reduction** will eliminate one filled Animal Care Officer and one filled Cashier position. This reduction will close the Animal Care Facility on Sunday and expand Saturday hours from 8:30 A.M to 5:00 P.M. There will be no loss in total service hours due to this reduction. This reduction will result in savings of \$69,511.

NON-STRATEGIC ISSUE – REDUCE CONTRACTUAL SERVICES

This **reduction** will decrease the Contractual Services line item budget by \$16,202. This will eliminate the contractual agreement with Vertex Inc. for providing the Medicaid Administrative Cost Claiming function.

NON-STRATEGIC ISSUE – CITYWIDE DISCRETIONARY EXPENSE REDUCTION

This **reduction** will result in \$5,550 in savings in several discretionary expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

HEALTH DISTRICT

PUBLIC HEALTH SUPPORT REVENUE FUND

PROGRAM CHANGES CONTINUED

♦ IMPROVEMENTS

\$4,402

CUSTOMER SERVICE - LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This **improvement** will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this mandate in FY 2003 is \$4,402.

♦ MANDATES

\$7,340

CUSTOMER SERVICE - ENTERPRISE RESOURCE MANAGEMENT

This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$7,340.

PUBLIC HEALTH SUPPORT FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$1,436,631	\$1,358,773	\$1,581,262	\$1,309,216
CONTRACTUAL SERVICES	122,066	140,607	137,430	99,648
COMMODITIES	242,797	216,089	425,000	411,350
OTHER EXPENDITURES	5,957	10,020	2,037	13,062
CAPITAL OUTLAY	0	5,600	3,019	2,200
TRANSFERS	384,370	368,896	479,772	512,048
TOTAL EXPENDITURES	\$2,191,821	\$2,099,985	\$2,628,520	\$2,347,524
AUTHORIZED POSITIONS	57	52	52	48
FULL-TIME EQUIVALENTS	56.50	51.50	51.50	47.50

PROGRAM INFORMATION

The Employee Wellness Program provides minor emergency treatment to civilian and uniformed employees for work-related injuries, referral services for medical care to injured employees requiring specialized intervention, pre-employment, physical examinations for prospective City Employees and dependents. This program also provides evaluations for work/fitness for duty physicals as needed for all classes of employees, employee health assessment evaluations, light duty program evaluations, and worker's compensation claims. In addition, special occupational hazard evaluations are conducted.

GOALS & OBJECTIVES

- ♦ Implement on-site health assessment evaluations and increase the number of on-going health assessment screenings for City employees by 50%
 - ♦ Decrease the turnaround time from two days to one for processing new applications
 - ♦ Maintain the pass rate at 95% on drug testing for prospective City employees and U.S. Department of Transportation (DOT) drug and alcohol screening for employees holding commercial driver's licenses
-

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$32,570**

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$650 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: travel, education, membership dues and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – REDUCE PRE-EMPLOYMENT AND DOT WORKER DRUG TESTING BUDGET

This **reduction** will decrease funding for Pre-Employment and DOT Worker Drug Testing by \$31,920. As a result of this reduction, approximately 939 fewer drug tests will be funded.

- ♦ **IMPROVEMENTS** **\$629**

CUSTOMER SERVICE - LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This **improvement** will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this mandate in FY 2003 is \$629.

HEALTH DISTRICT**OCCUPATIONAL HEALTH PROGRAM FUND****OCCUPATIONAL HEALTH PROGRAM FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$284,589	\$292,485	\$288,207	\$291,022
CONTRACTUAL SERVICES	296,323	296,035	297,320	265,656
COMMODITIES	13,973	26,994	19,400	26,994
OTHER EXPENDITURES	1,918	2,142	2,142	2,067
CAPITAL OUTLAY	0	20,747	20,747	300
TOTAL EXPENDITURES	\$596,803	\$638,403	\$627,816	\$586,039
AUTHORIZED POSITIONS	6	5	5	5
FULL-TIME EQUIVALENTS	5.50	5.00	5.00	5.00

HEALTH DISTRICT

BEXAR COUNTY RABIES CONTROL FUND

PROGRAM INFORMATION

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

BEXAR COUNTY RABIES CONTROL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$158,007	\$171,602	\$169,824	\$171,858
CONTRACTUAL SERVICES	12,452	28,661	11,765	9,331
COMMODITIES	23,037	23,631	19,750	23,631
OTHER EXPENDITURES	577	742	328	2,500
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$194,073	\$224,636	\$201,667	\$207,320
AUTHORIZED POSITIONS	4	4	4	4
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	4.00

HEALTH DISTRICT**GRANT SUMMARY**

The San Antonio Metropolitan Health District received grant funds totaling \$21.5 million in FY 2002 and projects grant funds in excess of \$20.5 million for FY 2003. The increase in grant funds is due to addition of drug study grants and the increase in funding for the Immunization Program.

Listed below is a comprehensive listing of all the grants expected by the San Antonio Metropolitan Health District in FY 2003. Details of each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Arrestee Drug Abuse Monitoring	\$60,431	\$0	\$0	\$0	\$60,431
ATSDR	177,729	0	0	0	177,729
Breast & Cervical Cancer Screening Program	0	124,000	0	184,000	308,000
Bio-terrorism/Public Health Support	1,898,122	0	0	0	1,898,122
Childhood Immunization Project	4,175,609	0	0	0	4,175,609
COMMVAXX-Merck Vaccine Study	0	0	0	121,336	121,336
Federal TB Grant	376,702	0	0	0	376,702
HAVRIX 217-SmithKline Vaccine Study	0	0	0	44,965	44,965
HAVRIX 218-SmithKline Vaccine Study	0	0	0	41,300	41,300
Health Education Project	0	253,776	0	0	253,776
Healthy Start	750,000	0	0	25,000	775,000
Hepatitis C Testing	0	24,000	0	0	24,000
HIV/AIDS Surveillance	123,255	0	0	0	123,255
HIV Prevention	369,770	0	0	0	369,770
HIV State Services	0	523,307	0	0	523,307
HOPWA	91,192	0	0	0	91,192
HPV Vaccine Study	0	0	0	152,321	152,321
Inner-City School Immunization Project	0	429,212	0	0	429,212
Lab – State	0	47,992	0	0	47,992
MMRV-Merck Vaccine Study	0	0	0	60,000	60,000
Parent, Child Inc.	42,000	0	0	160,000	202,000
PCEH	403,000	0	0	0	403,000
Penta084-Glaxosmithkline Vaccine Study	0	0	0	80,620	80,620
Project Save	0	65,872	4,000	0	69,872
Refugee Screening	0	116,872	0	0	116,872
Ryan White Title II	721,183	0	0	0	721,183
San Antonio Regional Detox Program	0	220,885	0	0	220,885
State TB Grant	0	197,979	0	0	197,979
STD Control & Staff Support	235,282	77,046	0	0	312,328
TIFB Grant HC8	0	506,250	0	50,625	556,875
Tripacel-Aventis Pasteur Vaccine Study	0	0	0	151,200	151,200
Title V Family Planning	0	785,470	0	6,000	791,470
Title V Maternal Child Health	0	334,745	0	504,270	839,015
Title V Population Based	0	100,000	0	0	100,000
Title XX Family Planning	0	350,000	0	0	350,000
WIC	5,384,500	0	0	0	5,384,500
TOTAL	\$14,808,775	\$4,157,406	\$4,000	\$1,581,637	\$20,551,818

HEALTH DISTRICT

ARRESTEE DRUG ABUSE MONITORING (ADAM)

PROGRAM INFORMATION:

The Arrestee Drug Abuse Monitoring Program is funded through the U.S. Department of Justice. The Metropolitan Health District conducts interviews with drug use arrestees. The data is compiled and analyzed through NORC. This grant program covers the period of 10/01/01 through 09/30/02.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$150,119	\$60,431	\$60,431
TOTAL FUNDING	\$150,119	\$60,431	\$60,431
EXPENDITURES			
PERSONAL SERVICES	\$139,131	\$49,773	\$49,773
CONTRACTUAL SERVICES	600	6,164	6,164
COMMODITIES	13	449	449
OTHER EXPENDITURES	10,375	4,045	4,045
TOTAL EXPENDITURES	\$150,119	\$60,431	\$60,431
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

HEALTH DISTRICT

ATSDR**PROGRAM INFORMATION:**

The ATSDR grants were funded to the San Antonio Metropolitan Health District to address community health concerns through evaluating the health status, evaluating potential environmental exposures, and providing health education to the community surrounding Kelly Air Force Base. This grant program funding periods cover 9/1/00 - 8/31/01 and 9/30/01 - 9/29/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Personnel	57	7	12
No. of Clinics Used	4	1	1
Output:			
No. of Environmental Health Assessments	873	300	4,000
No. of Home Assessments (Sanitarian Visits)	12	3	40
Efficiency:			
No. of Clients Needing Further Testing with Pulmonary Function Tests	311	50	1,000
No. of New Diabetics Found	34	10	120
Effectiveness:			
Percentage of Appointments Kept	72%	70%	70%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL - CDC - ATSDR	\$214,697	\$177,729	\$177,729
TOTAL FUNDING	\$214,697	\$177,729	\$177,729
EXPENDITURES			
PERSONAL SERVICES	\$58,208	\$0	\$0
CONTRACTUAL SERVICES	110,543	101,864	101,864
COMMODITIES	34,665	63,413	63,413
OTHER EXPENDITURES	0	2,452	2,452
CAPITAL OUTLAY	665	10,000	10,000
TOTAL EXPENDITURES	\$204,081	\$177,729	\$177,729
AUTHORIZED POSITIONS	3	3	3
FULL-TIME EQUIVALENT	3.00	3.00	3.00

HEALTH DISTRICT

BIO-TERRORISM/PUBLIC HEALTH SUPPORT

PROGRAM INFORMATION:

This federal grant will fund SAMHD Bio-terrorism Preparedness Project. These funds will be used for new initiative specifically designed to upgrade the response capability of our public health system. This grant program covers the period of 06/01/02 through 08/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	N/A	N/A	\$1,898,122
TOTAL FUNDING	N/A	N/A	\$1,898,122
EXPENDITURES			
PERSONAL SERVICES	N/A	N/A	\$669,171
CONTRACTUAL SERVICES	N/A	N/A	168,495
COMMODITIES	N/A	N/A	151,388
OTHER EXPENDITURES	N/A	N/A	49,366
CAPITAL OUTLAY	N/A	N/A	859,702
TOTAL EXPENDITURES	N/A	N/A	\$1,898,122
AUTHORIZED POSITIONS	N/A	N/A	12
FULL-TIME EQUIVALENT	N/A	N/A	12.00

HEALTH DISTRICT

BREAST & CERVICAL CANCER SCREENING PROGRAM

PROGRAM INFORMATION:

This program combines several funding sources to screen women between the ages of 40–64 years for breast and cervical cancer. To qualify for the program women must be uninsured and live below 200% of the Federal Poverty Level. Funding is provided through TDH Breast and Cervical Cancer Program, Cancer Therapy and Research Center, and the Susan G. Komen foundation. Qualified women receive annual pap smear, screening mammogram and related diagnostic procedures. Grant year varies: TDH is 10/02 – 09/03; Cancer Therapy & Research Center is 5/01- 9/02; and Komen is 10/ 01-10/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Women Contacted for Services	5,060	5,500	5,500
Output:			
No. of Screening Mammograms Provided to Qualified Women	15,193	15,200	15,200
No. of Pap Smears to Qualified Women	550	550	550
Efficiency:			
Funding Ceiling Maximized	100%	100%	100%
Effectiveness:			
% of Women Seen Who Have Not Had a Pap Smear w/in the 5 Years	15%	20%	20%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Texas Department of Health	\$142,818	\$124,000	\$124,000
OTHER – Cancer Therapy and Research Center	175,000	115,000	75,000
OTHER – Susan G. Komen	59,217	109,000	109,000
TOTAL FUNDING	\$377,035	\$348,000	\$308,000
EXPENDITURES			
PERSONAL SERVICES	\$ 121,724	\$187,627	\$187,627
CONTRACTUAL SERVICES	247,201	155,453	105,453
COMMODITIES	4,141	2,845	2,845
OTHER EXPENDITURES	1,049	2,075	2,075
CAPITAL OUTLAY	2,920	0	0
TOTAL EXPENDITURES	\$377,035	\$348,000	\$308,000
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENT	6.00	6.00	6.00

HEALTH DISTRICT

CHILDHOOD IMMUNIZATION PROJECT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Program is responsible for providing vaccines and other immunization services for the infants, children, adolescents and adults in accordance with the recommendations of the Advisory Committee on Immunization Practices (ACIP) of Bexar County. The Immunization Program strives to meet the needs of the residents of Bexar County through direct service delivery and the development of public-private partnerships (the Vaccines For Children Program). This project also supports the staff and equipment needed to maintain the City Automated Immunization Record System for all patient's that are vaccinated in public health clinics or private Vaccines For Children providers. This grant program covers the period of 1/1/2002 through 12/31/2002.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of CDC Funded Immunization Personnel	34	36	36
No. of Immunization Program Operated Clinics	6	7	7
Output:			
No. of Doses Administered - Imm. Division Personnel	107,542	110,000	110,000
Vaccines For Children Provider In-services	280	295	295
Efficiency:			
No. of Birth Dose Records (hep. B) Received from Hospitals	16,335	18,000	18,000
Effectiveness:			
% VFC Providers In-services Conducted	100%	100%	100%
% Hospitals In-serviced on Perinatal Hepatitis B (Birth Dose)	91%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Federal fund source	\$4,489,305	\$4,175,609	\$4,175,609
TOTAL FUNDING	\$4,489,305	\$4,175,609	\$4,175,609
EXPENDITURES			
PERSONAL SERVICES	\$1,952,467	\$1,334,703	\$1,334,703
CONTRACTUAL SERVICES	727,355	245,585	245,585
COMMODITIES	515,641	277,912	277,912
OTHER EXPENDITURES	33,196	0	0
CAPITAL OUTLAY	71,350	120,146	120,146
SUBGRANTING (Vaccines and In-Kind Support)	1,189,296	2,197,263	2,197,263
TOTAL EXPENDITURES	\$4,489,305	\$4,175,609	\$4,175,609
AUTHORIZED POSITIONS	34	37	37
FULL-TIME EQUIVALENT	33.00	36.00	36.00

HEALTH DISTRICT

COMVAXX-MERCK VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Merck & Co. for the SAMHD to participate in a clinical study to evaluate unusual high-pitched crying when administering COMVAX (combination vaccine of Haemophilus Influenza type b and Hepatitis B). This is a FDA approved vaccine, in comparison to separate but non-concomitant administration of hepatitis B and Haemophilus Influenza type B. SAMHD will enroll 100 infants that will be tracked for an approximate five-month period. The objective of this study is to show that administration of COMVAX when compared to separate but concomitant vaccine does not alter crying habits of infants. This grant program covers the period of 1/01/00 through 4/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of Clients Enrolled (Targeted 100)	N/A	104	100
No. of Study Shots Administered	N/A	400	400
No. of Immunizations Administered	N/A	400	400
No. of Client Visits	N/A	400	400
Effectiveness:			
Percentage of Clients Completing the Study	N/A	95%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – Merck	N/A	\$ 121,336	\$ 121,336
TOTAL FUNDING	N/A	\$ 121,336	\$ 121,336
EXPENDITURES			
PERSONAL SERVICES	N/A	\$ 75,992	\$ 75,992
CONTRACTUAL SERVICES	N/A	27,090	27,090
COMMODITIES	N/A	3,800	3,800
CAPITAL OUTLAY	N/A	9,000	9,000
SUBGRANTING	N/A	5,454	5,454
TOTAL EXPENDITURES	N/A	\$ 121,336	\$ 121,336
AUTHORIZED POSITIONS	N/A	3	3
FULL-TIME EQUIVALENT	N/A	3.00	3.00

HEALTH DISTRICT

FEDERAL TB GRANT

PROGRAM INFORMATION:

This grant funds TB preventive activities. These activities are outreach and surveillance. Outreach activities consists of administering anti-tuberculosis medication by direct observation, and contact investigation. Directly observed therapy is administered at a patient's home, work, school or other location agreed upon by the patient. Contact investigation includes interviewing people suspected of TB diseases, and searching for those who may have been exposed to TB. These people are referred to the City Chest Clinic for further medical evaluation. Surveillance is the screening of people at high risk for tuberculosis disease. Surveillance activities are routinely conducted at homeless shelters, substance abuse treatment facilities, detention facilities, community organizations, and other settings where TB may be deemed likely.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Funding provided by the State(TDH)	\$399,714	\$376,702	\$376,702
TOTAL FUNDING	\$399,714	\$376,702	\$376,702
EXPENDITURES			
PERSONAL SERVICES	\$343,394	\$316,187	\$316,187
CONTRACTUAL SERVICES	54,202	54,615	54,615
COMMODITIES	2,118	5,400	5,400
OTHER EXPENDITURES	0	500	500
TOTAL EXPENDITURES	\$ 399,714	\$376,702	\$376,702
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	11 10.00	11 10.00	11 10.00

HEALTH DISTRICT

HAVRIX 217 SMITHKLINE VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and SmithKline Beecham Corp. dba Glaxco SmithKline to participate in a clinical trial. This trial will study the immunogenicity and safety of Glaxco's inactivated hepatitis A vaccine, HAVRIX. This grant program covers the period of 6/01/01 through 9/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – GlaxcoSmithKline	N/A	\$44,965	\$44,965
TOTAL FUNDING	N/A	\$44,965	\$44,965
EXPENDITURES			
PERSONAL SERVICES	N/A	\$22,299	\$22,299
CONTRACTUAL SERVICES	N/A	12,810	12,810
COMMODITIES	N/A	3,000	3,000
OTHER EXPENDITURES	N/A	1,465	1,465
CAPITAL OUTLAY	N/A	5,391	5,391
TOTAL EXPENDITURES	N/A	\$44,965	\$44,965
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

HAVRIX 218 SMITHKLINE VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and SmithKline Beecham Corp. dba Glaxco SmithKline to participate in a clinical trial. This trial will study the immunogenicity and safety of Glaxco's inactivated hepatitis A vaccine, HAVRIX 218. This grant program covers the period of 10/01/01 through 9/30/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – GlaxcoSmithKline	N/A	\$41,300	\$41,300
TOTAL FUNDING	N/A	\$41,300	\$41,300
EXPENDITURES			
PERSONAL SERVICES	N/A	\$22,299	\$22,299
CONTRACTUAL SERVICES	N/A	8,810	8,810
COMMODITIES	N/A	4,000	4,000
OTHER EXPENDITURES	N/A	1,465	1,465
CAPITAL OUTLAY	N/A	4,726	4,726
TOTAL EXPENDITURES	N/A	\$41,300	\$41,300
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

HEALTH EDUCATION PROJECT

PROGRAM INFORMATION:

San Antonio Metropolitan Health District provide two types of support under this program that includes direct assistance in the form of state paid positions and financial assistance from the general revenue, preventable health and health services block grant. This grant program covers the period of 09/01/02 through 08/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$361,539	\$253,776	\$253,776
TOTAL FUNDING	\$361,539	\$253,776	\$253,776
EXPENDITURES			
PERSONAL SERVICES	\$361,539	\$253,776	\$253,776
TOTAL EXPENDITURES	\$361,539	\$253,776	\$253,776
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	7.00	7.00	7.00

PROGRAM INFORMATION:

The Healthy Start (HS) program directly addresses the Healthy People 2010 goals related to eliminating health disparities and in particular, the objectives related to maternal and infant health. Utilizing Healthy Start funds the program is mandated to provide a set of core services and activities for the perinatal population in the proposed target community. These are: consortium, outreach, case management, health education, and a local health systems plan. In addition San Antonio Healthy Start is committed to implementing a Fetal, Infant Mortality Review Board in Bexar County. This grant covers the period of June 1, 2001 through May 31, 2005.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of Referrals to HS, per Month	N/A	30	40
No. of Active HS Cases Followed per Month	N/A	100	150
No. of HS Cases Closed per Month	N/A	15	15
Efficiency:			
Utilization of Case Managers per Month ¹	N/A	90%	100%
Effectiveness:			
Proportion of Pregnant Women Who Receive Prenatal Care in the Healthy Start Targeted Community Will Exceed 81% ²	N/A	83%	85%
No. of Children Within the Healthy Start Census Tracts Who Receive the 4:3:1 Series of Immunizations By Age Two Will Be Greater than 68.8% ²	N/A	75%	80%

EXPLANATORY INFORMATION

¹ 100 x monthly caseload of case managers divided by # case managers 35 (maximum caseload).

² 1998 through 2000 base rate.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	N/A	\$750,000	\$750,000
OTHER	N/A	25,000	25,000
TOTAL FUNDING	N/A	\$775,000	\$775,000
EXPENDITURES			
PERSONNEL SERVICES	N/A	\$498,031	\$498,031
CONTRACTUAL SERVICES	N/A	200,541	200,541
COMMODITIES	N/A	19,976	19,976
OTHER EXPENDITURES	N/A	20,152	20,152
CAPITAL OUTLAY	N/A	36,300	36,300
TOTAL EXPENDITURES	N/A	\$775,000	\$775,000
AUTHORIZED POSITIONS	N/A	15	15
FULL-TIME EQUIVALENT	N/A	15	15

HEALTH DISTRICT

HEPATITIS C TESTING

PROGRAM INFORMATION:

The HCV Prevention Program provides HCV prevention interventions to targeted high risk individuals in Bexar County, by providing HCV antibody tests along with pre and post test confidential HCV prevention counseling to those who are tested. The HCV testing is carried out in a variety of settings: the STD Clinic, Public Sex Environments (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.). This grant program covers the period 1/1/2002 to 12/31/2002.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	\$20,606	\$14,250	\$24,000
TOTAL FUNDING	\$20,606	\$14,250	\$ 24,000
EXPENDITURES			
PERSONAL SERVICES	\$0	\$ 5,472	\$ 21,581
CONTRACTUAL SERVICES	19,163	3,514	1,344
COMMODITIES	1,443	5,264	1,075
TOTAL EXPENDITURES	\$20,606	\$14,250	\$24,000
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	1	1	1
	1.00	1.00	1.00

HEALTH DISTRICT

HIV/AIDS SURVEILLANCE

PROGRAM INFORMATION:

The San Antonio Metropolitan Health Department HIV/AIDS Surveillance Program reports all HIV and AIDS cases found in the Bexar County area. The program accomplishes this task by visiting hospitals, clinics, labs, Dr. offices and other medical facilities in the San Antonio medical community. HIV/AIDS staff routinely works very close with all the medical community to gather the information needed to report HIV/AIDS cases to (TDH) Texas Department of Health. This grant program covers the period 01/01/02- 12/31/02-state funding.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of AIDS Cases	162	200	200
No. of HIV Cases	319	245	300
Output:			
No. of Hospitals Visited to Obtain Reports	189	225	250
No. of Clinics Visited to Obtain Reports	60	80	100
No. of Lab Tests Received	1,000	1,500	2,000
Efficiency:			
No. of AIDS Cases Reported Within 30 Days of Diagnosis	151	191	195
No. of HIV Cases Reported Within 30 Days of Diagnosis	260	200	220
No. of Labs Received Within 7 Days of Reporting	900	1,300	1,800
Effectiveness:			
% of AIDS Cases Found through Retrospective Study Review	20%	13%	5%
% of HIV Cases Found through Retrospective Study Review	10%	7%	6%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Texas Department of Health	\$166,866	\$123,255	\$123,255
TOTAL FUNDING	\$166,866	\$123,255	\$123,255
EXPENDITURES			
PERSONAL SERVICES	\$142,054	\$105,555	\$105,555
CONTRACTUAL SERVICES	19,167	15,600	15,600
COMMODITIES	1,184	1,000	1,000
OTHER EXPENDITURES	3,175	600	600
CAPITAL OUTLAY	1,286	500	500
TOTAL EXPENDITURES	\$166,866	\$123,255	\$123,255
AUTHORIZED POSITIONS	3	4	4
FULL-TIME EQUIVALENT	3.00	4.00	4.00

HEALTH DISTRICT

HIV PREVENTION

PROGRAM INFORMATION:

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. This program provides routine HIV antibody testing and posttest prevention counseling to selected patients in the STD Clinic. The program provides individual or group prevention interventions to high-risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. This grant program covers the period of 1/1/2002 through 12/31/2002.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$371,131	\$369,770	\$369,770
TOTAL FUNDING	\$371,131	\$369,770	\$369,770
EXPENDITURES			
PERSONAL SERVICES	\$306,562	\$346,522	\$346,522
CONTRACTUAL SERVICES	56,325	18,642	18,642
COMMODITIES	7,244	4,606	4,606
OTHER EXPENDITURES	1,000	0	0
TOTAL EXPENDITURES	\$371,131	\$369,770	\$369,770
AUTHORIZED POSITIONS	9	9	9
FULL-TIME EQUIVALENT	9.40	9.40	9.40

HEALTH DISTRICT

HIV STATE SERVICE

PROGRAM INFORMATION:

State Services funds are used to provide support services for all eligible clients affected by HIV and AIDS. These services are provided through subcontracting with community based organizations (CBO's). This grant program covers the period of 9/1/02 through 8/31/02. This grant will end on March 31, 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input: Subcontract with Six CBO's to Provide:			
No. of Client Advocacy Units Provided	27,761	53,420	53,420
No. of Health Insurance Claims Paid	1,119	1,048	1,048
No. of Home Delivered Meals, Food Vouchers, Food Bank	22,673	45,820	45,820
No. of Transportation Clients Served	58,106	67,246	67,246
Direct Emergency Financial Assistance	1,877	426	426
Effectiveness:			
No. of Clients Accessing Services	1,430	2,472	2,588

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE - Funding provided by the State(TDH)	\$551,849	\$523,307	\$523,307
TOTAL FUNDING	\$551,849	\$523,307	\$523,307
EXPENDITURES			
PERSONAL SERVICES	\$89,171	\$98,008	\$98,008
CONTRACTUAL SERVICES	462,112	425,012	425,012
COMMODITIES	566	287	287
TOTAL EXPENDITURES	\$551,849	\$523,307	\$523,307
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

HEALTH DISTRICT

HOPWA

PROGRAM INFORMATION:

This grant provides short-term emergency rental assistance to all eligible HIV positive clients in the PHR8 HSDA. This grant program covers the period of 2/1/01 through 1/31/02. This grant will end on March 31, 2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clients Receiving Rental Assistance	132	123	166
Output:			
No. of Persons with HIV/AIDS Assisted	255	255	256
Efficiency:			
Total Number of Clients Provided Emergency Housing Assistance	387	378	422
Effectiveness:			
Total Number of Persons/Families Assisted	420	511	530

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$90,893	\$91,192	\$91,192
TOTAL FUNDING	\$90,893	\$91,192	\$91,192
EXPENDITURES			
CONTRACTUAL SERVICES	\$204	\$90,992	\$90,992
COMMODITIES	352	200	200
OTHER EXPENDITURES	90,337	0	0
TOTAL EXPENDITURES	\$90,893	\$91,192	\$91,192
AUTHORIZED POSITIONS	0	0	0
FULL-TIME EQUIVALENT	0.00	0.00	0.00

HEALTH DISTRICT

HPV VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and GlaxoSmithKline for the San Antonio Metropolitan Health District to participate in a clinical trial study to evaluate the prevention of Human papillomavirus (HPV) cervical infection in women through a preventative vaccine. This grant program covers the period of 11/1/00 through 1/14/2003.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – GlaxoSmithKline	N/A	\$152,321	\$152,321
TOTAL FUNDING	N/A	\$152,321	\$152,321
EXPENDITURES			
PERSONAL SERVICES	N/A	\$81,362	\$81,362
CONTRACTUAL SERVICES	N/A	38,836	38,836
COMMODITIES	N/A	12,500	12,500
OTHER EXPENDITURES	N/A	5,802	5,802
CAPITAL OUTLAY	N/A	13,821	13,821
TOTAL EXPENDITURES	N/A	\$152,321	\$152,321
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

INNER-CITY SCHOOL IMMUNIZATION PROJECT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health District (SAMHD) Immunization Division maintains basic program operations that include procedures, activities, and events to vaccinate children, adolescents, and adults in accordance with the Centers for Disease Control and Prevention's (CDC) National Immunization Program (NIP). The grant guides as well as the standards 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. This grant program covers the period of 9/1/02 through 8/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of TDH Funded Employees	9	11	11
Output:			
No. of Clinic Assessments Performed	102	129	155
No. of Daycare and Home Provider Audits	288	274	304
No. of Parochial/Private School Audits	15	17	19

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$403,961	\$454,596	\$429,212
OTHER	39,667	0	0
TOTAL FUNDING	\$443,628	\$454,596	\$429,212
EXPENDITURES			
PERSONAL SERVICES	\$362,356	\$397,631	\$397,631
CONTRACTUAL SERVICES	23,944	23,449	11,265
COMMODITIES	22,781	16,137	16,137
OTHER EXPENDITURES	27,055	4,179	4,179
CAPITAL OUTLAY	7,492	13,200	0
TOTAL EXPENDITURES	\$443,628	\$454,596	\$429,212
AUTHORIZED POSITIONS	9	11	11
FULL-TIME EQUIVALENT	9.00	11.00	11.00

HEALTH DISTRICT

LAB-STATE

PROGRAM INFORMATION:

This grant from the Texas Department of Health provides fund to maintain an advance capacity laboratory to enhance their ability to perform rapid non-culture techniques and confirmatory techniques. This grant program covers the period of 9/1/02 through 8/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	N/A	\$45,751	\$47,992
TOTAL FUNDING	N/A	\$45,751	\$47,992
EXPENDITURES			
PERSONAL SERVICES	N/A	\$44,436	\$46,192
CONTRACTUAL SERVICES	N/A	565	800
COMMODITIES	N/A	750	1,000
TOTAL EXPENDITURES	N/A	\$45,751	\$47,992
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

MMRV MERCK VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and Merck & Co., Inc., for SAMHD to participate in a clinical trial to evaluate the safety and immunogenicity of MMRV (a combination of mumps, measles, rubella, and varicella) in 12-15 month olds. This is an open, randomized, multicenter study in which 50 healthy children will be enrolled and tracked for three visits in an approximate four month period. The objective of this study is to show that MMRV will reduce the number of injections while providing the same amount of protection as currently received through separated administration of MMR and varicella. This grant program covers the period of 12/01/00 through 1/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
No. of Clients Enrolled	N/A	52	52
No. of Immunizations Administered	N/A	126	126
No. of Blood Draws	N/A	86	86
No. of Client Visits	N/A	83	83
Effectiveness:			
Percentage of Blood Draws Obtained	N/A	99%	99%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – Merck & Co.	N/A	\$60,000	\$60,000
TOTAL FUNDING	N/A	\$60,000	\$60,000
EXPENDITURES			
PERSONAL SERVICES	N/A	\$40,600	\$40,600
CONTRACTUAL SERVICES	N/A	10,221	10,221
COMMODITIES	N/A	3,250	3,250
CAPITAL OUTLAY	N/A	3,000	3,000
INDIRECT COSTS	N/A	2,929	2,929
TOTAL EXPENDITURES	N/A	\$60,000	\$60,000
AUTHORIZED POSITIONS	N/A	1	1
FULL-TIME EQUIVALENT	N/A	1.00	1.00

HEALTH DISTRICT

PARENT & CHILD INCORPORATED

PROGRAM INFORMATION:

This is a fee for service contract with Parent & Child Incorporated, a Head Start program, to provide physical examinations to children enrolled program. Services provided include physical examination, consultation, and referral and follow-up for abnormal findings. This grant program covers the period of 01/02 through 12/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Staff Assigned to Physical Examinations and Follow-up	9	9	9
Output:			
No. of Sessions Held	99	90	100
No. of Physical Examinations Performed	2,635	2,313	2,800
Efficiency:			
Average Number of Physical Examinations Performed in One Session	26.6	25.7	28.0

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
PCI Funded Exams	\$65,625	\$140,000	\$140,000
Medicaid Collection	40,250	42,000	42,000
Dental Exams	0	15,000	15,000
Transfer from Previous Funds	0	5,000	5,000
TOTAL FUNDING	\$105,875	\$202,000	\$202,000
EXPENDITURES			
PERSONAL SERVICES	\$38,466	\$94,816	\$94,816
CONTRACTUAL SERVICES	57,858	96,770	96,770
COMMODITIES	6,051	6,414	6,414
CAPITAL OUTLAY	3,500	4,000	4,000
TOTAL EXPENDITURES	\$105,875	\$202,000	\$202,000
AUTHORIZED POSITIONS	4	8	8
FULL-TIME EQUIVALENT	2.00	2.00	2.00

HEALTH DISTRICT

PCEH

PROGRAM INFORMATION:

The Cooperative Agreement established between Air Force Base Conversion Agency & Public Center for Environmental Health (PCEH) was to conduct scientific evaluations directed towards identifying health impacts from potential exposure related to release of hazardous substances at the former Kelly AFB. This grant program covers the period of 1/1/2003 through 12/31/2003.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clinics Used (EHWC – Las Palmas)	N/A	1	2
Output:			
No. of Scientific Evaluations (Projects)	N/A	0	5

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – AFBCA	N/A	\$403,000	\$403,000
TOTAL FUNDING	N/A	\$403,000	\$403,000
EXPENDITURES			
PERSONAL SERVICES	N/A	\$148,702	\$148,702
CONTRACTUAL SERVICES	N/A	87,783	87,783
COMMODITIES	N/A	77,700	77,700
OTHER EXPENDITURES	N/A	10,815	10,815
CAPITAL OUTLAY	N/A	78,000	78,000
TOTAL EXPENDITURES	N/A	\$403,000	\$403,000
AUTHORIZED POSITIONS	N/A	5	7
FULL-TIME EQUIVALENT	N/A	5.00	7.00

HEALTH DISTRICT

PENTA084 GLAXSMITHKLINE VACCINE STUDY

PROGRAM INFORMATION:

This program is an agreement between the City of San Antonio and SmithKline Beecham Corp. dba Glaxco SmithKline to participate in a clinical trial. This trial will study the HIB-Titer and Prevnar to healthy infants. This grant program covers the period of 2/04/02 through 5/15/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – GlaxcoSmithKline	N/A	\$80,620	\$80,620
TOTAL FUNDING	N/A	\$80,620	\$80,620
EXPENDITURES			
PERSONAL SERVICES	N/A	\$48,250	\$48,250
CONTRACTUAL SERVICES	N/A	13,600	13,600
COMMODITIES	N/A	11,305	11,305
OTHER EXPENDITURES	N/A	1,465	1,465
CAPITAL OUTLAY	N/A	6,000	6,000
TOTAL EXPENDITURES	N/A	\$80,620	\$80,620
AUTHORIZED POSITIONS			
FULL-TIME EQUIVALENT	N/A	1	1
	N/A	1.00	1.00

PROGRAM INFORMATION:

The Project SAVE (Substance Abuse vs. Empowerment) Program of the SAMHD HIV Prevention Program provides HIV prevention interventions to targeted high-risk individuals in Bexar County. This program provides HIV antibody tests along with pre and posttest anonymous or confidential prevention counseling to those who are tested. It also provides individual or group prevention interventions to high-risk individuals in a variety of community settings. These are called Health Education and Risk Reduction (HERR) activities or interventions. This grant program covers the period of 9/01/01 through 8/31/02.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$0	\$4,000	\$4,000
OTHER – TCADA	\$64,698	\$65,872	\$65,872
TOTAL FUNDING	\$64,698	\$69,872	\$69,872
EXPENDITURES			
PERSONAL SERVICES	\$62,416	\$60,437	\$60,437
CONTRACTUAL SERVICES	2,282	8,700	8,700
COMMODITIES	0	735	735
TOTAL EXPENDITURES	\$64,698	\$69,872	\$69,872
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	2.00	2.00	2.00

HEALTH DISTRICT

REFUGEE SCREENING

PROGRAM INFORMATION:

This grant fund the health screening of refugees allowed into the United States by the State Department and INS. 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 educates and refers parents for programs such as WIC, Children Health Insurance Program (CHIP), and Medicaid. The program has been expanded to include people seeking asylum and victims of trafficking. This grant program covers the period of 10/01/02 through 9/30/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Refugees Arriving in Bexar County	150	150	80
Output:			
No. of Refugees Receiving Health Screenings	150	150	80
No. of Refugees Screened for Tuberculosis	150	150	80
No. of Refugees Receiving Immunizations	150	150	80
No. Referred for Other Medical/Dental Conditions	105	106	40
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%

EXPLANATORY INFORMATION

Since September 11th, 2001, the number of clients has dramatically decreased. Even by expanding the clients, (includes people seeking asylum and victims of trafficking), we anticipate 80 to 100 clients in the next year.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$59,554	\$116,872	\$116,872
TOTAL FUNDING	\$59,554	\$116,872	\$116,872
EXPENDITURES			
PERSONAL SERVICES	\$18,830	\$76,870	\$76,870
CONTRACTUAL SERVICES	\$40,528	\$33,912	\$33,912
COMMODITIES	\$196	\$6,090	\$6,090
TOTAL EXPENDITURES	\$59,554	\$116,872	\$116,872
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENT	2.00	2.00	2.00

PROGRAM INFORMATION:

Ryan White Title II funds are used in accordance with the Ryan White Care Act in provision of services to eligible clients affected by HIV and AIDS. This service is accomplished through subcontracting with community based organizations (CBO's). The grant period is April 1st through March 31st annually. This grant program covers the period of 04/01/01 through 3/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Subcontract with Six CBO's to Provide Client Advocacy	27,761	53,420	53,420
Subcontract with Six CBO's to Provide Health Insurance	1,119	1,048	1,048
Subcontract with Six CBO's to Provide Home Delivered Meals, Food Vouchers, Food Bank	22,673	45,820	45,820
Subcontract with Six CBO's to Provide Transportation (Van Service/Bus Passes)	58,106	67,246	67,246
Subcontract with Six CBO's to Provide Direct Emergency Financial Assistance	1,877	426	426
Output:			
No. of Unit of Services Delivered to Client Advocacy	27,666	53,420	53,420
No. of Unit of Services Delivered to Health Insurance	1,119	1,048	1,048
No. of Unit of Services Delivered to Home Delivered Meals, Food Vouchers, Food Bank	55,769	57,725	57,725
No. of Unit of Services Delivered to Transportation (Van Service/Bus Passes)	65,399	62,359	62,359
No. of Unit of Services Delivered to Direct Emergency Financial Assistance	2,768	386	386
Effectiveness:			
No. of Clients Accessing Services	1,430	2,472	2,588

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$845,532	\$721,183	\$721,183
TOTAL FUNDING	\$845,532	\$721,183	\$721,183
EXPENDITURES			
PERSONAL SERVICES	\$129,830	\$118,824	\$118,824
CONTRACTUAL SERVICES	713,250	599,889	599,889
COMMODITIES	2,452	2,470	2,470
TOTAL EXPENDITURES	\$845,532	\$721,183	\$721,183
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

HEALTH DISTRICT

SAN ANTONIO REGIONAL DETOXIFICATION PROGRAM

PROGRAM INFORMATION:

This program constitutes a subcontract with The Patrician Movement to provide nursing services in a detox setting. This grant program covers the period of 09/01/02 through 08/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of People Admitted to Detoxification	788	685	780
Output:			
No. of People Discharged from Detoxification	792	685	780
Efficiency:			
% of People Discharged Successfully from Detoxification	N/A	60%	65%
Effectiveness:			
% of People Admitted into Long Term Treatment Following Detoxification	N/A	50%	60%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TCADA)	\$261,847	\$220,885	\$220,885
TOTAL FUNDING	\$261,847	\$220,885	\$220,885
EXPENDITURES			
PERSONAL SERVICES	\$226,705	\$216,635	\$216,635
CONTRACTUAL SERVICES	34,674	2,500	2,500
COMMODITIES	468	1,750	1,750
TOTAL EXPENDITURES	\$261,847	\$220,885	\$220,885
AUTHORIZED POSITIONS	7	7	7
FULL-TIME EQUIVALENT	7.00	7.00	7.00

HEALTH DISTRICT**STATE TB GRANT****PROGRAM INFORMATION:**

These grant funds direct patient services offered at the City Chest Clinic. Services provided at the 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 anti-tuberculosis medications. This grant program covers the period of 9/1/02 through 8/31/02. TB disease is reduced in our community by the program to ensure that TB cases & suspects are on anti-TB medication, people diagnosed with TB disease adhere to treatment ("enforced" directly observed therapy(DOT)) & complete treatment. Also, the program must ensure people exposed to patients with TB disease are medically evaluated. The Centers for Disease Control (CDC) sets the performance measures for 90% of cases/suspects receive TB therapy by DOT, 95% of cases complete therapy, and 80% of contacts are medically evaluated.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Contacts Exposed to Someone w/Active TB Disease	875	874	875
No. of People Suspected of Active TB Disease	127	148	112
No. of People Diagnosed Active TB Disease	76	66	56
Output:			
No. of Contacts Medically Evaluated	700	699	700
No. of People Suspected of TB Disease on Medication	111	141	106
No. of TB Cases Completing Therapy	76	66	56
Efficiency:			
% of Contacts Medically Evaluated	80%	80%	80%
% of TB Cases/Suspects on Therapy	87%	95%	95%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$197,979	\$216,787	\$197,979
TOTAL FUNDING	\$197,979	\$216,787	\$197,979
EXPENDITURES			
PERSONAL SERVICES	\$165,410	\$204,254	\$192,959
CONTRACTUAL SERVICES	28,944	12,433	4,670
COMMODITIES	3,625	100	350
TOTAL EXPENDITURES	\$197,979	\$216,787	\$197,979
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	5.00	5.00	5.00

HEALTH DISTRICT

STD CONTROL & STAFF SUPPORT

PROGRAM INFORMATION:

The San Antonio Metropolitan Health Department Sexually Transmitted Program (STD) provides clinical services for clients seeking examination and treatment for sexually transmitted diseases. The program also interviews clients with STD's and provides referral methods for the sex partners of these clients. The STD Program routinely works with other health care providers and laboratories to ensure accurate and timely reporting of STD's. In addition, counseling and testing for HIV and partner notification for sex and needle sharing contacts of HIV infected individuals is provided. This grant program covers the period of 9/01/01 through 8/31/02 for state funding and 1/01/02 through 12/31/02 for federal funding.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clinic Client Visits	12,027	12,500	13,000
No. of Early Syphilis Cases Reported	188	175	160
No. of Syphilis Reactors Reported	3,556	3,500	3,400
Output:			
No. of Clinic Clients Eligible for HIV Testing	7,948	8,000	8,100
No. of Syphilis Reactors Examined	305	280	260
Efficiency:			
Percentage of Syphilis Reactors Reported to the STD Program within 7 Days of Test Result	87%	88%	89%
Effectiveness:			
Percentage of HIV Positive Clients Receiving Test Results and Partner Notification	94%	95%	96%
Percentage of Early Syphilis Cases with Disease Intervention	65%	68%	70%
Percentage of Syphilis Reactors Examined Within 7 Days	60%	70%	75%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$86,419	\$77,046	\$77,046
FEDERAL – Federal fund source	289,676	235,282	235,282
TOTAL FUNDING	\$376,095	\$312,328	\$312,328
EXPENDITURES			
PERSONAL SERVICES	\$275,984	\$303,636	\$303,636
CONTRACTUAL SERVICES	43,924	0	0
COMMODITIES	25,714	1,389	1,389
OTHER EXPENDITURES	323	7,303	7,303
CAPITAL OUTLAY	30,150	0	0
TOTAL EXPENDITURES	\$376,095	\$312,328	\$312,328
AUTHORIZED POSITIONS	8	9	9
FULL-TIME EQUIVALENT	8.00	9.00	9.00

HEALTH DISTRICT

TIFB GRANT HC8

PROGRAM INFORMATION:

The Telecommunications Infrastructure Fund Board (TIFB) of Texas provides grants to non-profit healthcare facilities in order to deploy an advanced telecommunications infrastructure within the State of Texas. This grant program covers the period of 8/15/02 through 8/31/2003.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by State (TIFB)	N/A	N/A	\$506,250
OTHER – City Match	N/A	N/A	50,625
TOTAL FUNDING	N/A	N/A	\$556,875
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	N/A	\$125,000
COMMODITIES	N/A	N/A	100,000
CAPITAL OUTLAY	N/A	N/A	331,875
TOTAL EXPENDITURES	N/A	N/A	\$556,875
AUTHORIZED POSITIONS	N/A	N/A	0
FULL-TIME EQUIVALENT	N/A	N/A	0.00

HEALTH DISTRICT

TDH TITLE V FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Family Planning services for clients who do not qualify for Medicaid and have an income of less than 185% of the Federal Poverty Level. Services reimbursed through this grant include assessment and physical examinations by nurses and MD/NP, health education and counseling, care coordination, laboratory testing. This grant program covers the period of 09/01/02 to 8/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clients Seeking Family Planning Services	N/A	16,473	16,500
Output:			
No. of Qualified Title V Visits – Family Planning Services	N/A	9,943	10,000

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	N/A	\$785,470	\$785,470
OTHER – Title V Patient Co-Pay	N/A	6,000	6,000
TOTAL FUNDING	N/A	\$791,470	\$791,470
EXPENDITURES			
PERSONAL SERVICES	N/A	\$559,550	\$559,550
CONTRACTUAL SERVICES	N/A	32,300	32,300
COMMODITIES	N/A	190,120	190,120
OTHER EXPENDITURES	N/A	2,000	2,000
CAPITAL OUTLAY	N/A	7,500	7,500
TOTAL EXPENDITURES	N/A	\$791,470	\$791,470
AUTHORIZED POSITIONS	N/A	24	24
FULL-TIME EQUIVALENT	N/A	22.00	22.00

HEALTH DISTRICT

TDH TITLE V MATERNAL & CHILD HEALTH

PROGRAM INFORMATION:

This fee for service grant from Texas Department of Health funds Maternal and Child Health services for clients who do not qualify for Medicaid and have a income of less than 185% of the Federal Poverty Level. Services reimbursed through this grant include assessment and physical examinations by nurses and MD/NP, health education and counseling care coordination, laboratory testing, and a subcontract for obstetrical sonograms for qualified pregnant women. The grant program covers the period of 09/01/02 to 08/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Clients Seeking Services from SAMHD for Prenatal, Well Child & Dental	49,674	49,674	49,700
Output:			
No. of Qualified Title V visits– Maternal, Child Health, Dental	15,193	15,200	15200
Effectiveness:			
% of Title V Maternity Patients Delivering Infants Weighing Less than 5 lbs.	4%	4%	4%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$1,099,985	\$334,745	\$334,745
OTHER – Title V Patient Co-Pay	9,429	1,000	1,000
OTHER – Carryover from previous fiscal year	447,679	503,270	503,270
TOTAL FUNDING	\$1,557,093	\$839,015	\$839,015
EXPENDITURES			
PERSONAL SERVICES	\$1,018,762	\$417,681	\$417,681
CONTRACTUAL SERVICES	180,865	213,814	213,814
COMMODITIES	269,122	89,520	89,520
OTHER EXPENDITURES	2,000	2,000	2,000
CAPITAL OUTLAY	86,344	116,000	116,000
TOTAL EXPENDITURES	\$1,557,093	\$839,015	\$839,015
AUTHORIZED POSITIONS	38	18	18
FULL-TIME EQUIVALENT	34.00	13.00	13.00

HEALTH DISTRICT

TITLE V POPULATION-BASED

PROGRAM INFORMATION:

This grant funds a community-based initiative to address teen pregnancy, sexually transmitted diseases and healthy pregnancies. This grant program covers the period of 9/01/01 through 08/31/02.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
Teen Pregnancy Presentations	N/A	100	100
Healthy Pregnancy Presentations	N/A	80	80
Sexually Transmitted Disease Presentations	N/A	60	60

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State(TDH)	\$267,064	\$100,000	\$100,000
TOTAL FUNDING	\$267,064	\$100,000	\$100,000
EXPENDITURES			
PERSONAL SERVICES	\$220,108	\$91,112	\$91,112
CONTRACTUAL SERVICES	44,641	6,843	6,843
COMMODITIES	2,315	2,045	2,045
TOTAL EXPENDITURES	\$267,064	\$100,000	\$100,000
AUTHORIZED POSITIONS	7	2	2
FULL-TIME EQUIVALENT	7.00	2.00	2.00

HEALTH DISTRICT

TITLE XX FAMILY PLANNING

PROGRAM INFORMATION:

This fee for service grant from the Texas Department of Health funds family planning services for women whose income is less than 150% of the federal poverty level. This grant provides comprehensive reproductive health care assessment by a Physician/Nurse Practitioner, appropriated lab test, counseling and contraceptive supplies. This funding includes Medicaid reimbursement and private insurance for all family planning clients. This grant program covers the period of 9/01/02 through 08/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$195,029	\$350,000	\$350,000
OTHER	171,020	138,400	0
TOTAL FUNDING	\$366,049	\$488,400	\$350,000
EXPENDITURES			
PERSONAL SERVICES	\$309,517	\$352,278	\$217,278
CONTRACTUAL SERVICES	14,350	32,122	28,722
COMMODITIES	38,127	99,800	99,800
OTHER EXPENDITURES	2,500	2,500	2,500
CAPITAL OUTLAY	1,555	1,700	1,700
TOTAL EXPENDITURES	\$366,049	\$488,400	\$350,000
AUTHORIZED POSITIONS	12	15	12
FULL-TIME EQUIVALENT	12.00	15.00	12.00

HEALTH DISTRICT

TRIPACEL AVENTIS PASTEUR

PROGRAM INFORMATION:

This agreement with Aventis Pasteur Inc. to participate in a clinical trial study of the Tripacel vaccine in prevention of Pertussis, Diphtheria, Tetanus, Polio and Haemophilus Influenza B. This grant program covers the period of 6/01/01 through 5/31/03.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – Aventis Pasteur	N/A	\$151,200	\$151,200
TOTAL FUNDING	N/A	\$151,200	\$151,200
EXPENDITURES			
PERSONAL SERVICES	N/A	\$80,264	\$80,264
CONTRACTUAL SERVICES	N/A	36,720	36,720
COMMODITIES	N/A	13,710	13,710
OTHER EXPENDITURES	N/A	5,506	5,506
CAPITAL OUTLAY	N/A	15,000	15,000
TOTAL EXPENDITURES	N/A	\$151,200	\$151,200
AUTHORIZED POSITIONS	N/A	2	2
FULL-TIME EQUIVALENT	N/A	2.00	2.00

HEALTH DISTRICT

WIC - WOMEN, INFANTS & CHILDREN SUPPLEMENTAL NUTRITION PROGRAM

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, breastfeeding promotion and support, and health care referrals. This program is provided at no cost to low income, pregnant, postpartum, and breastfeeding women, infants and children under the age of 5 who are determined to be at nutritional risk.

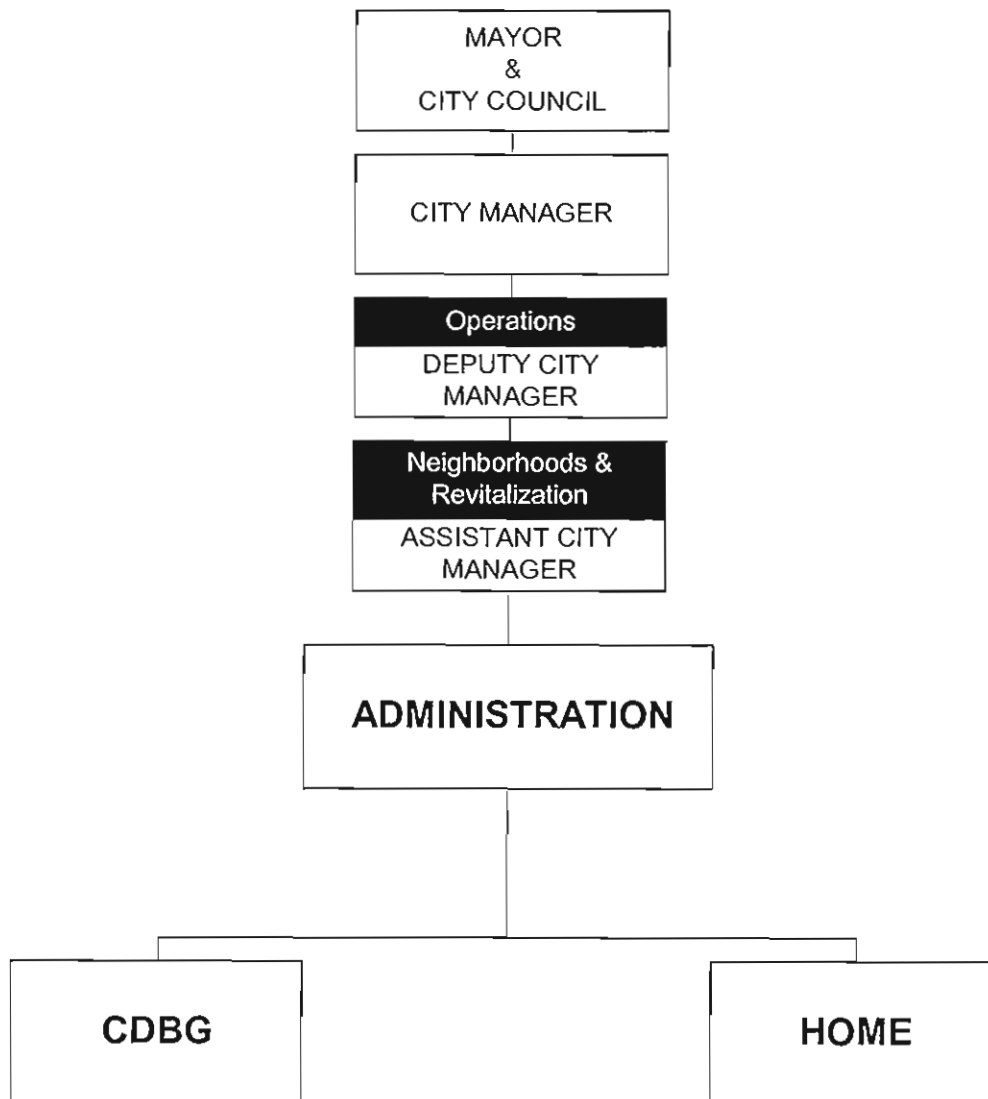
PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Clinic Locations (Including 1 Mobile Clinic)	17	16	16
No. of Weekly Clinic Hours (Day/Evening/Saturday)	600	550	550
Output:			
No. of Infants Served Monthly (1 Year Old and Under)	11,822	11,800	12,000
No. of Children Served Monthly (1 Year to 5 Years Old)	22,886	22,900	23,500
No. of Women Served Monthly	11,098	11,200	11,500
Efficiency:			
Average Number of Participants Served per Day	2,180	2,190	2,250
Effectiveness:			
Total Number of Families Receiving Vouchers and Nutrition Education per Month	10,860	11,500	11,800
% of Families Receiving Nutrition Education/Counseling Services per Month	97%	99%	99%
% of Infants Breastfed (Born to WIC)	48%	48%	54%
No. of Dollars Spent Within the Local Economy (Voucher Redemption)	\$37,717,040	\$38,500,000	\$39,650,000

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Texas Department of Health	\$5,074,028	\$5,121,482	\$5,384,500
TOTAL FUNDING	\$5,074,028	\$5,121,482	\$5,384,500
EXPENDITURES			
PERSONNEL SERVICES	\$3,807,547	\$3,873,814	\$4,067,500
CONTRACTUAL SERVICES	735,862	727,536	763,900
COMMODITIES	175,881	188,631	198,100
CAPITAL OUTLAY	80,000	51,679	60,000
INDIRECT COSTS	274,738	279,822	295,000
TOTAL EXPENDITURES	\$5,074,028	\$5,121,482	\$5,384,500
AUTHORIZED POSITIONS	132	132	126
FULL-TIME EQUIVALENT	132.00	131.00	125.00

HOUSING & COMMUNITY DEVELOPMENT



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Community Development Block Grant	25.00	\$1,262,538
HOME Grant	6.00	785,359
Total Funding	31.00	\$2,049,897

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

MISSION STATEMENT

To create viable communities and to improve the quality of life and living environment principally for persons of low and moderate income through the supply of affordable housing, infrastructure investment, economic and human development

PROGRAM INFORMATION

The Housing and Community Development Department (H&CD) has the primary responsibility for planning, organizing, implementing and monitoring the City's Community Development Block Grant (CDBG), Home Investment Partnership Grant (HOME), Section 108 Guaranteed Loan, and Enterprise Communities Programs. In addition, H&CD staff manages the procedural implementation activities of other supporting City departments to ensure City compliance with specific U. S. Department of Housing and Urban Development (HUD) and other federal regulations. Also, activities are monitored to ensure acceptable annual performance reviews of City activities to comply with the Davis-Bacon Act, Fair Labor Standards Act, Equal Employment Opportunities (EEO) compliance standards, Affirmative Fair Housing activities, accepted standard general accounting and audit procedures, Capital Projects Administration, and CDBG project management and monitoring of timely implementation and fund draw downs. These activities ensure that the City receives the maximum annual funding allocations for which it is entitled.

In addition to the administration of the grant programs mentioned previously, the H&CD is responsible for identification, development, implementation, oversight and administration of additional program resources that support the City Council's neighborhood revitalization and housing goals.

GOALS & OBJECTIVES

- ◆ Provide for affordable, safe, and decent housing opportunities for low and moderate-income residents.
- ◆ Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements.
- ◆ Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, health care and the elderly.
- ◆ Assist in review of Empowerment Zone activities to ensure compliance.
- ◆ Leverage additional services or enhance programs with existing funding.
- ◆ Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement.
- ◆ Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME) funds.
- ◆ Maximize program funds by maintaining a level of administrative budget allocations to 20% or less of entitlement allocation.
- ◆ Provide for continued professional development and training for employees.
- ◆ Develop an internal work group (composed of mid-level management personnel) to review unique issues presented by outside agencies or issues germane to the City's internal operations for the purpose of making resolution recommendations to the H&CD Director.

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

HOME INVESTMENT PARTNERSHIP GRANT

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Revitalization of Neighborhoods for San Antonio					
	Provide affordable, safe, and decent housing opportunities for low and moderate income residents	No. of Housing Client/ Units Assisted ^{1, 2, 3}	760	290	928	1,085
	Provide for adequate and safe public infrastructure including streets, drainage, sidewalks, public facilities and park improvements	No. of Residents Benefiting from Funds	N/A	N/A	134,331	35,839
		No. of Low/Moderate Residents Benefiting	N/A	N/A	85,338	27,328
	Implement Better Jobs Initiatives					
	Provide programs directed toward improving the community's public services and/or facilities including those concerned with employment, crime prevention, and projects directed toward youth, healthcare and the elderly	No. of Better Jobs-Related Clients	145,777	78,140	80,000	95,000
		No. of Program Graduates Completing with High School Diploma, GED or Training Certificate (All Programs)	125	N/A	150	155
Financial	Innovative and Proactive City Government					
	Provide for timely expenditure of program funds by reducing available fund balance to less than or equal to 1.5 times the current entitlement	Timeliness of Expenditures (Spending Ratio)	1.30	0.88	1.20	1.00
	Leverage additional services or enhance programs with existing funding	Ratio of HOME Funds to Private Sector Leverage ⁴	\$1:\$25	\$1:\$3	\$1:\$200	\$1:\$240
	Maximize program funds by maintaining level of administrative budget allocations to 20% or less of entitlement allocation	Percent of Grant Entitlement Allocated to Administrative Costs	15%	N/A	20%	19%
Internal Processes	Improve Community Outreach					
	Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and HOME Funds	No. of Neighborhood Meetings and Public Hearings Conducted	26	45	130	140
		No. of Monitoring Visits Conducted (Monitoring Unit) ⁵	N/A	N/A	134	30

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

HOME INVESTMENT PARTNERSHIP GRANT

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Improve Community Outreach					
	Provide effective program implementation by planning, organizing and monitoring the City's Community Development Block Grant (CDBG) and HOME Funds	No. of Site Visits Conducted (Analysts) ⁶	N/A	N/A	205	162
Employee Learning & Growth	Public Trust and Awareness of Citizens					
	Provide continued professional development and training for employees	No. of Staff Receiving Professional License or Certificates	6	N/A	8	10

EXPLANATORY INFORMATION

- ¹ The FY 2002 estimated amount is greater than the FY 2002 budget amount due to inclusion of housing clients assisted that were funded in a prior year(s).
- ² Actual number of units rehabilitated, reconstructed or newly constructed and the number of clients receiving down payment assistance.
- ³ Assumes the number of units rehabilitated, reconstructed or newly constructed and the number of clients.
- ⁴ Reflects trend of supporting multi-family projects.
- ⁵ Monitoring will become the sole responsibility of the new Monitoring Unit. Project Analysts will continue to perform routine site visits.
- ⁶ Community Development Analysts perform a minimum of two site visits per project. This number represents only the projects that are proposed for award in FY 2002-2003. Carryover projects and those resulting from reprogramming action will be accounted for in the six-month actual.

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

PROGRAM CHANGES

- ♦ REDUCTIONS/REDIRECTIONS \$117,217

EMPOWERMENT ZONES/HUB ZONES & COMMUNITY OUTREACH – COMMUNITY DEVELOPMENT ANALYSTS AND CUSTOMER SERVICE REPRESENTATIVES

This *reduction* will result in savings of \$117,217 by reducing the funding for one vacant Community Development Analyst from the Community Revitalization Action Group (CRAG) and eliminating one vacant Customer Service Representative. Additionally, funding for another vacant Community Development Analyst in the Empowerment Zone area and a vacant Customer Service Representative in the One-Stop Center will be reduced to six months.

- ♦ IMPROVEMENTS \$52,725

EMPOWERMENT ZONE/HUB ZONES & COMMUNITY OUTREACH – COMMUNITY DEVELOPMENT ANALYST AND CUSTOMER SERVICE REPRESENTATIVE

This *improvement* will fund one Community Development Analyst and one Customer Service Representative for six months. The Community Development Analyst will support the implementation of the Empowerment Zone Program. The Customer Service Representative will enhance the delivery of customer service at the One-Stop Center by serving as the common receptionist for the Housing and Community Development Department (H&CD), the Neighborhood Action Department (NAD), and the San Antonio Development Agency (SADA). The cost for this improvement in FY 2003 will be \$52,725. The full-year cost will be \$64,005.

COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$913,976	\$972,637	\$832,280	\$1,017,932
CONTRACTUAL SERVICES	169,803	184,796	184,796	224,795
COMMODITIES	23,400	22,976	22,976	8,400
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	14,779	12,403	12,403	11,411
TOTAL EXPENDITURES	\$1,121,958	\$1,192,812	\$1,052,455	\$1,262,538
 AUTHORIZED POSITIONS	 21	 23	 23	 25
FULL-TIME EQUIVALENTS	21.00	23.00	23.00	25.00

HOUSING & COMMUNITY DEVELOPMENT

HOME INVESTMENT PARTNERSHIP GRANT

MISSION STATEMENT

To create viable communities and to improve the quality of life and living environment principally for persons of low and moderate income through the supply of affordable housing, infrastructure investment, economic and human development.

PROGRAM INFORMATION

The 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 Department of Housing and Urban Development (HUD) recommended Monitoring Unit, consisting of three positions, in order to increase programmatic monitoring.

HOME ENTITLEMENT EXPENDITURES BY CHARACTER

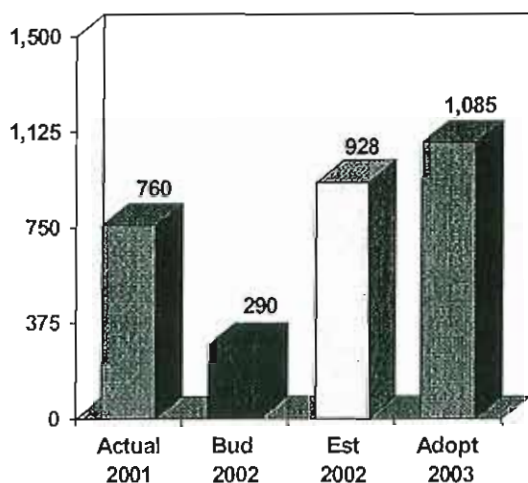
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$222,137	\$298,199	\$296,939	\$519,094
CONTRACTUAL SERVICES	0	90,565	90,565	247,994
COMMODITIES	0	3,816	3,816	6,982
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	2,990	2,990	11,289
TOTAL EXPENDITURES	\$222,137	\$395,570	\$394,310	\$785,359
AUTHORIZED POSITIONS	6	6	6	6
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00

HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT

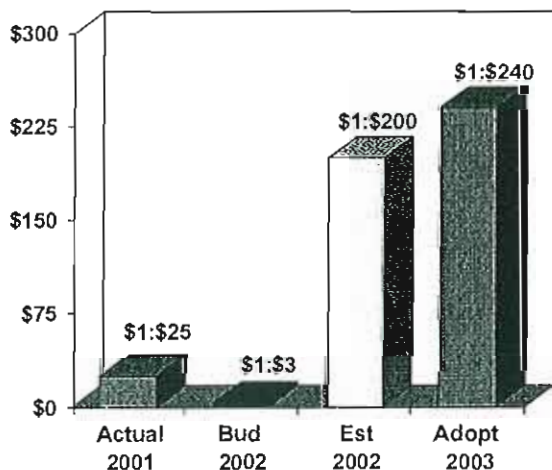
HOME INVESTMENT PARTNERSHIP GRANT

NUMBER OF HOUSING CLIENT/UNITS ASSISTED



» The projected 274% increase from the FY 2002 Budget to the FY 2003 Adopted Budget is due to inclusion of more multifamily projects awarded funding for 2003.

RATIO OF HOME FUNDS TO PRIVATE SECTOR LEVERAGE



» The projected 20% increase from the FY 2002 Estimated Budget to FY 2003 is due to an anticipated increase of multi-family projects being developed.

HOUSING & COMMUNITY DEVELOPMENT

GRANT SUMMARY

The Consolidated Plan, Action Plan/Budget for FY 2003 constitutes an application for federal funds provided to the City by the U.S. Department of Housing and Urban Development (HUD) for four (4) separate formula programs: the Community Development Grant (CDBG) [\$21,511,000], the HOME Investment Partnership Grant (HOME) [\$7,874,000], the Emergency Shelter Grant [\$715,000], and the Housing Opportunities for Persons with Aids Grant [\$965,000] programs.

Listed below is a comprehensive listing of all the grants the Housing & Community Development Department coordinated for FY 2003. The ESG and HOPWA Grants are administered by the Community Initiatives Department.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Community Development Block Grant (CDBG)	\$21,511,000	\$0	\$0	\$0	\$21,511,000
Home Investment Partnership Program	7,874,000	0	0	944,880	8,818,880
Emergency Shelter Grant (ESG)	715,000	0	0	0	715,000
Housing Opportunities for Persons with Aids Grant (HOPWA)	965,000	0	0	0	965,000
TOTAL	\$31,065,000	\$0	\$0	\$944,880	\$32,009,880

HOUSING & COMMUNITY DEVELOPMENT

CDBG

PROGRAM INFORMATION:

The Housing & Community Development Department is responsible for supporting the City Council and the City Manager in the financial planning, allocation, implementation, and monitoring of the City's Community Development Block Grant (CDBG) and HOME Entitlement grants, and the Enterprise Community Program Funds. In addition, the Department researches, developed, secure funding and administers additional program resources supporting the City Council's neighborhood revitalization and housing goals. Primary program responsibilities include CDBG, HOME, and Enterprise Community programs, the development, administrative and compliance associated with City's HUD Five-Year Consolidated plan, Annual Consolidated Plan/Budget, and Consolidated Annual Performance Report. Monitoring and technical assistance is provided to program sub-grantees, as well as completion of financial and program management analysis to ensure continued compliance with all application regulations and policies. This grant program covers the period of 10/1/02 through 9/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. CD Monitors	8	8	8
Amount of Entitlement Grant	\$20,143,000	\$21,009,000	\$21,511,000
No. CDBG Contracts	234	246	221
Output:			
No. Monitoring Visits Scheduled	187	140	130
No. Projects Complete	175	165	176
Efficiency:			
Avg. No. Contracts per Analyst	1.3	1.2	1.0
Effectiveness:			
% Contracts Monitored	79%	56%	58%
% Contracts Complete	75%	67%	80%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$20,143,000	\$21,009,000	\$21,511,000
TOTAL FUNDING	\$20,143,000	\$21,009,000	\$21,511,000
EXPENDITURES			
PERSONAL SERVICES	\$101,204	\$928,351	1,017,931
CONTRACTUAL SERVICES	169,804	184,796	224,795
COMMODITIES	23,400	22,976	8,400
CAPITAL OUTLAY	14,779	12,403	11,411
SUBGRANTING	19,833,813	19,860,474	20,248,462
TOTAL EXPENDITURES	\$20,143,000	\$21,009,000	\$21,511,000
AUTHORIZED POSITIONS	21	23	25
FULL-TIME EQUIVALENT	21.00	23.00	25.00

HOUSING & COMMUNITY DEVELOPMENT

HOME

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 subgrantees and project sponsors and is responsible for monitoring all project activities to ensure compliance with U.S. Department of Housing and Urban Development (HUD) affordability and regulatory requirements. This grant program covers the period of 10/1/02 through 9/30/03. The Adopted FY 2002-2003 amount includes the \$785,359 allocated for administration and \$7,088,641 allocated for program activities for a total of \$7,874,000.

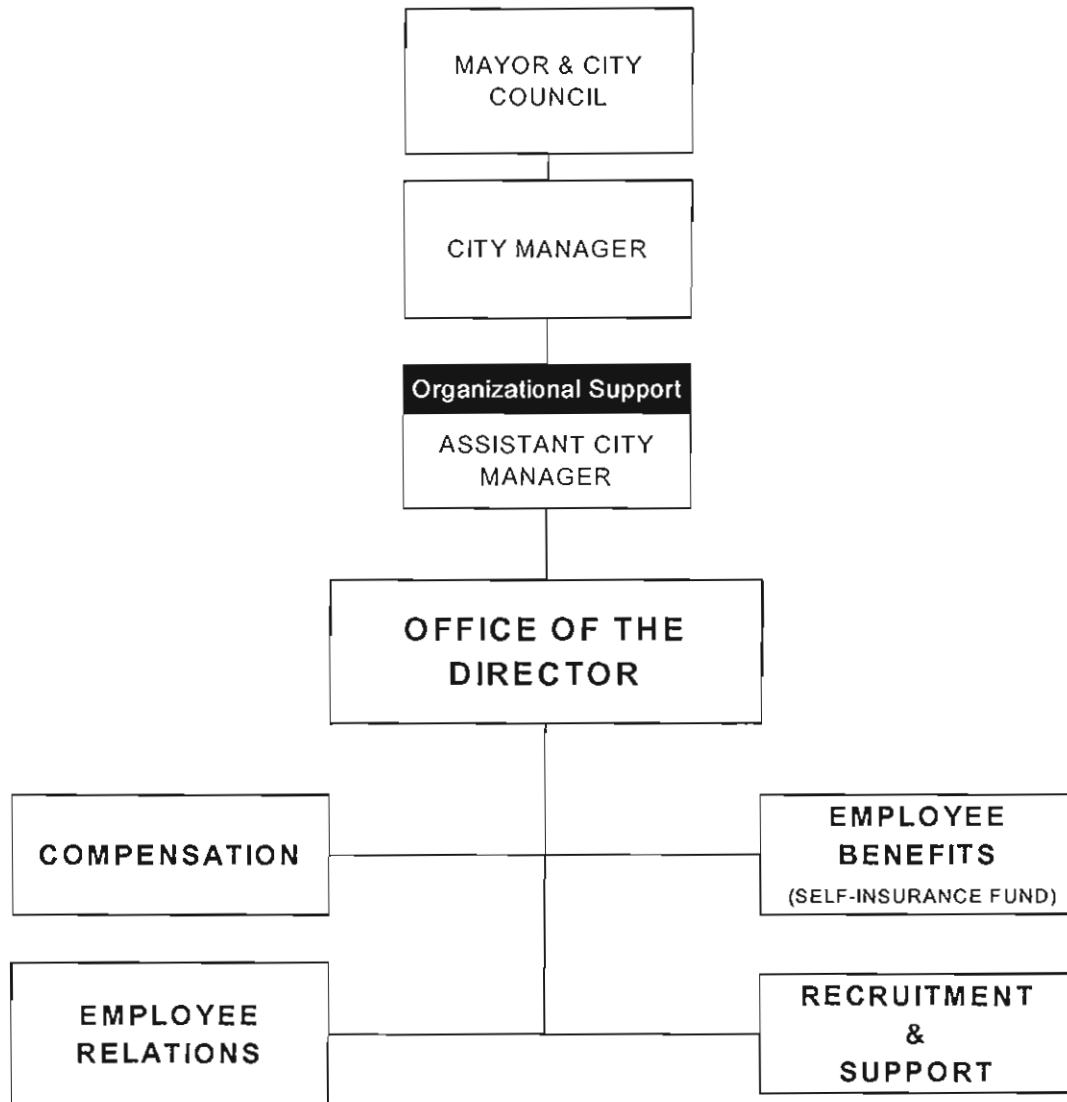
PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. CD Monitors	4	4	4
Amount of Entitlement Grant	\$7,076,000	\$7,909,000	\$7,874,000
Total Housing Units Adopted	500	600	955
Output:			
No. Housing Units Complete	400	350	716
Efficiency:			
Avg. No. Contracts per Analyst	1.3	1.2	1.0
Effectiveness:			
% Contracts Complete	80%	58%	75%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$7,076,000	\$7,909,000	\$7,874,000
TOTAL FUNDING	\$7,076,000	\$7,909,000	\$7,874,000
EXPENDITURES			
PERSONAL SERVICES	\$222,137	\$296,939	\$519,094
CONTRACTUAL SERVICES	0	90,565	249,994
COMMODITIES	0	3,816	6,982
CAPITAL OUTLAY	0	2,990	11,289
SUBGRANTING	6,853,863	7,514,690	7,086,641
TOTAL EXPENDITURES	\$7,076,000	\$7,909,000	\$7,874,000
AUTHORIZED POSITIONS	6	6	6
FULL-TIME EQUIVALENT	6.00	6.00	6.00

HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	33.00	\$2,245,440
Employee Benefits Fund	17.00	66,820,636
Unemployment Compensation Fund	0.00	450,000
Extended Sick Leave Fund	0.00	30,147
Occupational Health Fund	1.00	208,868
Alternate Services Employee Fund	1,946.00	2,040,279
Total Funding	1,997.00	\$71,795,370

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, facilitates entry and promotional testing, and coordinates the grievance and arbitration processes for uniformed employees. The Human Resources Department consists of the following five divisions: Administration, Recruitment and Support, Employee Relations (uniformed/non-uniformed), 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 continue to oversee the implementation of the Employee Performance and Development System which better links 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; reaffirm the City's commitment to a diverse workforce and maximize the employees' contribution toward the City's organizational objectives; coordinate a City-wide internship program; and provide more effective recruitment and processing services to City Departments.
- ◆ Continue coordination and development of City-sponsored training initiatives including Train the Trainer, Supervisor Certification, and customized instruction including continued training on the Employee Performance and Development System and Customer First, as well as develop training for Mid-managers and Senior Managers; and increase the number of employees that receive instruction designed to maximize employee proficiency.
- ◆ 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; continue to seek innovative and creative automation opportunities for more efficient uniformed personnel application and testing processes.
- ◆ Continue workforce trend study comparing internal variables such as demographics, compensation, and turnover to national trends to provide information to executive management for strategic decision-making.
- ◆ 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.
- ◆ Prepare for the implementation of the ERM system through infrastructure improvements in personnel records management.
- ◆ Initiate training for youth hired by the City on the six core values developed by the Better Jobs Initiative Employer Education Task Force "Live It" campaign in support of the City Manager's "Customer First" mission. The six core values are Integrity, Respect, Dependability, Fairness, Caring and Civic Responsibility.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	69,657	54,218	74,559	79,461
		-City Employees	14,130	14,174	14,744	15,358
		-Non-City Employees	55,527	40,044	59,815	64,103
		Fire and Police Applications	4,672	4,793	4,642	4,735
		Avg. No. of Workdays Required to Fill a Non-Uniform Vacant Position	12	12	14	14
Financial	Provide training for youth hired by City on Better Jobs Initiatives six core values	-HR Analysts	7	7	9	9
		-Outside Agencies	5	5	5	5
		Number of Youth Trained	N/A	N/A	165	178
Internal Processes	Provide Accountability to the Public					
	Continue to efficiently process non-uniform applicants	No. of New Hires Processed	1,959	1,933	2,003	2,047
		No. of Advertised Positions	1,579	1,650	1,431	1,497
	Continue to foster well-trained employees	No. of Training Hours Provided	50,115	49,280	45,875	50,448
Internal Processes	Provide for Safety and Welfare of San Antonio					
	Administer examinations in accordance with Civil Service requirements and collective bargaining agreements	No. of Fire/Police Examinations Administered	11	17	15	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists	142	166	233	236
		No. Hired from Fire/Police Promotional Eligibility List	92	120	174	141
		% Fire/Police Promotional Exam Questions Appealed	11.6%	12.0%	12.0%	12.0%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Improve Employee Compensation					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested	317	300	249	305
		No. of In-Lieu-Of/Reclassification Requests Approved	202	231	201	212
		Avg. Turnaround Time for Evaluation of In-Lieu-Of/Reclass Requests (workdays)	24/35	15/20	22/25	20/25
		No. of Regrade Job Studies Requested and Initiated (job class)	49	35	25	27
		No. of Regrade Requests Approved (New and Previous FYs)	11	26	35	27
	Continue coordination and development of City-sponsored training programs for all City employees	Number of Participants in City-Sponsored Training Programs	10,535	6,160	9,236	10,056
		% of Supervisors that Agree or Strongly Agree on Performance Improvement After Training	89%	90%	90%	90%

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$148,180

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$40,767 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – ELIMINATE ONE HUMAN RESOURCES ANALYST AND ONE OFFICE ASSISTANT

This **reduction** will eliminate one filled Human Resources Analyst position and one filled Office Assistant position. The Department will manage its resources to minimize the impact of this reduction on its current level of service. The reduction will result in savings of \$74,913.

PROGRAM CHANGES CONTINUED***CUSTOMER SERVICE – ELIMINATE FUNDING FOR ANNUAL EMPLOYEE SERVICE AWARDS PICNIC***

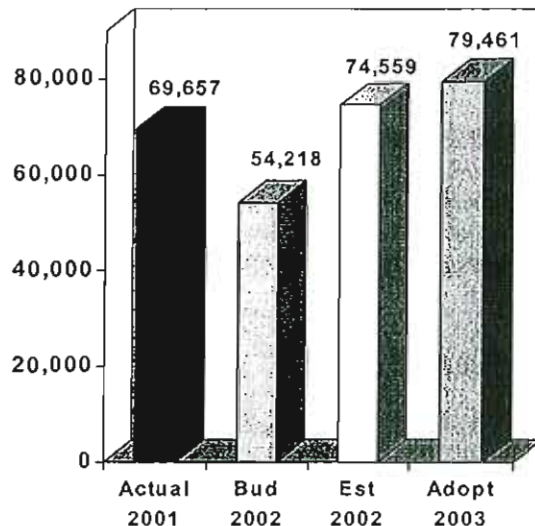
This *reduction* will eliminate funding for the annual Employee Service Awards Picnic from the Human Resources budget. The event will be funded from contributions from each City department budget. Employees with five, ten, and fifteen years of service with the City are recognized during this event. The distribution of service plaques, certificates and gifts will not be affected by this reduction. This reduction will result in savings of \$7,500.

CUSTOMER SERVICE – REDUCE FUNDING FOR TUITION REIMBURSEMENT PROGRAM

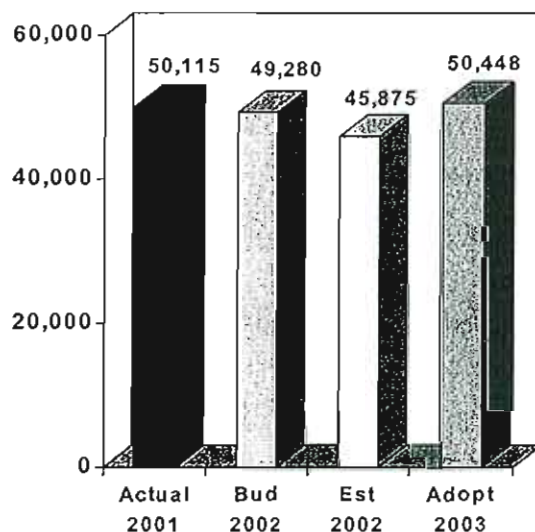
This *reduction* will decrease funding for the Tuition Reimbursement Program by \$25,000. While the reduction in the Tuition Reimbursement Program may result in fewer employees receiving reimbursement of tuition expenses, it is anticipated that \$20,000 available through the ACCD agreement will offset a portion of this reduction.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$1,701,006	\$1,799,591	\$1,843,706	\$1,746,191
CONTRACTUAL SERVICES	561,644	475,991	418,904	456,809
COMMODITIES	41,882	32,465	43,205	32,988
OTHER EXPENDITURES	5,373	1,214	512	5,205
CAPITAL OUTLAY	14,834	4,530	4,380	4,247
TOTAL EXPENDITURES	\$2,324,739	\$2,313,791	\$2,310,707	\$2,245,440
 AUTHORIZED POSITIONS	 36	 35	 35	 33
FULL-TIME EQUIVALENTS	36.00	35.00	35.00	33.00

NO. OF APPLICATIONS PROCESSED

- » Measures the total number of City and Non-City applications processed
- » In FY 2003, the total number of employment applications processed is projected to increase by 14% over FY 2001.

NO. OF TRAINING HOURS PROVIDED

- » Training Programs include:
 - Train the Trainer
 - Supervisor Certification Program
 - ACCD Customized Training
 - Leadership Development Program
 - Pre-Management Certification Program

PROGRAM INFORMATION

The *Employee Benefits Division* implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The division is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-insured indemnity health care plans, Health Maintenance Organization (HMO) plan, 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 during transition to new vendor.
- ◆ Execute cost containment practices to contain Citimed medical claim expenses by conducting ongoing hospital bill audits and utilization review.
- ◆ Conduct annual Open Enrollment briefings to educate active employees, retirees, and their eligible family members on the benefits package.
- ◆ Plan, organize and conduct an annual Health Fair to educate and promote wellness in the work place.
- ◆ Facilitate systematic benefit reviews, surveys, vendor reviews and request for proposals to maintain credible and competitive programs.
- ◆ Conduct and implement approved changes as a result of actuarial and plan design review.
- ◆ Administer benefits for qualified unemployment claims and protest disputable claims to control cost of program.
- ◆ Track unemployment claims and identify potential problem areas and determine appropriate solutions.
- ◆ Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- ◆ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.
- ◆ Provide accessible and confidential short-term counseling through an Employee Assistance Program to facilitate early recognition, intervention, and resolution of personal or work related problems that affect employees and eligible family members.
- ◆ Provide training to managers, supervisors, and City employees on how to access Employee Assistance Program services and the appropriate means to facilitate referrals.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Week	502	605	603	621
		Avg. No. of Walk-in Customers per Week	69	92	123	127
		No. of Civilian Retirements Processed Annually	133	N/A	125	138
		% Satisfied with EB Office Service	N/A	90%	90%	90%
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	177	150	225	272
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Extended Sick Leave Program	9	14	8	10
Financial	Provide confidential Employee Assistance Program (EAP) for eligible beneficiaries	% of Beneficiary Utilization	11%	10%	10%	10%
	Provide Accountability to the Public					
	Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost	Total CitiMed Claims (millions)	\$34.23	\$44.35	\$39.90	\$42.22
		Avg. CitiMed Cost per Employee/Retiree	\$3,662	\$4,604	\$4,808	\$4,940
		Total HMO Cost (millions)	\$7.49	\$7.41	\$14.30	\$19.37
		Avg. HMO Cost per Employee/Retiree	\$3,767	\$3,895	\$4,237	\$5,570
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	\$275,384	\$300,000	\$444,550	\$450,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Long-Term Disability Payments	\$29,416	\$30,000	\$15,827	\$30,000
	Provide accountability for cost and efficiency of EAP Program	Cost of EAP Program	\$101,805	N/A	\$115,161	\$149,031

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Innovative and Proactive City Government					
	Coordinate annual internal audits of Third Party Administrator (TPA) to ensure contract compliance and quality customer service	Avg. No. of Claims Processed per Week by TPA ¹	4,194	4,289	3,854	4,239
		Avg. No. of Claims Pended per Week ²	180	343	385	424
		Avg. No. of Claims Paid per Week ³	4,014	3,946	3,469	3,815
		Avg. Turnaround Time for Claims Paid (days) ⁴	4	5	12	10
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested	98	64	84	92
		No. Favorable UC Decisions	30	58	53	58
		% of Favorable Decisions	31%	91%	63%	63%
	Monitor contractual requirement for EAP vendor to achieve 80% customer satisfaction with services rendered	Customer Service Satisfaction Rate	96%	80%	90%	91%
	Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status	No. of Cases Coordinated with Other Disability Programs Resulting in a Zero Dollar Pay Out ⁵	N/A	N/A	6	8
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Conduct Open Enrollment briefings to educate employees, retirees, and their eligible family members on the annual benefits program options	No. of Employees/Retirees Enrolled in Citimed	9,346	9,633	8,299	8,548
		No. of Employees/Retirees Enrolled in HMO	1,987	1,903	3,376	3,478
		% of Employees Completing Annual Enrollment Online	N/A	N/A	N/A	40%
	Plan, organize, promote and conduct annual events to inform employees about benefits program and promote wellness in the workplace	No. of Open Enrollment On-Site Benefits Seminars Held Annually	42	N/A	43	45
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	3,980	N/A	2,724	3,945
	Provide supervisory training seminars designed to reduce the number of claims paid resulting from noncompliance	No. of Attendees at Supervisory Training Session on Unemployment Compensation	N/A	N/A	175	210

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Conduct seminars to educate Supervisors on the Extended Sick Leave Program	No. of Attendees at Supervisory Seminars on Disability Program	N/A	N/A	45	95
	Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals	No. of Employees Trained	1,643	N/A	840	1,008

EXPLANATORY INFORMATION

- ¹ The number of claims presented for payment.
- ² The number of claims for payment, which are not paid but set aside until missing documentation is received.
- ³ The number of claims processed to a conclusion during a workweek.
- ⁴ The number of business days it takes the TPA to process claims from the date a claim is presented for payment until the claim is paid, pending or denied.
- ⁵ Coordination with other disability programs including Social Security, TMRS, Rehabilitative Employment and Texas Workers' Compensation.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$51,500**

NON-STRATEGIC ISSUE – REDUCE FUNDING FOR HOSPITAL BILL AUDIT

This **reduction** will reduce funding for the outside hospital bill audit by \$3,000. This function is now performed in-house by the Utilization Review Manager. No decrease in level of service is expected from this reduction.

NON-STRATEGIC ISSUE – REDUCE FUNDING FOR EMPLOYEE BENEFITS CONSULTANT

This **reduction** will reduce funding for the outside Employee Benefits consultant. A consultant was contracted in FY 2002 to complete a three-year actuarial study and plan design review. No decrease in level of service is expected from this reduction. This reduction will provide savings of \$35,000.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS IN CONTRACTUAL SERVICES AND COMMODITIES

This **reduction** will result in \$8,600 in savings in several line item budgets. The total savings reflect a reduction in temporary services, freight and storage, and tools, apparatus and accessories. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$4,900 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: subscriptions to publications, travel, education, membership dues, and food. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED♦ **IMPROVEMENTS****\$110,697****ORGANIZATIONAL/FISCAL – ENHANCEMENT OF EMPLOYEE BENEFITS UTILIZATION REVIEW PROGRAM**

This *improvement* will create two positions, one Case Management Nurse and one Utilization Review Specialist, to augment the Utilization Review Manager's audit of health benefit claims. The total FY 2003 cost for this improvement will be \$110,697. It is estimated that a total of \$418,400 in claims expense savings will be generated by the improvement, creating a net savings of \$307,703 to the Employee Benefits fund.

♦ **MANDATES****\$4,503****CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT**

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$4,503.

♦ **POLICY ISSUES****ORGANIZATIONAL/FISCAL – EMPLOYEE BENEFITS**

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. However, 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. To address these issues, a consultant was contracted in FY 2002 to perform a three-year actuarial study and plan design review of the City's Employee Benefits program. The consultant was hired specifically to make recommendations on plan design changes to allow the City to begin to control costs.

Based upon the plan review consultant's recommendations, the Adopted Budget includes the implementation of plan design changes to contain medical and prescription costs. The total cost savings in FY 2003 resulting from the plan changes is \$805,500. Benefits changes include the following:

- Combine different civilian employee non-Health Maintenance Organization (HMO) medical plans into a single plan that creates incentives for employees/dependants to use a lower cost preferred medical health care provider network. Total savings from this plan change in FY 2003 is estimated at \$610,500.
- Increase Prescription Card co-payments for estimated savings in FY 2003 of \$195,000.

Other adopted changes to the Employee Benefits program designed to reduce costs include:

- Negotiation of a new Pharmacy Benefit Manager contract to obtain higher pharmacy discounts and rebates. This will provide estimated savings of \$250,000 in FY 2003.

The Employee Benefits Fund will require continuous and aggressive monitoring during the next fiscal year as the above adopted changes are implemented.

HUMAN RESOURCES**EMPLOYEE BENEFITS FUND****EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER**

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$642,355	\$752,211	\$776,658	\$859,813
CONTRACTUAL SERVICES	41,392,344	48,747,012	44,496,284	46,802,943
COMMODITIES	13,382	7,125	8,438	13,051
OTHER EXPENDITURES	6,585	4,909	6,592	7,479
CAPITAL OUTLAY	13,831	0	0	4,570
TRANSFERS	4,719,000	7,700,894	14,497,138	19,132,780
TOTAL EXPENDITURES	\$46,787,497	\$57,212,151	\$59,785,110	\$66,820,636
AUTHORIZED POSITIONS	17	16	16	17
FULL-TIME EQUIVALENTS	17.00	16.00	16.00	17.00

HUMAN RESOURCES

UNEMPLOYMENT COMPENSATION FUND

PROGRAM INFORMATION

The *Unemployment Compensation Program* is administered in-house to pay for unemployment benefits to qualified individuals and to protest disputable claims through the Texas Workforce Commission.

GOALS & OBJECTIVES

- ♦ Administer benefits for qualified unemployment claims.
- ♦ Protest disputable claims to control cost of program.
- ♦ Track unemployment claims and identify potential problem areas and determine appropriate solutions.

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$0	\$0	\$0	\$0
CONTRACTUAL SERVICES	275,384	300,000	444,450	450,000
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	20,000	0	0	0
TOTAL EXPENDITURES	\$295,384	\$300,000	\$444,450	\$450,000
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

PROGRAM INFORMATION

The City's *Extended Sick Leave Program* is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Short-term disability benefits are paid as a percentage of compensation from 40% to 100% based on years of service. Long-term disability benefits are paid at 40% of monthly salary or at 60% if optional disability insurance is purchased.

GOALS & OBJECTIVES

- ♦ Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- ♦ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers' Compensation or any law of similar intent.

EXTENDED SICK LEAVE FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$17,666	\$32,340	\$15,827	\$30,000
CONTRACTUAL SERVICES	0	147	147	147
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	50,000	0	0	0
TOTAL EXPENDITURES	\$67,666	\$32,487	\$15,974	\$30,147
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

PROGRAM INFORMATION

The *Employee Assistance Program* (EAP) provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. EAP service is provided by an external vendor, under the supervision of the City Employee Assistance Coordinator. The Employee Assistance Coordinator monitors the program contract for compliance, provides training and consultation, and handles complaints.

GOALS & OBJECTIVES

- ♦ Facilitate early recognition, intervention, and resolution of personal or work-related problems that affect employee performance.
- ♦ Provide readily accessible and confidential short-term counseling assistance for employees and eligible family members.
- ♦ Provide an assessment/referral mechanism for complicated personal problems that might require in-depth care.
- ♦ Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals.

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$1,142

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$1,142 in savings in several line item budgets. The total savings reflect a 50% reduction in travel, education, and membership dues. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- ♦ MANDATES \$666

CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Service. The cost of this mandate in FY 2003 is \$666.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$51,836	\$54,529	\$54,470	\$54,247
CONTRACTUAL SERVICES	103,703	102,131	121,219	152,947
COMMODITIES	174	500	500	500
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	1,174
TOTAL EXPENDITURES	\$155,713	\$157,160	\$176,189	\$208,868
 AUTHORIZED POSITIONS	 1	 1	 1	 1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

HUMAN RESOURCES

ALTERNATE SERVICES EMPLOYEE FUND

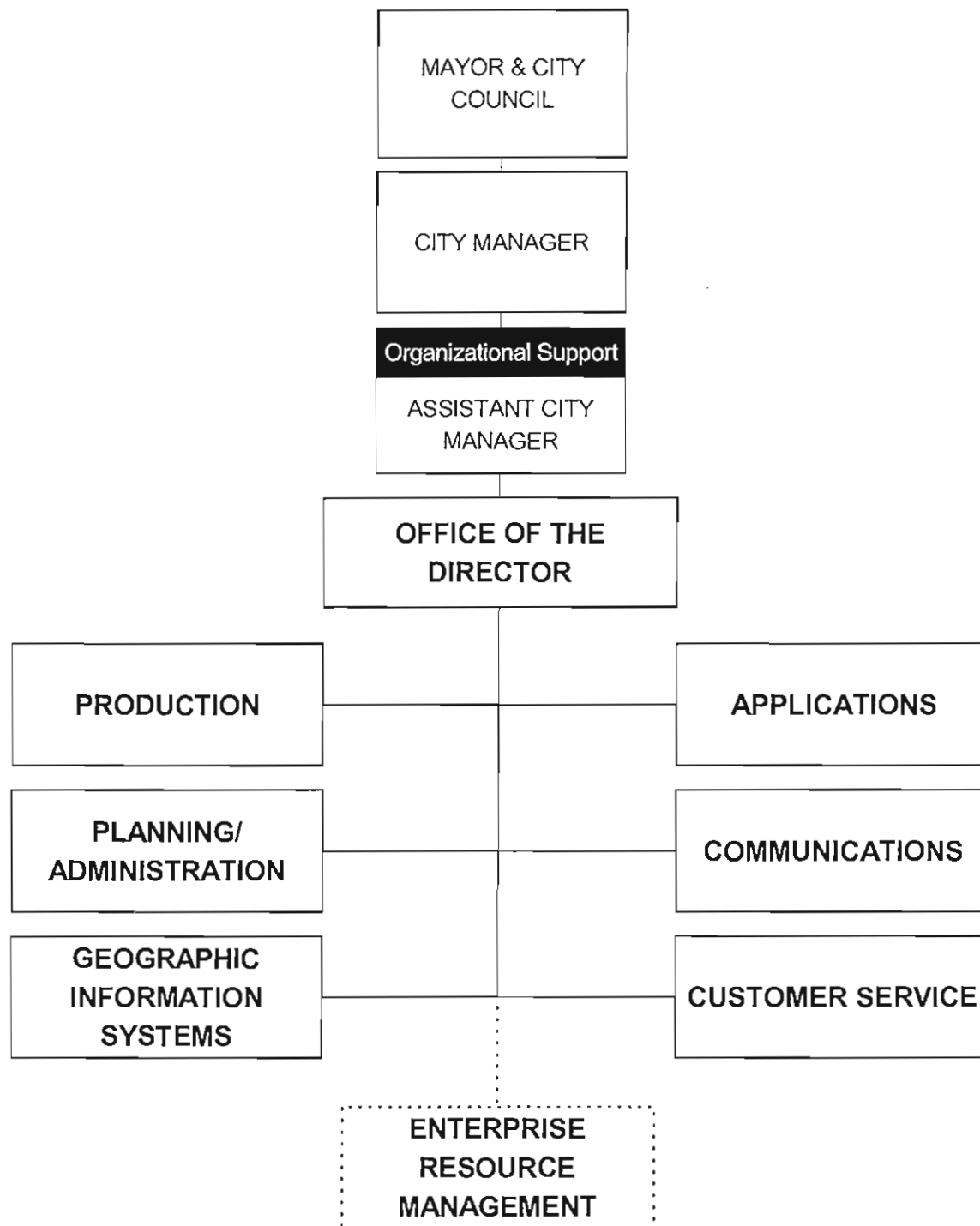
PROGRAM INFORMATION

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

ALTERNATE SERVICES EMPLOYEE FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$2,475,575	\$2,033,933	\$1,974,692	\$2,039,106
CONTRACTUAL SERVICES	2,198	1,173	1,139	1,173
COMMODITIES	0	0	0	0
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TRANSFERS	0	0	0	0
TOTAL EXPENDITURES	\$2,477,773	\$2,035,106	\$1,975,831	\$2,040,279
AUTHORIZED POSITIONS	170	1,946	1,946	1,946
FULL-TIME EQUIVALENTS	170.00	1,946.00	1,946.00	1,946.00

INFORMATION TECHNOLOGY SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Information Technology Services Fund	193.00	\$20,342,354
Total Funding	193.00	\$20,342,354

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide business solutions that enhance the City's effectiveness in serving the citizens of San Antonio through the effective use of information technology.

PROGRAM INFORMATION

The Information Technology Services Department (ITSD) provides information technology (IT) services, 24 hours a day, seven days a week to all City departments and other agencies through information and technology sharing agreements. ITSD is organized as a strongly centralized IT function that provides leadership, vision and support for all technology functions and builds information systems around good business practices that reflect the mission and goals of the departments, the City of San Antonio and the citizens it serves. The focus of ITSD's mission includes the following:

- ◆ Information Management
- ◆ Business Applications [Enterprise, Departmental]
- ◆ Geographic Information Systems (GIS) [Enterprise]
- ◆ Computing Platforms [Enterprise, Departmental, Desktop, Laptops, PDA's]
- ◆ Communications Networks [Voice, Video, Data and Wireless Services]
- ◆ Technology Management

The divisions of ITSD are: the Office of the Director, Production, Applications, Communications, Planning/Administration, Geographic Information Systems (GIS), Customer Service and Enterprise Resource Management (ERM).

GOALS & 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.

- ◆ *Leasing Program and Desktop Enterprise Licensing* — To improve technology performance, reliability and service across City departments by leasing PC equipment on a three-year replacement schedule. To establish a standard desktop program for City PC's that provides consistent support and functionality for end-users.
- ◆ *Enterprise Resource Management (ERM) System* — To implement an ERM system (including Development Services, Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP)), that will provide the infrastructure to enable the City to integrate diverse applications and improved business processes.
- ◆ *San Antonio Community Portal* — To provide employees, citizens, visitors and businesses with access to quality service, information and e-commerce from one convenient place without the constraint of boundaries such as time and location in an effort to bridge the digital divide.
- ◆ *Customer Service Initiative* — To implement Customer First practices by streamlining communication with our customers, establishing a 24x7 help desk, publishing service level standards and providing training for professional growth of ITSD and City staff.
- ◆ *Security Initiative* — To protect the City's critical missions by reducing risks, complying with laws and regulations, and ensuring business continuity, information integrity and confidentiality.
- ◆ *GIS/Mapping* — To continue to implement a GIS master plan and mapping backbone that can be used to satisfy the spatial and mapping requirements of internal and external users.

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

GOALS & OBJECTIVES CONTINUED

- ♦ *Knowledge & Information Management* — To support the collection, analysis, organization, sharing and employment of information critical to the attainment of City goals.
- ♦ *Data Network Enhancement* — To improve the core network infrastructure by implementing new technologies with enhanced reliability at City locations to provide better ways to access the City information resources.
- ♦ *Electronic Documents and Automated Records Management System (EDMS/ARM)* — To expand and enhance document capture and control via local and enterprise-wide scanning and imaging solutions and the integration of automated work flow.
- ♦ *Homeland Defense & Emergency Management Technology Support Systems* — To develop a regional integration enterprise approach to daily operations and emergency management that will enhance coordination efforts, decision-making, and emergency response planning and execution throughout the San Antonio Metropolitan area.
- ♦ *Public Safety Radio System* — To serve City and County law enforcement and other government agencies to provide highly reliable communications with the implementation of a new 800 MHz trunked radio system.

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety & Welfare of San Antonio					
	Public Safety Radio System	% of County Wide Radio Coverage	75%	75%	75%	98%
	Customer Service Initiative	No. of Customers Supported (City & others)	11,806	11,850	12,200	12,500
	Geographic Information Systems (GIS/Mapping)	No. of Vehicles with Automatic Vehicle Location System Capabilities	N/A	N/A	447	698
	Improve Community Outreach					
	San Antonio Community Portal	No. of City Web Pages Browsed (millions)	7.0	N/A	29.9	36.0
Financial	Provide Accountability to the Public					
	Customer Service Initiative	Average Days to Process Data Work Order (intake to completion)	21	15	16	15
		Average Days to Complete Telephone Work Order (intake to completion)	14	14	14	13
		Number of Help Desk Calls Processed (207-8888)	59,553	67,000	58,500	68,500
Internal Processes	Innovative and Proactive City Government					
	Customer Service Initiative	Total Devices Supported	30,581	29,965	30,590	31,200
	Leasing Program	No. of PC's Leased per Year	N/A	960	0	960
	Enterprise Resource Management (ERM) System	No. of ERM Modules Implemented (20 ERM go-live products)	N/A	N/A	N/A	2
	Geographic Information Systems (GIS/Mapping)	GIS Overlays Converted	N/A	N/A	165	220
	Geographic Information Systems (GIS/Mapping)	Regional GIS Participation (City and outside agencies)	2	2	2	5
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Customer Service Initiative	No. of City Personnel Provided IT Training (internal & external)	1,621	2,400	1,650	1,600
	Enterprise Resource Management (ERM)/Customer Service Initiative	No. of City Personnel Provided ERM-User Training	N/A	N/A	N/A	2,900
		No. of ITSD Personnel Provided ERM Personal Development Training	N/A	N/A	N/A	193

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES FUND

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$1,433,966**

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$312,948 in FY 2003.

CUSTOMER SERVICE – LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$1,121,018 in savings in several line item budgets. The total savings reflect reductions in the following line items: communications, pagers, cell phones, wireless data communications, rent of motor pool equipment, travel, education, maintenance and repair, fees to professional contractors, temporary services, software, cable, and overtime. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ **MANDATES** **\$78,229**

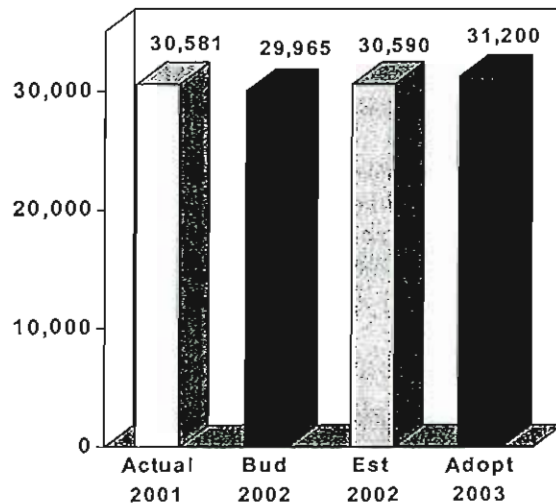
CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$78,229.

INFORMATION TECHNOLOGY SERVICES FUND EXPENDITURES BY CHARACTER

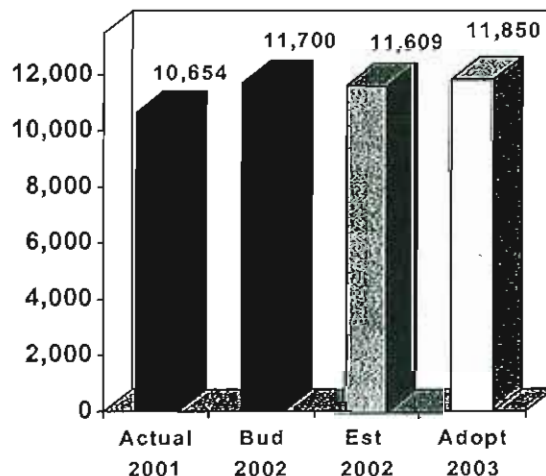
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$9,202,971	\$10,322,313	\$9,711,180	\$10,786,691
CONTRACTUAL SERVICES	3,119,830	4,254,483	3,580,494	4,367,792
COMMODITIES	2,585,562	3,039,490	3,302,580	3,409,952
OTHER EXPENDITURES	391,913	366,301	310,734	389,385
CAPITAL OUTLAY	570,212	466,090	566,401	474,682
INVENTORIES	454,363	169,100	342,170	344,100
TRANSFERS	450,825	491,765	470,601	569,752
TOTAL EXPENDITURES	\$16,775,675	\$19,109,542	\$18,284,160	\$20,342,354
 AUTHORIZED POSITIONS	 170	 183	 183	 193
FULL-TIME EQUIVALENTS	170.00	183.00	183.00	193.00

TOTAL DEVICES SUPPORTED



» Number includes PC's, servers, MDT's, CDPD laptops, terminals, printers, telephones, cellular phones, radios, and pagers.

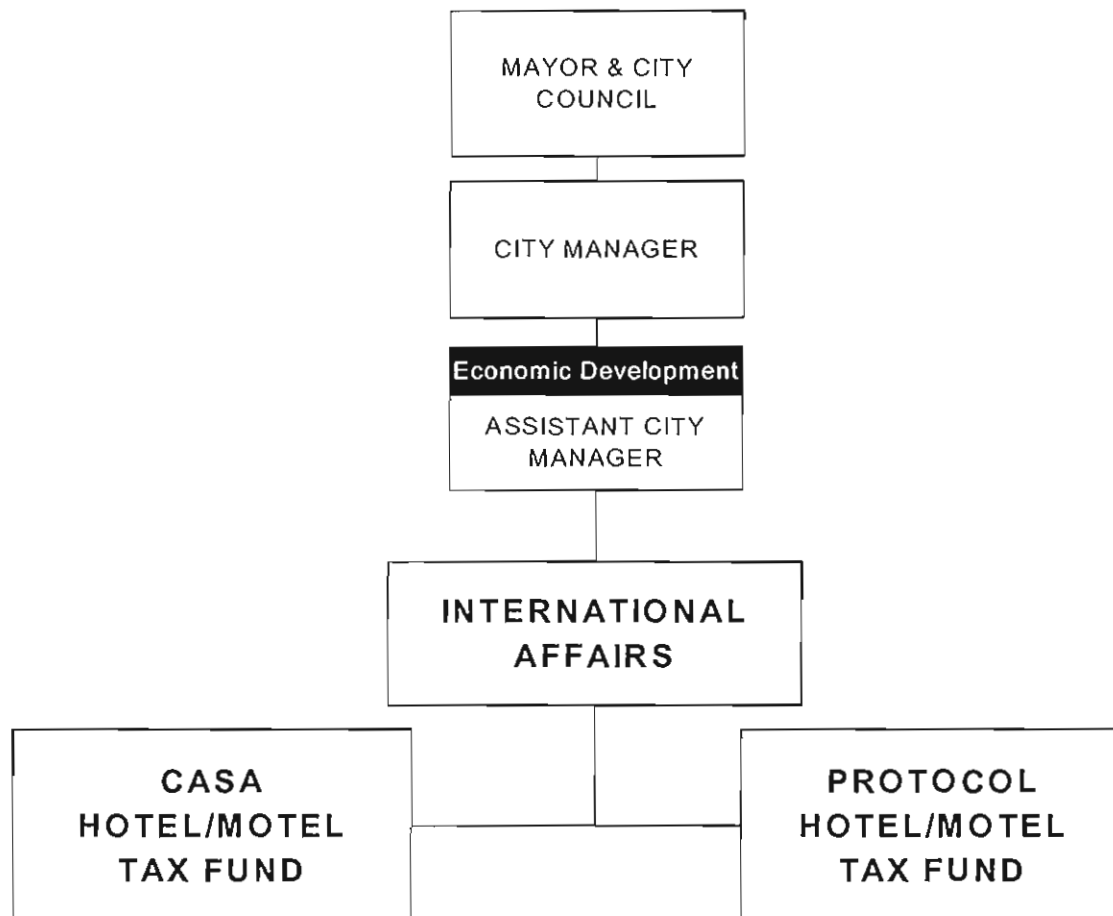
NO. OF CUSTOMERS SUPPORTED



» Total number of customers the Department supports, including the City and outside agencies

» Support services include maintenance, installation, technical assistance, and work orders.

INTERNATIONAL AFFAIRS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	5.00	\$365,372
Hotel/Motel Tax Fund	7.00	918,811
Total Funding	12.00	\$1,284,183

MISSION STATEMENT

The International Affairs Department develops foreign relations, foster international business and promotes local partnerships.

PROGRAM INFORMATION

The International Affairs Department was created to provide a clear entrance or "front door" to City programs and services in order to attract and promote 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, North American Development Bank, Mexican Consulate 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, Laredo-San Antonio Corridor Coalition, Bancomext, Mexico Trade Center, ethnic groups, and universities; United States International Affairs delegations, consular corps in Texas, Sister Cities International, Texas Sister Cities, embassies, and foreign governments.
- ♦ Increase international business by fostering two-way trade with Mexico through the CASA San Antonio Program. Explore trade opportunities with Latin America, Europe, Africa and through our trade representative in Asia.
- ♦ 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.
- ♦ 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.
- ♦ Continue to attract and promote foreign trade and investment with San Antonio. 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 Canada, China, Costa Rica, Germany, Israel Initiatives, Japan, Panama, International Affairs and Convention & Visitors Bureau promotion to Mexico, CASAs Directors' briefing to the San Antonio community.
- ♦ Sponsor international events such as the 2002 Trilateral Technology Summit – A collaborative effort of key business, government and education leaders from Canada, United States and Mexico. The City of San Antonio, North Chamber of Commerce and South San Antonio Chamber of Commerce are the organizers.
- ♦ Sponsor the first Latin American Municipal Development Conference – Experts will share information, experiences and practices as they relate to municipal development and public administration.
- ♦ Promote local partnerships 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 with the 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.
- ♦ Provide specialized training to improve job related skills and development.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Expand Community/Cultural Initiatives					
	Develop foreign relations	Number of international Protocol Delegations	90	90	85	90
	Promote San Antonio as the Center of Americas for trade	Number of Business Delegations	104	81	80	85
Financial	Leverage Other Funding Sources					
	Sponsor International events	Private Sector in-kind Support for International Projects	\$65,550	\$83,000	\$60,000	\$65,000
		Direct Expenditures by Official Guests to San Antonio (In Millions)	\$1.87	\$2.00	\$1.20	\$1.50
	Provide Accountability to the Public					
	Continue to attract and promote trade with San Antonio	Revenue Collected from Casa San Antonio Clients, Trade Missions Participants, Export Leaders Program	\$11,163	\$10,500	\$7,000	\$10,500
		Dollar Value of Business Generated and Rate of Return per \$1 Invested in the Casa Program (In Millions)	\$16.48M / \$34.07	\$16.00M / \$31.78	\$12.00M / \$23.03	\$15.00M / \$29.25
Internal Processes	Improve Community Outreach					
	Promote local partnerships	Number of Presentations, Site Visits, Speeches, and Newsletters	57	62	60	65
Employee Learning & Growth	Employee Learning and Growth					
	Provide specialized training to improve job-related skills and development	Percentage of Employees Trained on Two Technical Training Programs (Per Employee)	N/A	N/A	80%	100%

INTERNATIONAL AFFAIRS**GENERAL FUND
HOTEL MOTEL FUND****PROGRAM CHANGES**

♦ **REDIRECTION/REDUCTIONS** **\$161,856**

NON-STRATEGIC ISSUE – ELIMINATE ONE INTERNATIONAL AFFAIRS SPECIALIST POSITION

This **reduction** will eliminate one vacant International Affairs Specialist position. The duties of this position will be allocated to other support staff within the International Business Development division. The total savings towards the General Fund in FY 2003 will be \$45,554.

NON-STRATEGIC ISSUE – ELIMINATE ONE SECRETARY II POSITION

This **reduction** will eliminate one filled Secretary II position. It is anticipated that the duties of this position will be allocated to other support staff. The total savings towards the Hotel/Motel Fund in FY 2003 will be \$28,139.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** will decrease contractual services by \$3,500 for the Hotel/Motel Fund. This reduction will be possible by the department identifying operational efficiencies. This reduction will have no impact on service delivery.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$36,495 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

ECONOMIC DEVELOPMENT – CASA SAN ANTONIO-SOUTHEAST MEXICO OFFICE

This **redirection** will transfer the funds of the Casa San Antonio-Southeast Mexico Office located in Mexico City to the Hotel/Motel fund. The total savings towards the General Fund in FY 2003 will be \$48,168.

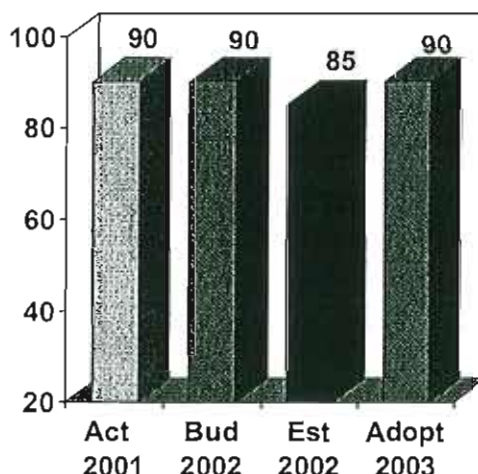
GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$297,167	\$324,491	\$323,180	\$306,168
CONTRACTUAL SERVICES	86,181	119,170	110,091	55,010
COMMODITIES	5,051	1,955	5,605	2,027
OTHER EXPENDITURES	1,141	1,587	708	1,336
CAPITAL OUTLAY	0	0	0	831
TOTAL EXPENDITURES	\$389,540	\$447,203	\$439,584	\$365,372
 AUTHORIZED POSITIONS	 6	 6	 6	 5
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	5.00

INTERNATIONAL AFFAIRS**GENERAL FUND
HOTEL MOTEL FUND****HOTEL/MOTEL FUND EXPENDITURES BY CHARACTER**

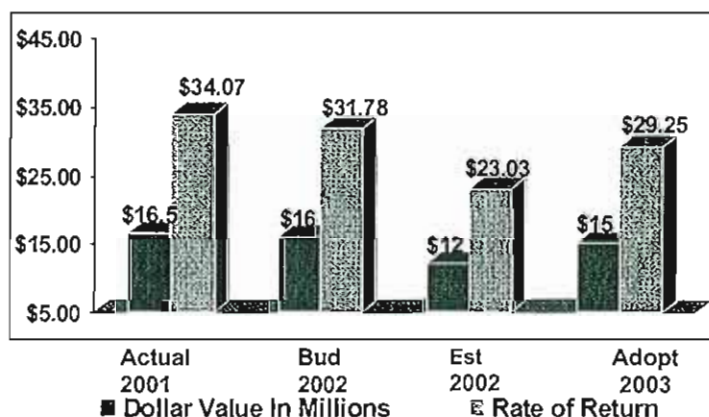
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$379,356	\$476,298	\$477,811	\$447,385
CONTRACTUAL SERVICES	423,311	391,098	383,295	407,083
COMMODITIES	51,406	62,507	65,300	56,058
OTHER EXPENDITURES	2,512	2,715	1,214	2,728
CAPITAL OUTLAY	6,929	13,540	13,540	5,557
TOTAL EXPENDITURES	\$863,513	\$946,158	\$941,160	\$918,811
 AUTHORIZED POSITIONS	 8	 8	 8	 7
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	7.00

NUMBER OF INTERNATIONAL PROTOCOL DELEGATES

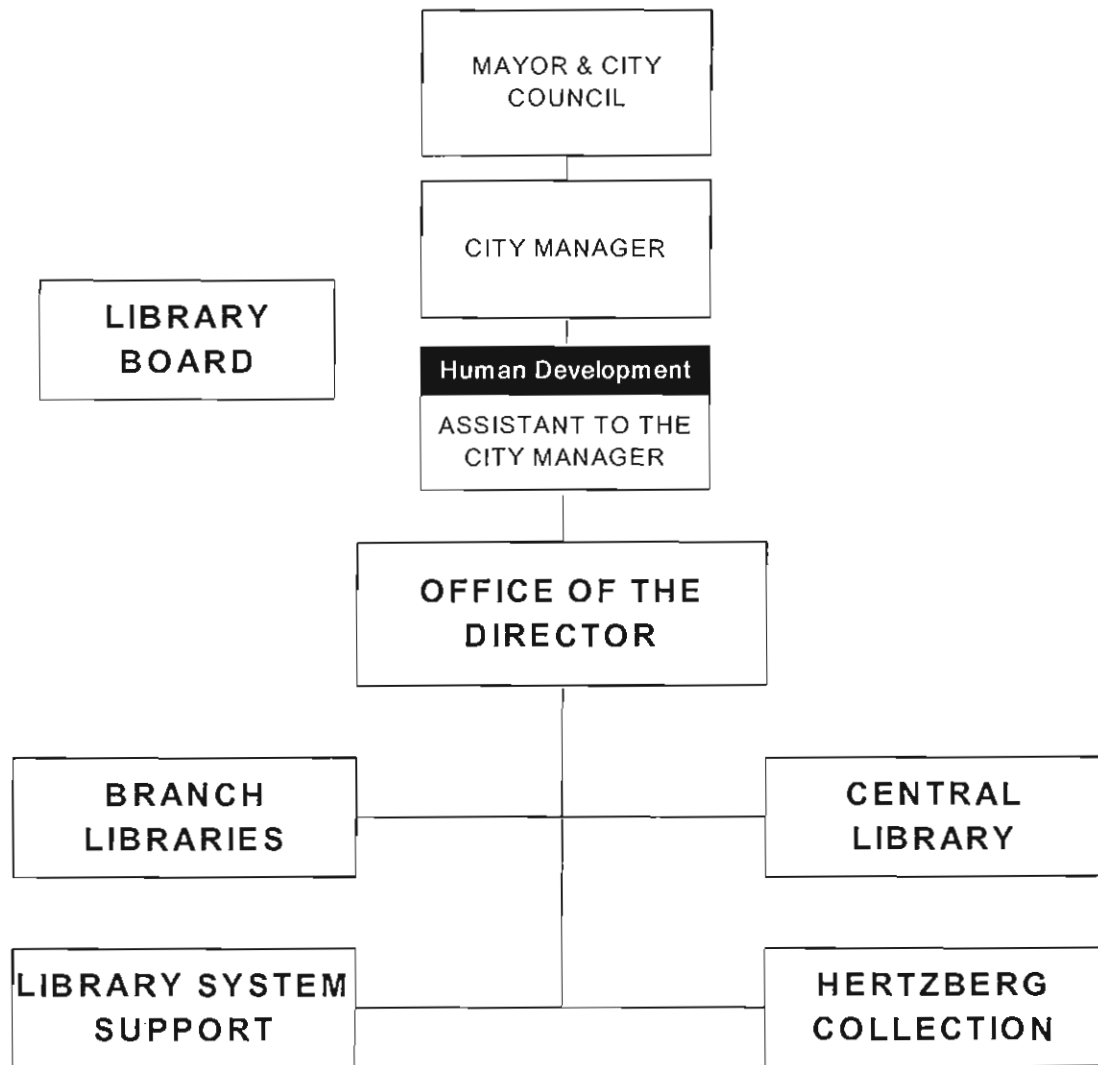


» Protocol Delegations assist with promoting international tourism and new business development
 » The delegation totaled over 2,300 delegate visitors to San Antonio in FY 2002

DOLLAR VALUE OF BUSINESS GENERATED AND RATE OF RETURN PER \$1 INVESTED IN THE CASA PROGRAM



LIBRARY



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	457.00	\$18,935,431
Categorical Grants	12.50	2,197,795
Capital Projects	0.00	7,738,000
Total Funding	469.50	\$28,817,226

MISSION STATEMENT

The San Antonio Public Library provides equal and open access to books, information and technology resources to promote a lifetime of reading and learning. We contribute to the enjoyment, enlightenment, and economic vitality of our diverse and dynamic community.

PROGRAM INFORMATION

The Public Library provides lifelong learning materials and services to the citizens of San Antonio and Bexar County through a system of nineteen libraries, two bookmobiles and a partnership agreement with the Northeast School District at Reagan High School. Materials and services include books, magazines, newspapers, microfilm, compact disks, books on tape, videotapes, electronic databases, access to the Internet, reference services, child-oriented programming and a center oriented to young adults. Funding sources include the City of San Antonio, State and Federal grants, corporate and individual grants, and contributions from the Library Foundation and the Friends of the Library organization. The Library generates revenue for the City of San Antonio through non-resident card fees, the collection of fines and fees, meeting room use charges and leased food service space.

GOALS & OBJECTIVES

- ♦ Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed.
 - To develop a system wide plan that targets services to children under age five and their parents and caregivers by December 2002.
 - To develop a plan to work in partnership with local organizations to better utilize library space for literacy, ESL, GED and citizenship classes by June 2003.
- ♦ To make our diverse community fully aware of the wide range of services available from the San Antonio Public Library System.
 - Create and implement a San Antonio Public Library marketing plan by April 2003.
 - Identify partners for the purpose of increasing public awareness and usage of library services by June 2003.
 - Increase awareness of library services among target populations (Hispanic community, parents, children, senior citizens) by at least 5% for each of the next five years.
- ♦ The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources.
 - Develop specifications for and acquire an integrated library automation system that is easy to use and provides the functionality required by customers, staff and administration.
 - Deploy current staff to ensure maximum service to customers by June 2003.
 - Establish a staff-training program that ensures high quality service by May 2004.
- ♦ The San Antonio Public Library will actively support economic development.
 - Determine and prioritize options to enhance job readiness in the community by April 2003.
 - Evaluate business-related resources at all locations and establish quality collections that meet economic development needs of the community by December 2003.
 - Provide enhanced small business resources in those libraries that serve targeted City enterprise zones by June 2004.
- ♦ The San Antonio Public Library will provide quality accessible services, collections and programs that anticipate and meet the needs of the Hispanic community.
 - Develop a plan to implement essential bilingual signage and promotional materials and activities in every library facility.
 - Assess and develop collections to better reflect the information needs and interests of San Antonio's Hispanic community by December 2007.
 - Design and operate a signature Latino Resource Center in the Central Library by June 2007.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Implement Better Jobs Initiative					
	The San Antonio Public Library actively supports economic development	Number of children and adults attending children's events	99,009	126,957	108,000	125,000
		Number of children and teenagers participating in summer reading program	27,624	36,340	30,000	32,600
		Number of children and caregivers using Little Read Wagon resources	N/A	N/A	2,550	7,200
	Children, youth and adults using the San Antonio Public Library will have access to resources and services that support and enhance their efforts to succeed	Number of items borrowed	4,586,483	4,545,900	4,818,654	5,107,773
		Number of reference questions answered	1,236,664	1,029,129	1,035,658	1,066,728
		Number of electronic access uses & home page hits	2,263,157	4,009,132	2,493,632	3,000,000
		Number of visits by library customers	3,252,738	3,265,170	3,404,834	3,541,027
		Number of new library cards issued	64,515	N/A	75,224	90,000
Financial	Leverage Other Funding Sources					
	The San Antonio Public Library will provide accurate, timely, customer-focused information services using a variety of resources	Ratio of grant and private funds to General Fund	1: 7.3	1: 9.9	1: 9.9	1: 9.9
		Materials budget per capita	\$2.27	\$2.16	\$2.10	\$2.10
Internal Processes	Implement and Institutionalize Performance Reviews					
	The San Antonio Public Library will actively support economic development	Number of grants and contracts reviewed monthly	N/A	N/A	27	30
Employee Learning & Growth	Improve Employee Training					
	Establish a staff-training program that ensures high quality service by May 2004	Number of training opportunities for staff	N/A	N/A	N/A	50

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$473,807

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$255,144 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$53,914 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, mail and parcel post and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

CUSTOMER SERVICE – ELIMINATE ONE DEPARTMENT SYSTEM MANAGER

This **reduction** will eliminate one vacant Department Systems Manager. The Department will be able to effectively redistribute and streamline the work assignments to other areas. The FY 2003 savings from the elimination of this position will total \$71,582.

CUSTOMER SERVICE – ELIMINATE ONE DEPARTMENT SYSTEM AIDE

This **reduction** will eliminate one vacant Department Systems Aide. The Department will be able to effectively redistribute and streamline the work assignments to other areas. The FY 2003 savings from the elimination of this position will total \$11,829.

PARKS & LIBRARIES – ELIMINATE ONE LIBRARIAN I

This **reduction** will eliminate one vacant Librarian I. The Department will continue to effectively redistribute and streamline the work assignments to other areas. The FY 2003 savings from the elimination of this position will total \$38,656.

PARKS & LIBRARIES – ELIMINATE TWO PART-TIME LIBRARY ASSISTANTS

This **reduction** will eliminate two part-time Library Assistants, one vacant and one filled, associated with the provision of bookmobile service. Five bookmobile stops will be eliminated. The stops were selected based on data demonstrating minimal usage and proximity to full service libraries. The FY 2003 savings from the elimination of these positions will total \$23,654.

PARKS & LIBRARIES – ELIMINATE TWO PART-TIME LIBRARY CLERKS

This **reduction** will eliminate two filled part-time Library Clerks in the Technical Services division. The Department will be able to effectively redistribute and streamline the work assignments to other areas of the division. The FY 2003 savings from the elimination of these positions will total \$19,028.

PROGRAM CHANGES CONTINUED

♦ MANDATE \$69,183

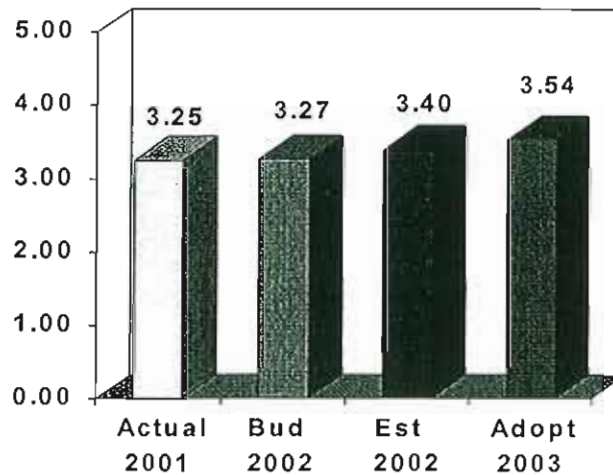
PARKS & LIBRARIES – BROOK HOLLOW LIBRARY EXPANSION

This *mandate* will add four positions for nine months for the expansion of Brook Hollow Library. Expansion of the Brook Hollow Library is being funded with proceeds from the 1999 Bond Program. These positions include one Librarian I, one part-time Circulation Attendant, one part-time Department Systems Aide, and one part-time Building Custodian. The cost of the mandate in FY 2003 will total \$69,183.

GENERAL FUND EXPENDITURES BY CHARACTER

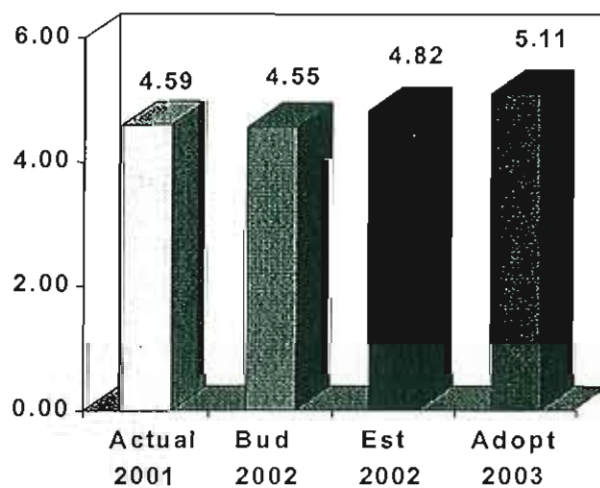
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$12,478,301	\$13,245,856	\$13,194,643	\$13,564,276
CONTRACTUAL SERVICES	2,669,309	2,597,062	2,580,504	2,597,712
COMMODITIES	2,366,761	2,509,575	2,581,034	2,514,375
OTHER EXPENDITURES	188,359	231,655	97,523	259,068
CAPITAL OUTLAY	2,364	66	0	0
TOTAL EXPENDITURES	\$17,705,094	\$18,584,214	\$18,453,704	\$18,935,431
 AUTHORIZED POSITIONS	 502	 509	 509	 506
FULL-TIME EQUIVALENTS	403.00	413.00	413.00	457.00

NUMBER OF VISITS BY LIBRARY CUSTOMERS (In Millions)



» The number of customers using the libraries is anticipated to increase 9% in FY 2003 over FY 2001.

NUMBER OF ITEMS BORROWED (In Millions)



» Number of items borrowed is anticipated to increase 11% in FY 2003 over FY 2001.

LIBRARY

GRANT SUMMARY

During FY 2002, the Library Department utilized grants totaling \$1,866,449 to provide professional services, equipment and library resources (such as books, videos, compact disks and DVDs) to customers of the Library and to residents of the 21-county area served by the Alamo Area Library System. The Library anticipates receipt of at least \$2,197,795 for FY 2003.

In addition to applications made directly by the Library, administration works closely with the San Antonio Public Library Foundation to develop grant proposals that reflect the strategic plan adopted by the Library Board of Trustees. For FY 2003, the Library will continue to emphasize the use of funds secured by the Foundation to acquire educational and cultural materials (English and Spanish) for children, teenagers and adults.

Below is a comprehensive listing of the grant expected by the Library Department in FY 2003. Details on each grant program can be found on the following pages. Those grants marked with an asterisk (*) are one-time grants that have been approved by the funding grantor. These grants do not have grant pages in the following section.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Interlibrary Loan Services, Alamo Area Library System	\$238,947	\$0	\$0	\$0	\$238,947
Library Systems Operation, Alamo Area Library System	0	764,627	0	0	764,627
Technical Assistance Negotiated Grant, Alamo Area Library System	0	78,299	0	0	78,299
Harte Family (through San Antonio Public Library Foundation)*	0	0	0	50,000	50,000
HEB Grocery (through San Antonio Public Library Foundation)*	0	0	0	50,000	50,000
Houston Foundation (through San Antonio Public Library Foundation)*	0	0	0	170,000	170,000
Kade Estate (through San Antonio Public Library Foundation)*	0	0	0	100,000	100,000
Kronkosky Foundation (through San Antonio Public Library Foundation)*	0	0	0	350,000	350,000
Loan Star Libraries Grant * San Antonio Public Library Foundation (interest earned from various endowments)*	0	94,922	0	0	94,922
San Antonio Public Library Foundation (various restricted grants)*	0	0	0	10,000	10,000
Semmes Family Foundation (through San Antonio Public Library Foundation)*	0	0	0	41,000	41,000
SBC (through San Antonio Public Library Foundation)*	0	0	0	200,000	200,000
	0	0	0	50,000	50,000
TOTAL	\$238,947	\$937,848	\$0	\$1,021,000	\$2,197,795

LIBRARY**INTERLIBRARY LOAN SERVICES****PROGRAM INFORMATION:**

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 customers in these libraries, including the San Antonio Public Library. Materials are also loaned to and borrowed from other libraries worldwide, including those members of an international cooperative library network known as OCLC. This grant program covers the period 9/1/02 through 8/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Service Area Libraries	52	58	58
Output:			
No. of Interlibrary Loan Requests Received From All Sources ¹	46,097	46,500	46,800
No. of Interlibrary Loan Requests Filled From All Sources ²	31,064	32,000	32,250
No. of Materials Loaned From the San Antonio Public Library	22,571	23,500	23,700
Efficiency:			
Cost per Request ³	\$4.48	\$4.79	\$5.11
Cost per Filled Request ³	\$6.65	\$6.97	\$7.41

EXPLANATORY INFORMATION

- ¹ Requests are received from local customers, service area libraries, and other libraries worldwide.
- ² This includes materials that were borrowed for service area libraries, as well as materials that were loaned to other libraries.
- ³ Cost for request and filled 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.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$206,604	\$223,168	\$238,947
TOTAL FUNDING	\$206,604	\$223,168	\$238,947
EXPENDITURES			
PERSONAL SERVICES	\$163,210	\$162,573	\$174,254
CONTRACTUAL SERVICES	25,371	31,730	36,330
COMMODITIES	6,225	6,500	7,000
OTHER EXPENDITURES	0	100	0
CAPITAL OUTLAY	0	11,300	2,500
INDIRECT COSTS	11,798	10,965	18,863
TOTAL EXPENDITURES	\$206,604	\$223,168	\$238,947
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENT	4.50	4.50	4.50

LIBRARY**LIBRARY SYSTEM OPERATIONS GRANT****PROGRAM INFORMATION:**

This grant provides services for 45 public libraries in the Alamo Area Library System (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. Grant funds are used for consultant personnel, library materials, and services to disadvantaged populations and continuing education programs. This grant program covers the period 9/1/02 through 8/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Number of workshops held	31	38	38
Number of libraries with literacy programs ¹	9	10	8
Budget allocation for materials ²	\$322,369	\$335,400	\$241,417
Output:			
Number of people attending system-sponsored programs	2,573	973	850
Number of students attending workshops	439	450	475
Number of materials purchased ²	17,664	18,125	16,491
Number of people attending literacy classes	2,740	2,998	2,400
Efficiency:			
Average number of staff assisted per consultant	2,098	4,098	2,766
Average number of students per workshop	14	12	12
Effectiveness:			
% of libraries having literacy programs	19%	22%	18%

EXPLANATORY INFORMATION

¹ Literacy programs include literacy, ESL and GED classes.

² Materials include books, audio tapes and videos.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$775,926	\$764,627	\$764,627
TOTAL FUNDING	\$775,926	\$764,627	\$764,627
EXPENDITURES			
PERSONAL SERVICES	\$306,088	\$317,549	\$335,281
CONTRACTUAL SERVICES	138,666	81,668	109,852
COMMODITIES	308,684	344,617	283,475
OTHER EXPENDITURES	20,388	20,793	36,019
CAPITAL OUTLAY	2,100	0	0
TOTAL EXPENDITURES	\$775,926	\$764,627	\$764,627
AUTHORIZED POSITIONS	8	7	7
FULL-TIME EQUIVALENT	7.50	7.00	7.00

LIBRARY**TECHNICAL ASSISTANCE NEGOTIATED GRANT****PROGRAM INFORMATION:**

This grant provides technical assistance and training to 45 public libraries in the Alamo Area Library System (AALS), a 21-county area assigned by the Texas State Library and Archives Commission (TSLAC) that includes Bexar County. San Antonio Public Library serves as the Major Resource Center and coordinating office for AALS. Grant funds are used for consultant personnel, training (including training materials) and technical assistance. This grant program covers the period 9/1/02 through 8/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Number of service area libraries ¹	43	45	45
Output:			
Number of library staff assisted ²	280	300	400
Number of library staff trained ³	72	30	100
Number of instructional materials processed ⁴	305	300	400
Efficiency:			
Number of library staff assisted per library	6	6	9
Number of instructional materials processed per library	7	6	9
Effectiveness:			
% of increase (decrease) library staff assisted	N/A	7%	25%
% of increase (decrease) instructional materials processed	N/A	(1%)	25%

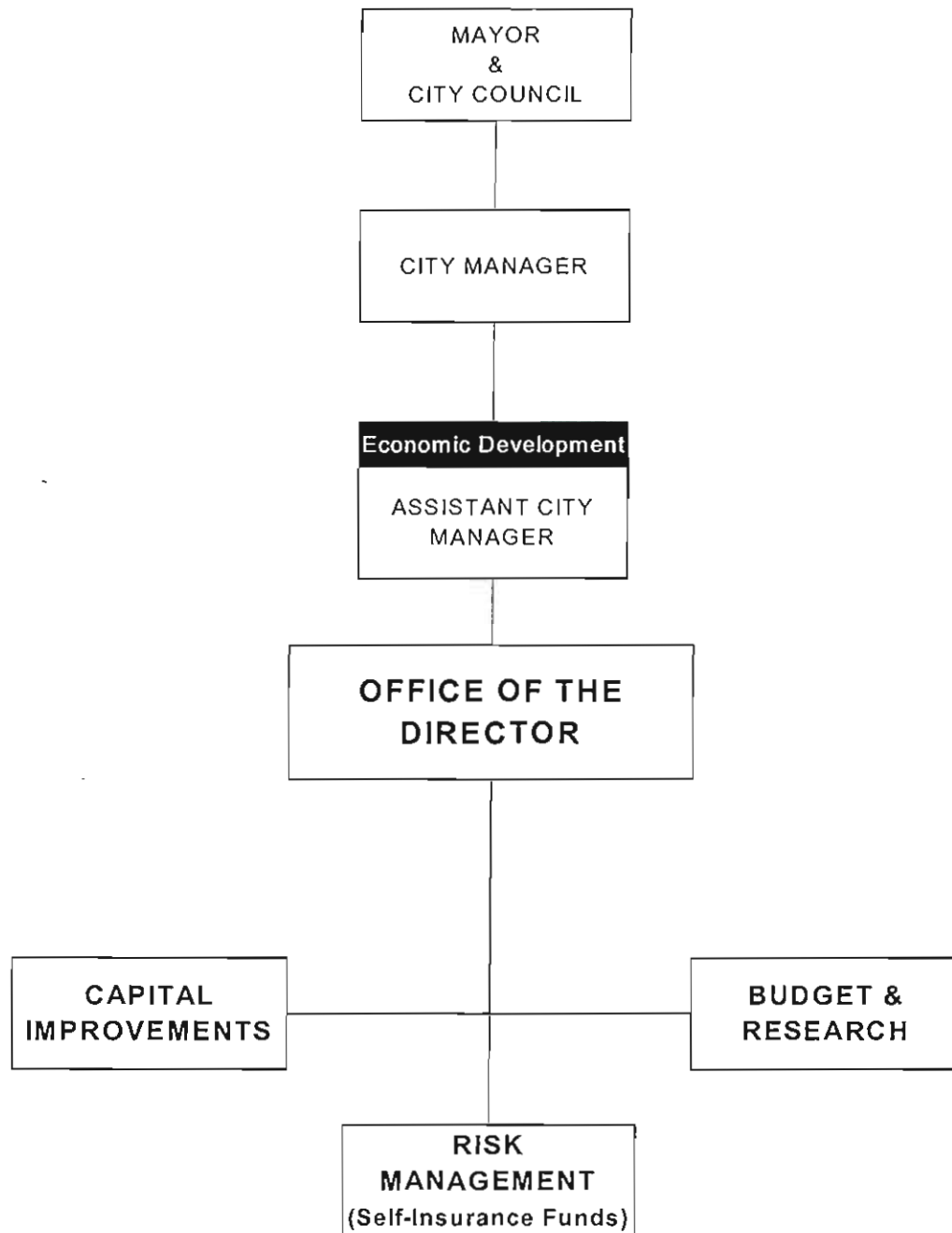
EXPLANATORY INFORMATION

- ¹ Two new libraries were added in FY 2002.
² Librarians assisted by phone, mail fax and e-mail.
³ Librarians trained by workshops or one-on-one training.
⁴ Instructional materials consist of workshop materials, technical books/manuals and technical worksheets.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE	\$64,981	\$78,299	\$78,299
TOTAL FUNDING	\$64,981	\$78,299	\$78,299
EXPENDITURES			
PERSONAL SERVICES	\$31,269	\$62,095	\$58,727
CONTRACTUAL SERVICES	15,950	9,800	10,003
COMMODITIES	749	2,180	3,100
OTHER EXPENDITURES	2,113	4,224	6,469
CAPITAL OUTLAY	14,900	0	0
TOTAL EXPENDITURES	\$ 64,981	\$ 78,299	\$ 78,299
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00

MANAGEMENT & BUDGET



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	17.00	\$1,086,885
Self-Insurance Liability Fund	5.00	11,873,296 *
Self-Insurance Workers' Compensation Fund	16.00	14,306,168 *
Total Funding	38.00	\$27,266,349

* Total appropriated funds include funding for positions in City Attorney, Finance, and Management & Budget, as well as Workers' Compensation and Liability claims costs.

MISSION STATEMENT

The Office of Management & Budget will provide City departments with fiscal planning, analysis, capital improvement management and risk management services that contribute to an effective City organization.

PROGRAM INFORMATION

The Office of Management & Budget is responsible for providing City departments with the fiscal planning, monitoring, analysis and capital improvement management services necessary to enable the City organization to provide services to the public in accordance with the policies, goals and objectives established by the City Manager and the City Council. The department coordinates and prepares the Five-Year Financial Forecast, City Revenue Manual, and Annual Operating and Capital Budgets. The Budget & Research Division is responsible for coordinating development of the City's annual operating budget. The division also provides guidance and technical support to City departments in developing mission statements, goals, objectives and balanced scorecards. The Capital Improvements Division manages and coordinates the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP). In addition, the department performs cost/revenue analyses of certain processes and projects throughout the year.

GOALS & OBJECTIVES

- ◆ Provide each unit of the City organization the resources necessary to provide quality municipal services, including guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.
- ◆ Improve the linkage and accountability between community priorities and City government actions by developing balanced scorecards for the City organization that links the City Council's priorities to measurable City department goals and objectives.
- ◆ Manage and coordinate the Six-Year Capital Program and the Facilities Improvement and Maintenance Program (FIMP).
- ◆ Coordinate the Capital Improvements Action Team.
- ◆ Improve the availability and quality of information on the status of capital projects.
- ◆ Assist the City in the selection and implementation of the Enterprise Resource Management (ERM) System and enhance internal business processes of all City departments.
 - Improve the overall budget preparation process.
 - Enhance the ability for estimating, tracking and allocating revenues and expenditures for capital projects by funding source, district and other criteria.
- ◆ Oversee the implementation of the Span of Control Study recommendations.
- ◆ Update the City's Revenue Manual on a periodic basis.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Innovative and Proactive City Government					
	Provide training and assistance to departmental counterparts throughout the budget process.	% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Operating Budget ¹	87%	94%	80%	94%
		% of Internal Customers who Agree Budget Staff Provided Quality Service in Developing the Capital Budget	88%	94%	89%	94%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Financial	Provide Accountability to the Public					
	Improve linkage and accountability between community priorities and City government actions.	No. of ICMA Templates Completed ²	16	16	15	15
		No. of Balanced Scorecards Developed and Maintained ³	4	N/A	51	55
	Provide guidance and technical support in measuring the services to achieve compliance with the goals and objectives set by the City Manager and City Council.	% of Amendments to the Proposed Operating Budget	<1%	N/A	<1%	<1%
	Provide each unit of the City organization the fiscal planning resources necessary to provide quality municipal services.	Sales Tax Revenue Projection Accuracy	98%	100%	99%	100%
		Liquor-by-the-Drink Tax Revenue Projection Accuracy	103%	100%	100%	100%
		Hotel/Motel Occupancy Tax Revenue Projection Accuracy	100%	100%	95%	100%
		Building Permit Fees Revenue Projection Accuracy	108%	100%	104%	100%
Internal Processes	Innovative and Proactive City Government					
	Manage and coordinate the Six-Year Capital Program, the Capital Improvements Action Team, and the Facilities Improvement and Maintenance Program (FIMP).	No. of Capital Projects Coordinated	343	341	341	359
		No. of FIMP Projects Coordinated	60	83	45	38
	Provide quality municipal services, including guidance and technical support.	% of Internal Customers who Agree that Budget Staff Provided Services in a Professional Manner ¹	95%	N/A	92%	95%
Employee Learning & Growth	Improve Information Service Delivery					
	Provide yearly budget development training sessions.	% of Internal Customers who agree that Budget Training Provided Quality Information for Developing Departmental Budgets	86%	N/A	84%	90%
		No. of Departmental Counterparts Trained ⁴	314	N/A	390	410

EXPLANATORY INFORMATION

- ¹ The Office of Management and Budget had a significant amount of turnover during the FY 2002 budget development process.
- ² ICMA templates are individual surveys provided to departments in the following areas: Police, Fire/EMS, Human Resources, Public Works (highways and road maintenance), Environmental Services, Housing & Community Development, 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.
- ³ In FY 2001, the Balanced Scorecard was a Pilot Project that included four departments. These were Purchasing (Fleet Maintenance), Health, Aviation and Police.
- ⁴ Training includes the annual budget process briefing, customized budget development worksessions and balanced scorecard training.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$64,733**

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$24,335 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$11,690 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

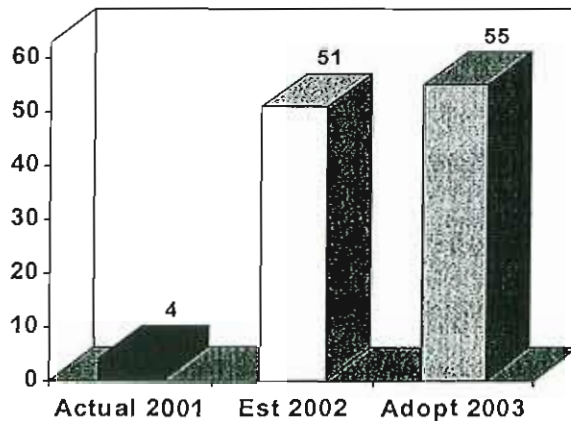
CUSTOMER SERVICE – REDIRECT PERSONNEL COSTS

This **redirection** will charge off 25% of the FY 2003 personal services cost of the Special Projects Coordinator position to the Enterprise Resource Management (ERM) project and 25% to the Workers' Compensation and Liability Funds. This position provides technical assistance to Budget and Risk Management staff and is the department representative in the implementation of the new ERM system. This redirection will result in General Fund savings of \$28,708.

GENERAL FUND EXPENDITURES BY CHARACTER

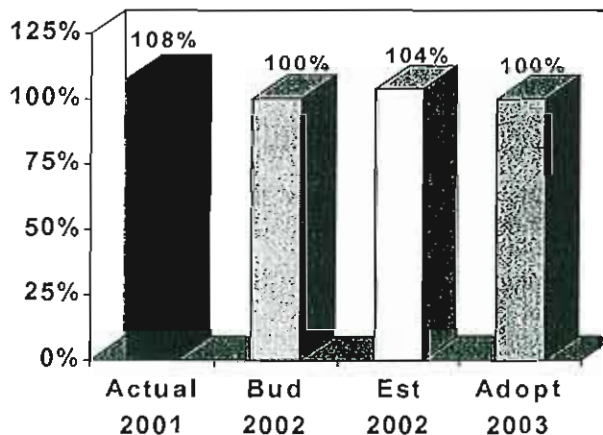
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$792,776	\$887,158	\$881,687	\$865,188
CONTRACTUAL SERVICES	309,262	229,226	222,087	202,494
COMMODITIES	27,158	16,345	22,641	14,575
OTHER EXPENDITURES	4,223	3,733	1,564	3,378
CAPITAL OUTLAY	7,644	5,010	2,635	1,250
TOTAL EXPENDITURES	\$1,141,063	\$1,141,472	\$1,130,614	\$1,086,885
AUTHORIZED POSITIONS	17	17	17	17
FULL-TIME EQUIVALENTS	17.00	17.00	17.00	17.00

NO. OF BALANCED SCORECARDS DEVELOPED AND MAINTAINED



» The Balanced Scorecard is a working document that aligns an organization's mission and strategy with existing performance measures to provide a framework for strategic management.

BUILDING PERMIT FEES REVENUE PROJECTION ACCURACY



» Demonstrates the accuracy in forecasting revenues from building permit fees

» A measure of 100% would mean actual revenue collected equaled what was projected to be collected.

MANAGEMENT & BUDGET

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 the recovery of damages to City personnel, property or equipment from liable third parties; placement of insurance coverage; maintaining current property listings for insurance policies; and providing services to all departments by providing services 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 & OBJECTIVES

- ◆ Improve the overall financial status of the Liability Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Liability Program.
 - Ensure the City provides compensation for only claims for which it is responsible.
 - Aggressively pursue all potential recoveries from negligent third parties.
 - Educate City Departments on methods to identify and control risks of financial loss or bodily injury to employees or the public.
 - 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 City's investigation and defense costs are minimized to ensure fiscal responsibility.
 - 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 their duties and responsibilities.
- ◆ Ensure the City's risks are properly identified, evaluated and addressed.
 - Continue to administer Risk Management contracts and ensure delivery of all contracted services.
 - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
 - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.

MANAGEMENT & BUDGET

SELF-INSURANCE LIABILITY FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust & Awareness					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program.	Cost of Risk (millions) ¹	\$8.61	\$10.90	\$11.26	\$11.73
		% Cost of Risk vs. Total City Budget ²	0.73%	0.79%	0.82%	0.84%
Financial	Provide Accountability to the Public					
	Identify and pursue all potential recovery from negligent third parties.	% of Value Recovered from Negligent Third Parties ³	171%	81%	119%	100%
		Amount recovered from negligent third parties ³	\$722,265	\$235,400	\$281,247	\$258,940
Internal Processes	Innovative and Proactive City Government					
	Reduce frequency of litigated claims and the associated cost to settle claims.	Avg. No. of Days to Close a Claim ⁴	N/A	N/A	23	23
		% of Tort Claims Closed Within 12 Months	90%	84%	85%	90%
		No. of Cases Resolved at Claims Board	5	21	14	15
Employee Learning & Growth	Improve Information Service Delivery					
	Reduce frequency of motor vehicle accidents involving City owned vehicles.	Vehicle Accident Rate per 1,000,000 miles ⁵	15.7	12.3	14.0	12.3
	Provide interaction and training with City departments.	No. of employees trained in defensive driving	1,791	N/A	1,600	1,650
	Ensure the City's risks are properly identified, evaluated and addressed.	No. of Inspections/ Investigation Hours	385	420	466	462
	Have staff members obtain and/or maintain professional certifications/licenses.	% of Staff that Obtain Continuing Education Units (CEU's)	N/A	N/A	100%	100%

EXPLANATORY INFORMATION

- ¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
- ² Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.
- ³ Includes backlog of cases for FY 2001.
- ⁴ Average number of open days for past two-year period.
- ⁵ Vehicle accident rate per 1,000,000 miles is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000.

MANAGEMENT & BUDGET

SELF-INSURANCE LIABILITY FUND

PROGRAM CHANGES

- ♦ REDIRECTION/REDUCTIONS \$44,481

NON-STRATEGIC ISSUE – REDIRECT PERSONNEL COSTS

This *redirection* will in-lieu a Special Projects Coordinator position to a Senior Management Analyst position and charge off 50% of this position to the Workers' Compensation Fund. The Senior Management Analyst position will provide fiscal oversight for the Workers' Compensation and Liability funds, as well as serve as a liaison between Risk Management, Management & Budget, City Attorney, and Finance. This redirection will result in savings of \$26,293 to the Liability Fund.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$18,188 in savings in several line item budgets. The total savings reflect a 50% reduction in the each of the following line items: subscriptions to publications, travel, education, membership dues, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

- ♦ MANDATES \$5,499

CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$5,499.

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$1,029,741	\$1,060,752	\$1,047,865	\$1,131,283
CONTRACTUAL SERVICES	650,345	655,887	650,673	677,046
COMMODITIES	53,571	32,082	18,879	30,240
OTHER EXPENDITURES	6,868,569	9,150,877	9,540,992	9,889,600
CAPITAL OUTLAY	5,107	2,550	2,382	2,950
TRANSFERS	37,176	41,189	35,868	142,177
TOTAL EXPENDITURES	\$8,644,509	\$10,943,337	\$11,296,659	\$11,873,296
AUTHORIZED POSITIONS	18	18	18	18
FULL-TIME EQUIVALENTS	18.00	18.00	18.00	18.00

MANAGEMENT & BUDGET

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 & OBJECTIVES

- ◆ Ensure compliance with the Texas Workers' Compensation Act.
 - Continue to train departmental representatives on the requirements, guidelines and benefits of the Texas Workers' Compensation Act.
 - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.
- ◆ Improve the overall financial status of the Workers' Compensation Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
 - Administer Risk Management contracts and ensure delivery of all contracted services.
 - Increase the effectiveness of the Modified Duty Program.
 - Reduce the severity and rate of injury to City employees.
 - Aggressively pursue all potential recoveries from negligent third parties.
- ◆ Perform on-site inspections and consultations to promote compliance with accepted guidelines such as: OSHA Standards, Uniform Fire Code, National Electrical Code, National Fire Protection Association Life Safety Code, State Regulations, Department of Transportation Standards for Commercial Drivers, and Hazard Communication Act.
- ◆ Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

MANAGEMENT & BUDGET

SELF-INSURANCE WORKERS' COMPENSATION FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust & Awareness					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program.	Cost of Risk (millions) ¹	\$13.37	\$11.86	\$17.40	\$13.38
		% Cost of Risk vs. Total City Budget ²	1.14%	0.86%	1.26%	0.96%
	Reduce the rate of injury to City employees.	Injury Rate per 100 Employees (200,000 hours worked)	17.0	16.4	16.5	16.1
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	5.5	5.6	5.0	5.0
		Average Cost Per Claim	N/A	N/A	\$1,500	\$1,500
Financial	Provide Accountability to the Public					
	Pursue all potential recoveries from negligent third parties.	% of Value Recovered from Negligent Third Parties ³	151%	N/A	100%	100%
		Amount Recovered from Negligent Third Parties ³	\$300,299	\$196,000	\$225,612	\$215,600
Internal Processes	Innovative and Proactive City Government					
	Increase the effectiveness of the Modified Duty Program.	No. of Modified Duty Released to Full Duty Within Six Months	109	146	121	130
		% of Modified Duty Released to Full Duty	69%	91%	75%	80%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines.	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours	4,846	4,360	3,960	4,578
Employee Learning & Growth	Improve Information Service Delivery					
	Continue to train departmental employees on a wide variety of safety and health topics.	No. of Employees Trained (Workers' Compensation & Safety)	3,186	3,600	3,364	3,780
		No. of Safety Training Contact Hours	15,641	13,100	15,780	15,780
	Have staff members obtain and/or maintain professional certifications/licenses.	% of Staff that Obtain Continuing Education Units (CEU's)	N/A	N/A	71%	88%

EXPLANATORY INFORMATION

- ¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
- ² Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.
- ³ Includes backlog of cases for FY 2001.

MANAGEMENT & BUDGET

SELF-INSURANCE WORKERS' COMPENSATION FUND

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$146,204

NON-STRATEGIC ISSUE – REALLOCATE FACILITIES RENTAL

This **redirection** will reallocate 40%, or \$85,069, of the cost of Risk Management's facilities rental to the Liability Fund. Presently 100%, or \$212,672, of the facilities rental expense is budgeted in the Workers' Compensation Fund. This redirection of funds will reallocate this expense proportionately based on the number of employees in each respective fund. This redirection will have no impact on the department and will allow the rental expenses to be distributed equally among users of the facility.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** will provide savings of \$42,070 as a result of increased efficiencies in operations. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$19,065 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

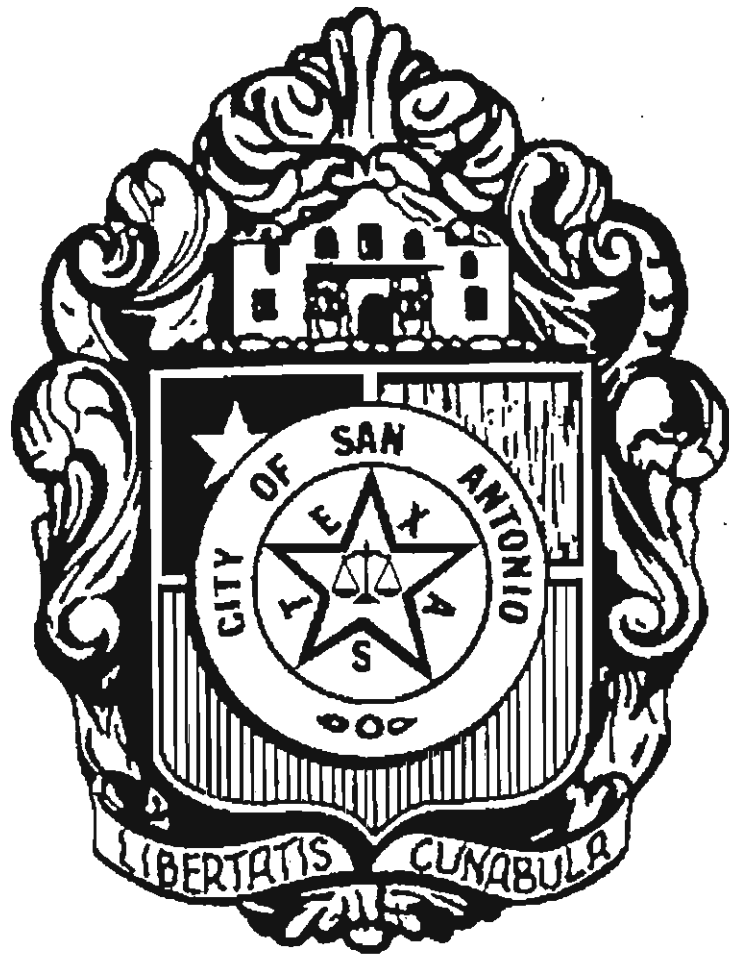
♦ MANDATES \$8,442

CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

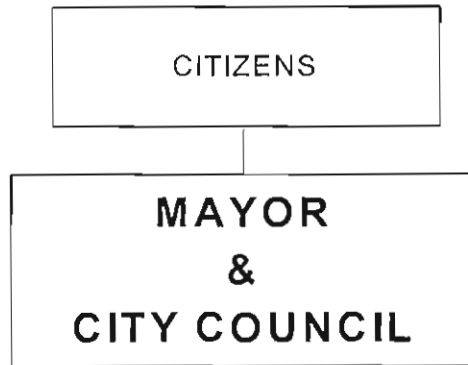
This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$8,442.

WORKERS' COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$1,229,124	\$1,390,337	\$1,379,611	\$1,354,690
CONTRACTUAL SERVICES	1,078,907	1,348,391	1,153,994	1,316,900
COMMODITIES	201,085	77,655	80,375	43,704
OTHER EXPENDITURES	10,774,605	8,922,182	14,584,293	10,646,056
CAPITAL OUTLAY	91,174	120,638	201,073	16,524
TRANSFERS	812,577	832,322	751,088	928,294
TOTAL EXPENDITURES	\$14,187,472	\$12,691,525	\$18,150,434	\$14,306,168
 AUTHORIZED POSITIONS	 27	 27	 27	 26
FULL-TIME EQUIVALENTS	27.00	27.00	27.00	26.00



MAYOR & COUNCIL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	17.00	\$2,398,097
Total Funding	17.00	\$2,398,097

MISSION STATEMENT

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

PROGRAM INFORMATION

The Mayor & Council Office is comprised of the Mayor, who is elected at large, ten City Council members, who are elected from single-member districts, and administrative support staff. The City Council acts as the policy-making and legislative body within the City's government. Operating within the guidelines of the City Charter, the City Council appoints the City Manager, Municipal Court Judges, the City Clerk, City Auditor and members of the City's various boards and commissions. The support staff serves as constituent liaison to all Council members, in addition to responding to incoming calls, scheduling meetings and appointments, and disseminating pertinent information to the citizens of San Antonio.

GOALS & OBJECTIVES

- ♦ To respond to citizen needs in a timely, professional and caring manner.
 - By exercising high standards of fairness, conduct and accountability.
 - By providing quality services through dedication and teamwork to improve effectiveness.
 - ♦ To provide municipal services at the lowest possible cost to the citizens.
 - ♦ To provide readily-accessible representation for citizen input into the functions of municipal government.
-

PROGRAM CHANGES

- ♦ **REDIRECTION/REDUCTIONS** **\$34,363**

NON-STRATEGIC ISSUE - OPERATIONAL SAVINGS

This **reduction** will provide savings from the office budgets of the Mayor and the City Council members. This reduction will reduce temporary services in the Office of the Mayor and reduce the expense allowances in Districts One, Two, Four, Five, Six, Seven, Nine and Ten. The reduction will result in total savings of \$23,600 in FY 2003.

NON-STRATEGIC ISSUE - OPERATIONAL SAVINGS

This **reduction** will provide savings in temporary services in the City Council Support Office. This reduction will result in a total savings of \$6,895 in FY 2003.

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

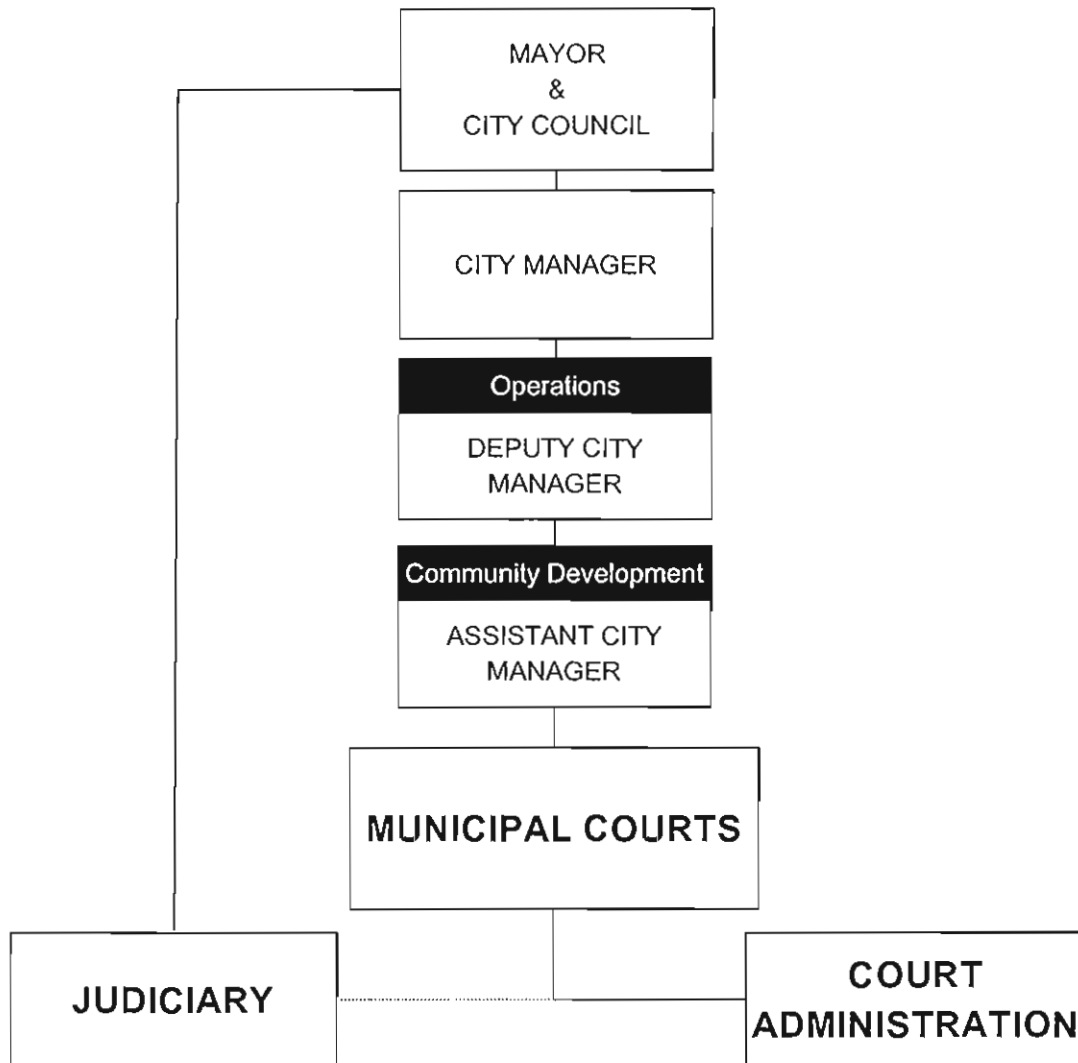
This **reduction** will result in \$3,868 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

MAYOR AND COUNCIL**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$711,748	\$945,187	\$810,950	\$850,107
CONTRACTUAL SERVICES	701,451	752,709	786,170	575,899
COMMODITIES	59,264	60,634	53,515	36,970
OTHER EXPENDITURES	32,415	1,615,927	1,542,970	935,121
CAPITAL OUTLAY	1,466,137	6,994	107,112	0
TOTAL EXPENDITURES	\$2,971,015	\$3,381,451	\$3,300,717	\$2,398,097
AUTHORIZED POSITIONS	16	17	17	17
FULL-TIME EQUIVALENTS	16.00	17.00	17.00	17.00



MUNICIPAL COURTS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	199.10	\$10,668,228
Total Funding	199.10	\$10,668,228

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.
 - Study the feasibility of implementing a lockbox system for receipt and payment of Municipal Court parking fines.
 - Explore the feasibility of utilizing Electronic Funds Transfer (EFT) for the payment of fines.
 - Evaluate the current professional contracts for the collection of delinquent cases.
- ♦ To enhance customer service and responsiveness.
 - Advance employee professional growth through State and local training courses and programs.
 - 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 Court's operations.
- ♦ Promote efficiency and increase productivity through the utilization of technology.
 - Install an Interactive Voice Response (IVR) system for public information and ability to pay fines through credit card payment.
 - Coordinate with San Antonio Police Department and Information Technology Services Department for the implementation of computerized handheld ticket writers.
 - Complete the Imaging Project to include the scanning of all documents.
- ♦ Increase the efficiency of the magistration process for the expeditious movement and processing of defendants.
 - Evaluate the City/County consolidation of Pre-Trial Services to determine if additional City/County functions can be integrated with the magistration process.
 - Evaluate the City/County consolidation of defendant identification to determine the effect on SAPD patrol availability.
 - Coordinate with San Antonio Police Department for the implementation of an automated "Public Safety Integrated Technology System," which will decrease the time for the magistrate booking process.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare of San Antonio					
	Increase the efficiency of the magistration process for the expeditious movement and processing of defendants	SAPD Officers' time from defendant's arrest to report turn-in time	N/A	N/A	2hr 12 min	2hr 05 min
		Percentage of defendants bonded and released from Detention Center	37%	N/A	38%	42%
Financial	Provide Accountability to Public					
	Increase the percentage of closed cases by maximizing the collection of fines and by decreasing the length of time for cases to be finalized	Percentage of open cases adjudicated and reported to Office of Court Administration	36.9%	N/A	35.8%	34.4%
		Avg. number of warrant cases cleared per roundup ¹	10,772	N/A	10,230	7,160
		Avg. warrant revenue per roundup ¹	\$529,914	N/A	\$532,570	\$372,750
Internal Processes	Innovative and Proactive City Government					
	Study the feasibility of implementing a lockbox system for receipt & payment of Municipal Court parking fines	Number of payments through the lockbox system	N/A	N/A	N/A	32,300
	Complete the Imaging Project to include the scanning of all court documents	Number of documents imaged	268,628	990,000	770,000	1,100,000
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Advance employee professional growth through State and local training courses and programs	Number of professional classes attended by employees	N/A	N/A	79	84
		Number of employees who attended professional classes	N/A	N/A	119	130
		Percentage of employees who attended professional classes	N/A	N/A	60.1%	65.7%
		Percentage of supervisors who obtained court clerk certification	N/A	N/A	31.1%	48.8%

EXPLANATORY INFORMATION

- ¹ The decrease in FY 2003 is due to implementation of the delinquent warrant collection contract. This new contract specifies that certain warrants be given to an agency for collection.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$547,602***NON-STRATEGIC ISSUE – ELIMINATE EXTENDED COURT HOURS***

This **reduction** will eliminate extended court hours and nine vacant part-time positions. The positions will be one Judge, two Administrative Aides, two Court Officers, two Office Assistants, and two Court Clerks. The loss of this program will prevent the court from offering the convenience of extended hours. Court hours will remain 8:00 AM to 5:00 PM, Monday through Friday. The FY 2003 savings from this reduction will be \$116,939.

NON-STRATEGIC ISSUE – REORGANIZE 24-HOUR WARRANT OPERATION

This **reduction** will reorganize the Warrant Operations Section. Currently the Warrant Section consists of 20 personnel who issue warrants and provide 24-hour warrant verification. This reduction will eliminate three filled Administrative Assistant I positions and transfer four positions to Magistrate Services. The Warrant Section will change to a day shift and will continue to issue warrants. The Magistrate Section will continue its 24-hour processing of defendants and assume the responsibilities for 24-hour warrant verification. The FY 2003 net savings after construction costs are \$87,291.

NON-STRATEGIC ISSUE– REDUCE FEES TO PROFESSIONAL CONTRACTORS

This **reduction** will provide savings through the management of contractual services. This savings will reduce funding for the Delinquent Parking Contract, the Professional Nursing Contract in the Detention Center, and Jury Duty Fees. No decrease in the level of service is expected from these reductions. This reduction will result in a total savings of \$258,708 for FY 2003.

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$32,775 in FY 2003.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS

This **reduction** will provide savings in temporary services in the Office of the Director and Adjudication Division. This reduction will result in a total savings of \$15,225 in FY 2003.

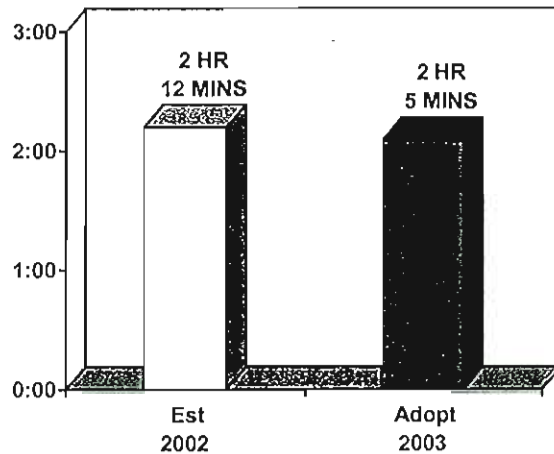
NON-STRATEGIC ISSUES – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$36,664 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, software. Also, included in the \$36,664 is \$22,221 of reductions in mail and parcel post and office supplies line items. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

MUNICIPAL COURTS**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

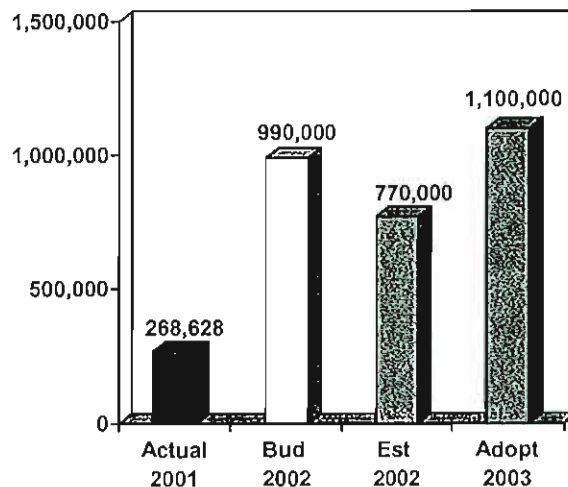
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$6,935,890	\$7,320,433	\$7,391,614	\$7,450,448
CONTRACTUAL SERVICES	3,047,493	3,282,010	3,068,240	2,987,839
COMMODITIES	215,658	230,767	259,470	151,139
OTHER EXPENDITURES	50,010	83,492	35,586	81,456
CAPITAL OUTLAY	109,647	34,550	34,520	17,346
TOTAL EXPENDITURES	\$10,358,698	\$10,951,252	\$10,789,430	\$10,688,228
AUTHORIZED POSITIONS	212	222	222	210
FULL-TIME EQUIVALENTS	201.00	206.50	206.50	199.10

SAPD OFFICERS' TIME FROM DEFENDANTS ARREST TO MAGISTRATE INTAKE TIME



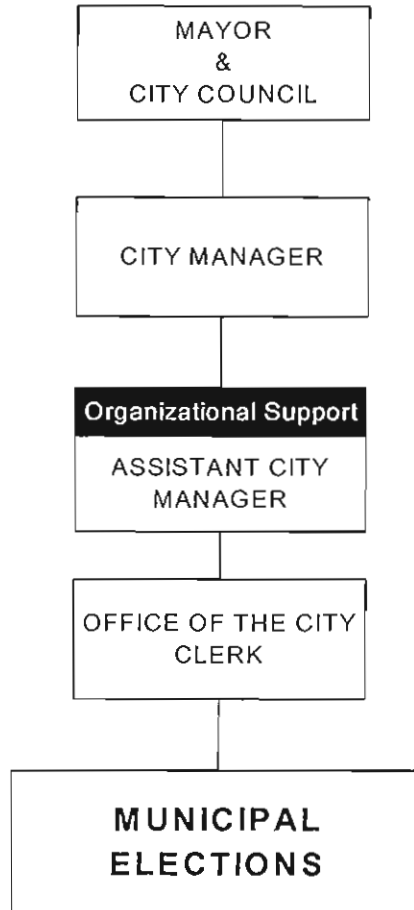
» FY 2003 represents an anticipated 5.3% decrease in arrest processing time resulting from relocating the County ID Section to the City Detention Center. Construction to begin Sept. 1, 2002.

NUMBER OF DOCUMENTS IMAGED



» It is anticipated that Municipal Courts will scan 43% more documents in FY 2003 than what was estimated to be scanned in FY 2002. The Imaging Project is entering its final phases of development.

MUNICIPAL ELECTIONS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	0.00	\$651,100
Total Funding	0.00	\$651,100

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.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust & Awareness of Citizens					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Turnaround time for release of election results	2 hrs 30 min	3 hrs	3 hrs 30 min	3 hrs 30 min
Financial	Leverage Other Funding Sources					
	To work closely with other governmental entities to present the most efficient and cost-effective elections	Elections costs per year ¹	\$680,755	N/A	\$525,000	\$653,300
Internal Processes	Provide Accountability to the Public					
	To ensure to the fullest extent the right of every lawfully registered voter in the City of San Antonio to cast ballots	No. of ballots processed and tabulated ¹	447,373	325,000	65,000	425,000
Employee Learning & Growth	Improve Employee Compensation (Training)					
	To remain abreast of the Texas Election Code and all of its legal requirements so as to conduct lawful elections for the City of San Antonio, including attendance at Elections Seminars whenever possible to ensure implementation of the latest elections procedures	No. of trainings attended	14	13	25	20
		No. of election officials trained	1,225	1,425	900	1,200

EXPLANATORY INFORMATION

¹ Actual FY 2001 based on three elections; Estimate FY 2002 based on two elections; and Adopted FY 2003 based on three elections.

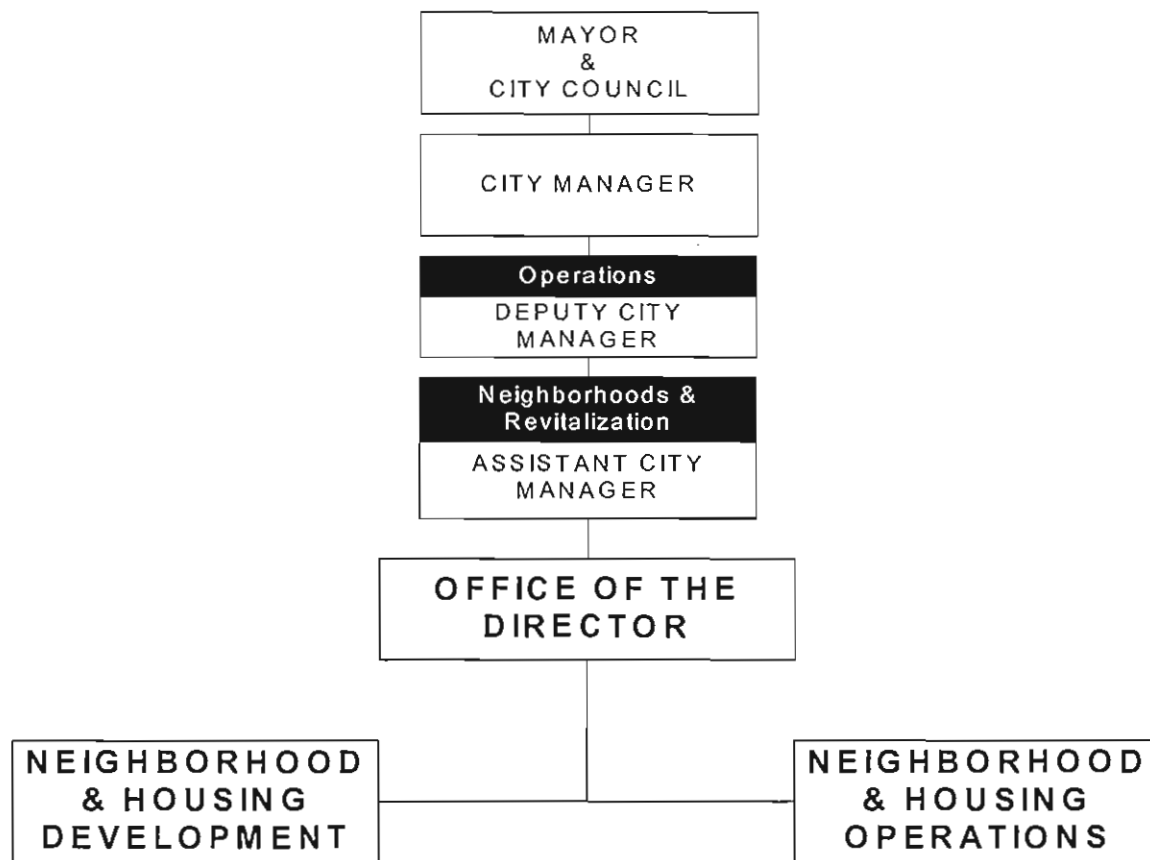
MUNICIPAL ELECTIONS**GENERAL FUND****PROGRAM CHANGES**♦ **IMPROVEMENTS****\$1,100*****ECONOMIC DEVELOPMENT - ADD ONE ELECTION SITE FOR ANNEXATION***

This *improvement* will fund the addition of one election site made necessary by the 2002 Annexation Plan for the FY 2003 election of City officials. The FY 2003 cost for this improvement totals \$1,100.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$341,909	\$260,880	\$341,500	\$0
CONTRACTUAL SERVICES	489,348	452,637	346,150	651,100
COMMODITIES	8,890	11,504	11,504	0
OTHER EXPENDITURES	1,464	2,979	1,289	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$841,611	\$728,000	\$700,443	\$651,100
AUTHORIZED POSITIONS	0	0	0	0
FULL-TIME EQUIVALENTS	0.00	0.00	0.00	0.00

NEIGHBORHOOD ACTION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	16.00	\$1,443,475
Community Development Block Grant	28.00	1,425,892
Lead Base Paint Hazard Reduction Program	4.00	2,909,597
Capital Projects	0.00	1,160,000
Total Funding	48.00	\$6,938,964

MISSION STATEMENT

The mission of the Neighborhood Action Department is strategically to enhance the quality of life in San Antonio neighborhoods through the development and delivery of revitalization programs or services leveraged by dynamic partnerships in accordance with the goals of the City Council and City Manager.

PROGRAM INFORMATION

The Neighborhood Action Department (NAD) programs require creating and sustaining of partnerships with various City departments, profit/non-profit agencies, and neighborhoods engaged in community revitalization. A recent re-organization has established two divisions in addition to the Office of the Director: the Neighborhood & Housing Development, and the Neighborhood & Housing Operations. The Neighborhood & Housing Operations Division manages housing programs such as Rental Rehabilitation, Owner-Occupied Rehabilitation and Reconstruction, Lead-Based Paint Hazard Control Reduction, and Loan Processing & Servicing. The Neighborhood & Housing Development Division includes the Neighborhood Commercial Revitalization Program, Tax Increment Finance Program, Affordable Showcase of Homes Program, Housing Asset Recovery Program, Neighborhood Target Sweeps & Super Sweeps, Homeownership Incentive Program, and Home-buyer's Counseling Program. All of these programs are dedicated to result-oriented and community-driven service delivery in an effort to provide opportunities for housing and neighborhood revitalization.

GOALS & OBJECTIVES

- ◆ Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing.
- ◆ Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps.
- ◆ Achieve community empowerment through neighborhood-based problem solving techniques.
- ◆ Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units.
- ◆ Assist in revitalization and in-fill efforts in neighborhoods through various housing programs.
- ◆ 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.
- ◆ Encourage homeownership and the expansion of both affordable and market rate housing opportunities throughout the City.
- ◆ Provide continued professional development in housing and neighborhood revitalization and employee training in information technology.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	Foster effective communication with residents requesting local government services through administration of neighborhood sweeps	Cumulative Property Owners Served by Sweeps	97,569	N/A	25,000	25,000
	Provide education and assistance to the community concerning home-buying	No. of Home-Buyers' Club Participants	375	394	400	450
	Revitalize neighborhoods for San Antonio by creating safe, decent, and affordable housing	No. of Rehabilitation/ Reconstruction Units Completed Through All Housing Programs	67	272	427	360
	Create and cultivate partnerships with profit and non-profit agencies focused on increasing the number of affordable housing units	No. of Incremental Residential Units Projected by Currently Approved Tax Increment Financing (TIF) Projects ¹	546	426	368	617
Financial	Leverage Other Funding Sources					
	Encourage homeownership and expansion of both affordable and market rate housing opportunities throughout the City	Avg. Property Value of New Construction Added to the Tax Rolls Assisted Through Homeownership Incentive Programs (HIP)	\$66,158	\$69,466	\$68,642	\$70,701
	Restoration and preservation of existing housing stock	Avg. Public Cost for Owner-Occupied Single-Family Dwelling unit Rehabilitated/ Reconstructed	\$42,570	\$42,759	\$45,147	\$51,900
Internal Processes	Implement CRAG Initiatives					
	Foster effective communication with residents requesting services provided by local government through administration of neighborhood sweeps	Avg. Cost for Target Sweeps	\$78,057	\$78,057	\$98,380	\$98,380

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
	Innovative and Proactive City Government					
Employee Learning & Growth	Provide continued professional development in housing and neighborhood revitalization efforts and employee training in information technology	No. of Training Opportunities in Neighborhood/Housing/Community Development	N/A	N/A	28	45

¹ FY 2001 represents the incremental actual number of units constructed within all active TIRZ for that year. The FY 2002 Estimated number is based on the incremental actual number of units constructed up to the second quarter of the year and includes a projection of those to be built in the remaining months of the year. FY 2003 represents projected incremental units to be completed.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$145,161

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$11,656 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Expense Allowance, Subscriptions to Publications, Travel, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – LINE ITEM REDUCTION

This **reduction** will result in \$10,975 in savings due to more efficient use of operational line items that include, but are not limited to Rental of Facilities, Rental of Equipment, Maintenance and Repair Building, and Temporary Services. This reduction will not have a significant impact on Department operations.

HOUSING & NEIGHBORHOOD PLANNING – ELIMINATE SPECIAL PROJECTS COORDINATOR

This **reduction** will result in \$52,585 in savings by eliminating one vacant Special Projects Coordinator position in the Office of the Director. This position's duties will be reassigned to other staff.

ECONOMIC DEVELOPMENT – NEIGHBORHOOD COMMERCIAL REVITALIZATION MARKETING BUDGET

This **reduction** will reduce the Neighborhood Commercial Revitalization Marketing budget by \$9,945. This reduction will not have a significant impact on Department operations.

PROGRAM CHANGES CONTINUED
ECONOMIC DEVELOPMENT – ELIMINATE MIDTOWN ON BLANCO NCR FUNDING

This **reduction** will result in \$60,000 in savings in the City's General Fund from the Neighborhood Commercial Revitalization (NCR) Midtown on Blanco Revitalization Project. Funding for this project is anticipated to be funded by the Community Development Block Grant (CDBG) Budget.

♦ IMPROVEMENTS
\$100,000
ECONOMIC DEVELOPMENT – ENHANCE TIF DISTRICT

This **improvement** will provide \$100,000 for Tax Increment Finance (TIF) administration improvements to be implemented during the course of FY 2003 by the Neighborhood Action Department. The funds will support service delivery changes and may include adding staff for TIF administration. As a result of the new additions, the TIF Program will be better equipped to encourage revitalization in target areas of the City.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$695,193	\$1,000,093	\$807,216	\$991,186
CONTRACTUAL SERVICES	435,770	597,397	638,469	430,470
COMMODITIES	18,932	19,892	19,899	13,767
OTHER EXPENDITURES	3,938	2,988	1,231	5,033
CAPITAL OUTLAY	33,740	5,020	5,020	3,019
TOTAL EXPENDITURES	\$1,187,573	\$1,625,390	\$1,471,835	\$1,443,475
 AUTHORIZED POSITIONS	 16	 17	 17	 16
FULL-TIME EQUIVALENTS	16.00	17.00	17.00	16.00

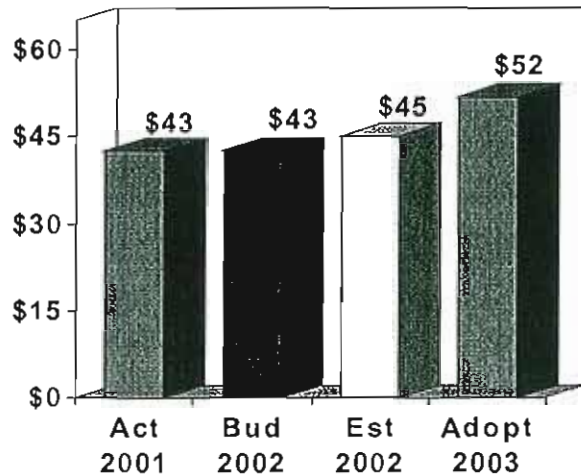
CDBG EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$653,728	\$1,188,464	\$1,049,890	\$1,163,599
CONTRACTUAL SERVICES	148,904	299,065	267,469	215,928
COMMODITIES	5,500	24,676	21,870	24,675
OTHER EXPENDITURES	0	3,500	3,325	0
CAPITAL OUTLAY	14,075	33,493	31,438	21,690
TOTAL EXPENDITURES	\$822,207	\$1,549,198	\$1,373,992	\$1,425,892
 AUTHORIZED POSITIONS	 26	 26	 26	 28
FULL-TIME EQUIVALENTS	26.00	26.00	26.00	28.00

LEAD BASED PAINT PROGRAM EXPENDITURES BY CHARACTER & PERSONNEL SCHEDULE

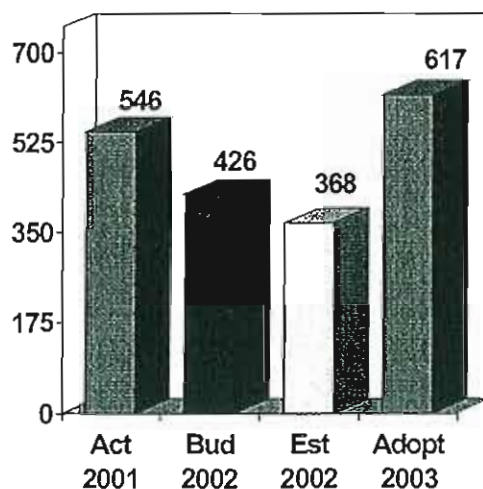
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$173,772	\$408,828	\$195,944	\$177,971
CONTRACTUAL SERVICES	143,796	774,713	668,871	2,497,556
COMMODITIES	1,665	4,673	1,542	1,927
OTHER EXPENDITURES	0	0	34,814	42,525
CAPITAL OUTLAY	2,332	27,014	1,000	21,729
SUBGRANTING	0	278,208	0	167,889
TOTAL EXPENDITURES	\$321,565	\$1,493,436	\$902,171	\$2,909,597
 AUTHORIZED POSITIONS	 4	 4	 4	 4
FULL-TIME EQUIVALENTS	4.00	4.00	4.00	4.00

Average Public Cost for Owner- Occupied Single-Family Dwelling Unit Rehabilitated/Reconstructed (In Thousands)



- » This program is for restoration and preservation of existing housing stock.
- » The projected 21% increase from the FY 2002 Budget to FY 2003 is due to an increase of \$9,500 per unit for lead base paint hazard control as required by HUD regulations.

NO. OF NEW RESIDENTIAL UNITS PROJECTED BY CURRENTLY APPROVED TIF PROJECTS



- » FY 2001 represents the incremental actual number of units constructed within all active TIRZ for that year. The FY 2002 Estimated number is based on the incremental actual number of units constructed up to the second quarter of the year and includes a projection of those to be built in the remaining months of the year.
- » The projected 45% increase from the FY 2002 Budget to FY 2003 is due to an increase from ten to fifteen ongoing TIF projects, resulting in a projection of 617 units to be completed in FY 2003.

NEIGHBORHOOD ACTION

LEAD BASE PAINT HAZARD REDUCTION PROGRAM

Listed below is the grant that the Neighborhood Action Department is anticipating to receive in FY 2003. Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Lead Base Paint Hazard Reduction Program	\$2,776,264	\$0	\$0	\$133,333	\$2,909,597
TOTAL	\$2,776,264	\$0	\$0	\$133,333	\$2,909,597

NEIGHBORHOOD ACTION

LEAD BASE PAINT HAZARD REDUCTION PROGRAM

PROGRAM INFORMATION:

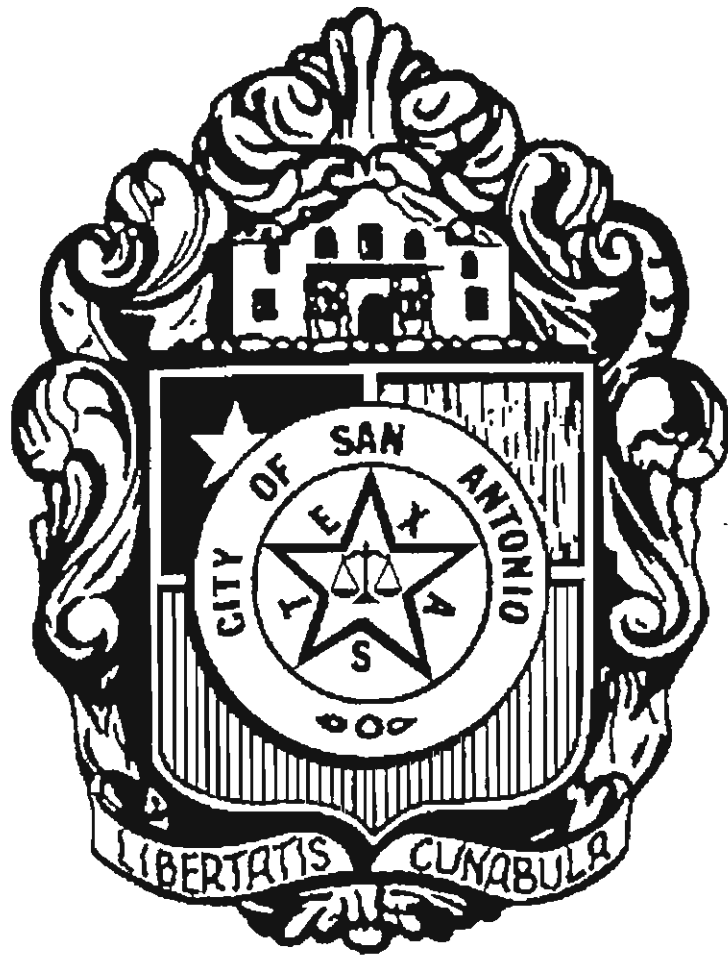
The City of San Antonio was awarded a grant by the U.S. Department of Housing and Urban Development, Office of Healthy Families to reduce the existing lead hazards in homes where children age six and under reside, homes built before 1978 and homes that are located within Loop 410. Children are encouraged to be tested for lead so that they may be placed into a priority level. This grant program covers the period of 3/1/99 through 2/28/03.

PERFORMANCE MEASURES

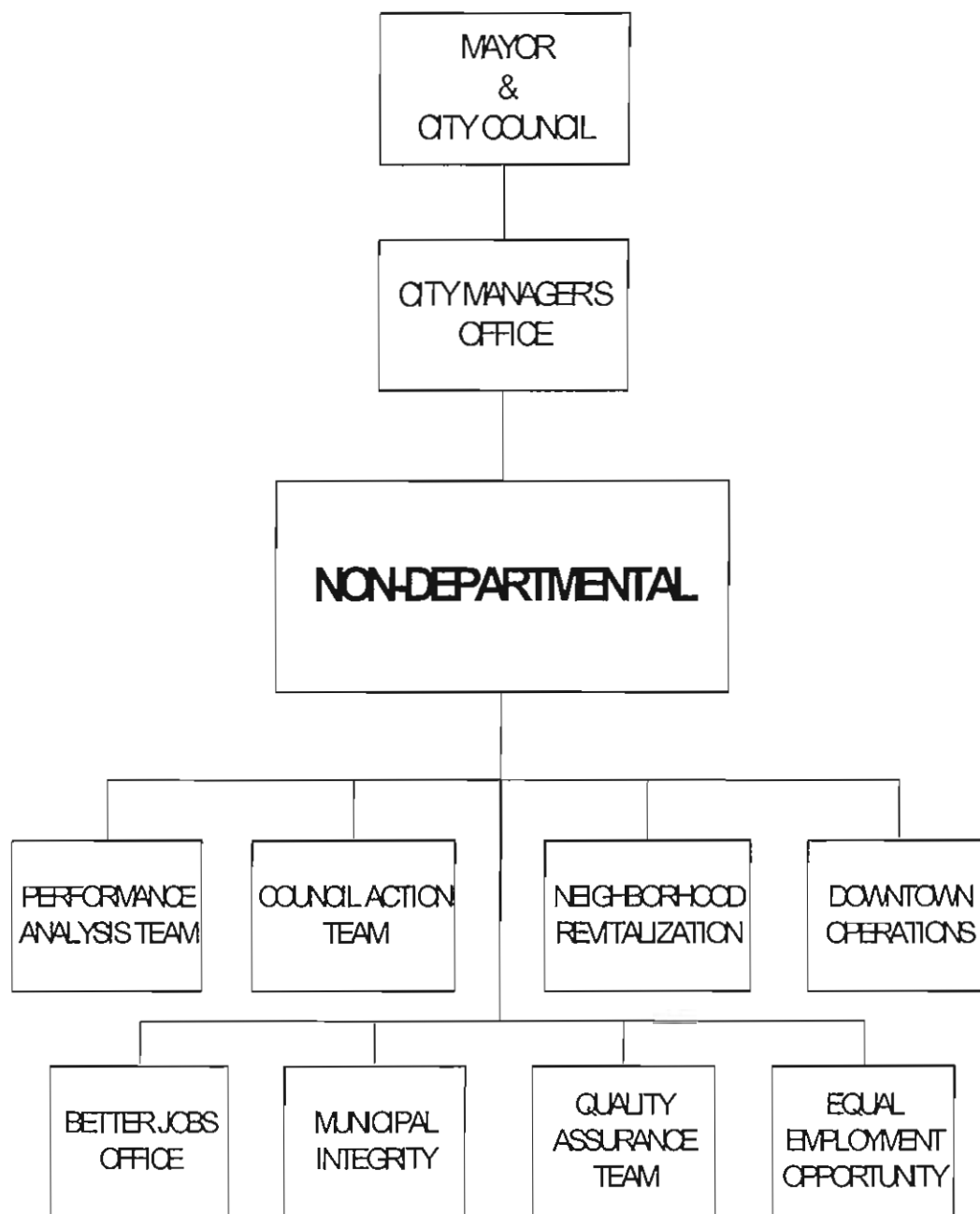
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Total # of units identified for program	446	588	200
Output:			
No. of units processed	270	18	100
No. of units completed	56	44	264
No. of units inspected	48	68	248
No. of families relocated	47	43	200
Efficiency:			
Average cost of lead reduction work	\$10,200	\$10,400	\$12,000
Average time of completion	4-5 weeks	2-3 weeks	2-3 weeks
Effectiveness:			
% of units processed (processed/total id)	61%	3%	6%
% of units ineligible (ineligible/processed)	3%	6%	5%
% of units completed (completed/processed)	21%	100%	100%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$321,565	\$1,215,229	\$2,776,264
OTHER	0	\$278,208	\$133,333
TOTAL FUNDING	\$321,565	\$1,493,436	\$2,909,597
EXPENDITURES			
PERSONAL SERVICES	\$173,772	\$408,828	\$177,971
CONTRACTUAL SERVICES	143,796	774,713	2,497,556
COMMODITIES	1,665	4,673	1,927
OTHER EXPENDITURES	0	0	42,525
CAPITAL OUTLAY	2,332	27,014	21,729
SUBGRANTING	0	278,208	167,889
TOTAL EXPENDITURES	\$321,565	\$1,493,436	\$2,909,597
AUTHORIZED POSITIONS	4	4	4
FULL-TIME EQUIVALENT	4.00	4.00	4.00



NON-DEPARTMENTAL



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	29.00	\$1,836,653
Total Funding	29.00	\$1,836,653

NON-DEPARTMENTAL 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

- ◆ Implement recommendations from CRAG I & II, Housing Performance Review, and Housing Master Plan.
 - Assemble a task force to review all recommendations.
 - Utilize the Capacity Building Program to improve communication between non-profit organizations, private developments and financial organizations.
- ◆ 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.
 - Facilitate the development of in-fill housing partnerships as described in the Housing Partnership Model.
- ◆ 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 and to cross train with other development related departments.
- ◆ Develop a strategy for the preservation and expansion of inner city housing stock.
 - Develop initiatives for the preservation and expansion of inner city housing stock.
 - Utilize Housing Asset Recovery Program (HARP) and other housing programs to rehabilitate houses in the inner city.
- ◆ Adopt official policy framework for funding decisions.
 - Improve the annual process for distribution of federal entitlements to be consistent with the Housing Master Plan.

NON-DEPARTMENTAL NEIGHBORHOOD REVITALIZATION

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Implement CRAG Initiatives					
	Facilitate the development of in-fill housing partnerships as described in the Housing Partnership Model	# of private and non-profit stakeholders using Housing Partnership Model	N/A	N/A	N/A	10
	Utilize the networking opportunities recommended in the Capacity Building Program as an opportunity to create ongoing relationships between non-profit organizations, private developments and financial organizations	# of private and non-profit stakeholder participants in Capacity Building Program	N/A	N/A	N/A	15
Financial	Leverage Other Funding Resources					
	Focus on partnerships with various stakeholders for the revitalization of the inner city	Amount of funding leveraged (in millions)	N/A	N/A	\$2.57	\$2.00
Internal Processes	Implement & Institutionalize Performance Reviews					
	Implement recommendations from CRAG I & II, Housing Performance Review, and Housing Master Plan	% of Housing Performance Review recommendations completed	N/A	N/A	19%	32%
		% of Master Plan Housing Plan recommendations completed	N/A	N/A	5%	27%
		% of CRAG I recommendations completed	54%	59%	59%	62%
		% of CRAG II recommendations completed	11%	13%	13%	32%
Employee Learning & Growth	Revitalized Neighborhoods					
	Utilize Neighborhood Development Manager to provide assistance tailored to specific inner city projects and with other development related departments	# of inter-departmental coordination meetings facilitated	N/A	N/A	N/A	144

NON-DEPARTMENTAL NEIGHBORHOOD REVITALIZATION

GENERAL FUND

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$4,510

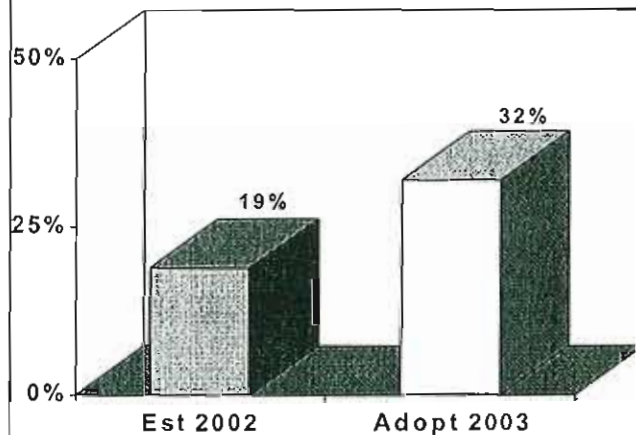
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$4,510 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

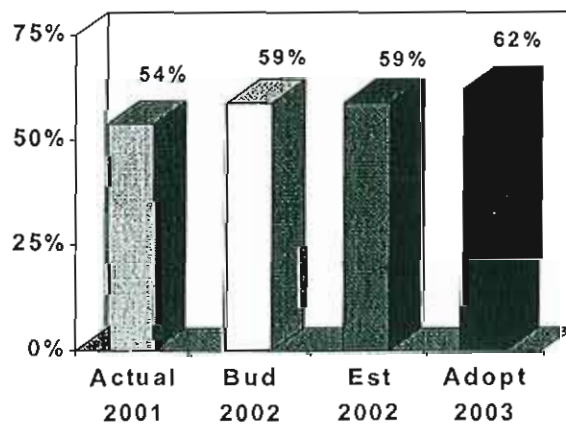
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$178,607	\$99,997	\$77,683	\$98,414
CONTRACTUAL SERVICES	236,969	130,596	130,691	129,654
COMMODITIES	4,340	3,625	2,625	3,564
OTHER EXPENDITURES	515	1,308	547	675
CAPITAL OUTLAY	103	0	35	0
TOTAL EXPENDITURES	\$420,534	\$235,526	\$211,581	\$232,307
 AUTHORIZED POSITIONS	 2	 2	 2	 2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

% of Housing Performance Review Recommendations Completed



» The 32% of the Housing Performance Review Recommendations being implemented in FY 2003 will bring the implementation rate to 53%.

% of CRAG I Recommendations Completed



» CRAG is a strategic planning effort to support local markets, to develop people skills, to optimize investments and assets and to improve the environment within San Antonio's inner city.

NON-DEPARTMENTAL—PERFORMANCE ANALYSIS TEAM

GENERAL FUND

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 efforts 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 Professional Fire Fighter Association/Local 24

NON-DEPARTMENTAL—PERFORMANCE ANALYSIS TEAM

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Implement & Institutionalize Performance Reviews					
	To conduct systematic reviews of departments focusing on analysis of selected processes and program areas	Customer satisfaction with external review process	N/A	90%	90%	90%
		Customer satisfaction with internal review process	N/A	90%	90%	90%
Financial	Provide Accountability to Public					
	To enhance the city processes by ensuring a higher level of policy analysis and communication of key issues	Number of city employees trained on agenda process development and balanced scorecard ^{1,2}	N/A	N/A	74	80
Internal Processes	Innovative and Proactive City Government					
	To continue to act as an internal resource to departments and the Management Team for high priority issues and projects	Number of management projects	29	35	53	58
	Implement & Institutionalize Performance Reviews					
	To conduct systematic reviews of department focusing on analysis of selected processes and program areas	Average internal performance review implementation rate for the current fiscal year ³	N/A	N/A	77%	80%
		Average external performance review implementation rate for the current fiscal year ⁴	N/A	N/A	55%	70%
Employee Learning & Growth	Improve Employee Development					
	To continue to act as an internal resource to departments and the Management Team for high priority issues and projects	Develop annual professional development training plan (completion rate)	N/A	N/A	N/A	80%
		Number of employee training hours completed	N/A	N/A	148	80

EXPLANATORY INFORMATION

¹ All agenda training provided prior to April 2002

² Reduced number due to fewer Balanced Scorecard training sessions in FY 2003

³ Recommendations being implemented or completed through current FY (Parking Division & Park Ranger)

⁴ Recommendations being implemented or completed through current FY (Better Jobs and City Attorney)

NON-DEPARTMENTAL—PERFORMANCE ANALYSIS TEAM **GENERAL FUND**

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$99,928**

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$4,675 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE – ELIMINATE ONE SR. MANAGEMENT COORDINATOR

This **reduction** will eliminate one vacant Sr. Management Coordinator position. The Department will be able to effectively redirect the work assignments to other areas. The FY 2003 savings from the elimination of this position will total \$54,990.

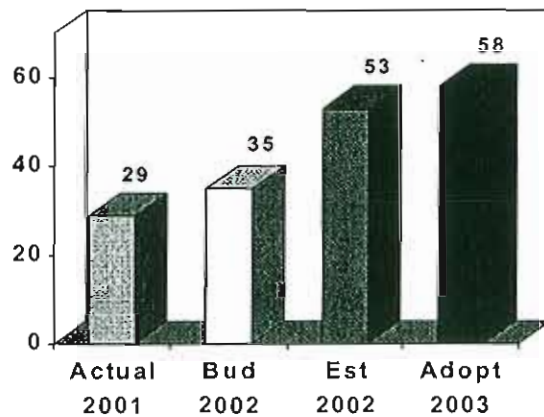
CHARTER REVIEW/GOVERNANCE – REDIRECT ONE ADMINISTRATIVE ASSISTANT II

This **reduction** will redirect one Administrative Assistant II position from the Non-Departmental – Performance Analysis Team to the City Clerk's office. This redirection will reduce the Performance Analysis Team's budget by \$40,263 in FY 2003.

GENERAL FUND EXPENDITURES BY CHARACTER

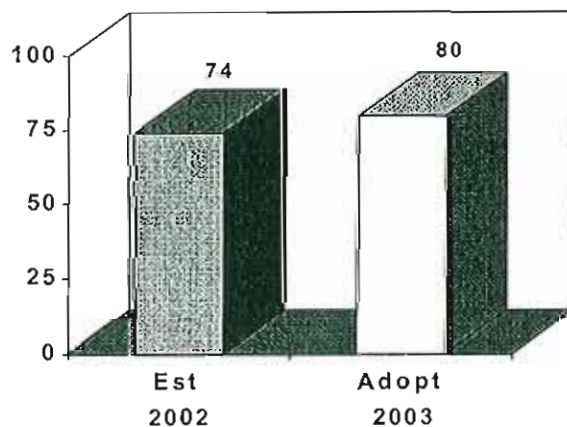
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$467,003	\$464,278	\$384,574	\$392,943
CONTRACTUAL SERVICES	6,324	31,454	26,131	21,712
COMMODITIES	478	5,760	6,160	4,885
OTHER EXPENDITURES	1,099	592	249	1,449
CAPITAL OUTLAY	278	3,480	3,480	0
TOTAL EXPENDITURES	\$475,182	\$505,564	\$420,594	\$420,989
 AUTHORIZED POSITIONS	 8	 8	 8	 7
FULL-TIME EQUIVALENTS	8.00	8.00	8.00	7.00

No. of Management Projects



» The number of Management Projects is anticipated to double in FY 2003 over FY 2001.

No. City Employees Trained on Agenda Process Development and Balanced Scorecard



» The number of City Employees Trained on Agenda Process and Balanced Scorecard is anticipated to increase 8% in FY 2003 over FY 2002.

NON-DEPARTMENTAL—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 and 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 a 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
- ◆ Administer funds associated with the Public Improvement District

NON-DEPARTMENTAL—DOWNTOWN OPERATIONS

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Expand Community & Cultural Initiatives					
	To provide a point of contact for stakeholders and to better address and coordinate downtown activities and service delivery	# of inquiries concerning stakeholder issues	N/A	N/A	160	175
Financial	Leverage Other Funding Sources					
	Develop strategies which contribute to the overall quality of life and future economic vitality of Downtown	# of service hours paid for by Public Improvement District (PID) funds	N/A	N/A	86,840	97,240
Internal Processes	Sustainable & Attractive Community					
	To facilitate communication between City Departments	# of inter-departmental and inter-agency coordination meetings facilitated	N/A	N/A	52	70
	Develop strategies which contribute to the overall quality of life and future economic vitality of Downtown	# of downtown development projects completed	N/A	N/A	6	9
Employee Learning & Growth	Improve Employee Training					
	Utilize technology to create a comprehensive database of real property and right of way amenities	# of block-faces included in database	N/A	N/A	N/A	25
	Develop strategies which contribute to the overall quality of life and future economic vitality of Downtown	# of professional development opportunities attended	N/A	N/A	2	3

NON-DEPARTMENTAL—DOWNTOWN OPERATIONS

GENERAL FUND

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$1,626

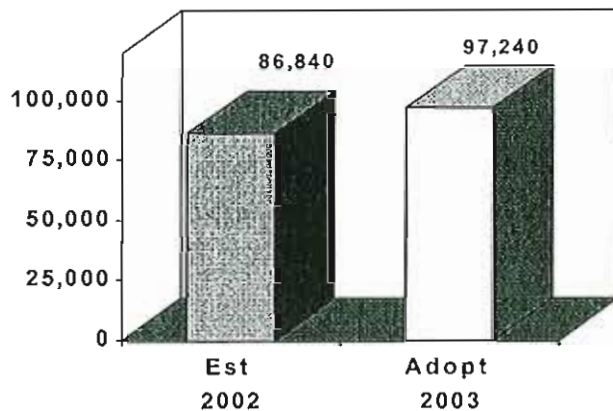
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$1,626 savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

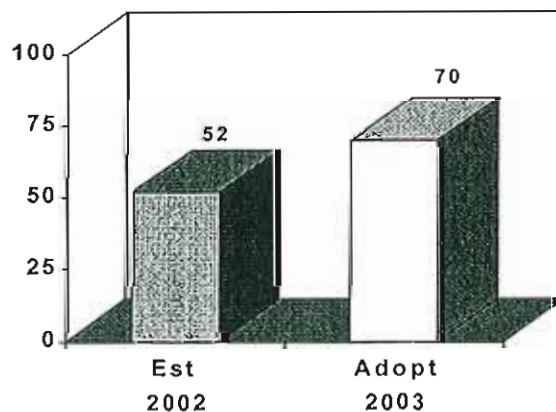
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$59,913	\$64,742	\$64,456	\$63,461
CONTRACTUAL SERVICES	6,268	5,270	2,211	2,515
COMMODITIES	0	875	375	625
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$66,181	\$70,887	\$67,042	\$66,601
 AUTHORIZED POSITIONS	 1	 1	 1	 1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

No. of Service Hours Paid for by Public Improvement District Funds



» The number of Service Hours Paid for by Public Improvement District Funds is anticipated to increase 12% in FY 2003 over FY 2002.

No. of Inter-Departmental and Inter-Agency Coordination Meetings Facilitated



» The number of Inter-Departmental and Inter-Agency Coordination Meetings Facilitated is anticipated to increase 35% in FY 2003 over FY 2002.

NON-DEPARTMENTAL – COUNCIL ACTION TEAM

GENERAL FUND

MISSION STATEMENT

The mission of the Council Action Team is to provide an effective and immediate response to concerns and issues raised by Council members and citizens facilitating communications with various city departments and by proactively resolving neighborhood concerns.

PROGRAM INFORMATION

The Council Action Team is made up of five individuals each assigned to two council districts. The team works with the Council members and staff to effectively and efficiently provide complete service delivery resolution. The team members respond to calls received from citizens, attend neighborhood association meetings and take proactive steps to anticipate and resolve problems. The Council Action Team reports to the Deputy City Manager.

GOALS & OBJECTIVES

- ♦ Provide an accountable point of contact for the Council and community to better address priority service delivery issues
- ♦ Facilitate communication between the Council members and City Departments
- ♦ Proactively identify, address and resolve community and neighborhood issues and concerns
- ♦ Enhance existing service delivery systems

NON-DEPARTMENTAL – COUNCIL ACTION TEAM
GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of visits with residents	1,310	1,550	1,575	1,625
		% of issues addressed	69%	62%	75%	75%
Financial	Provide Accountability to Public					
	Proactively identify, address and resolve community and neighborhood issues and concerns	Cost of Volunteer Hours	\$15,470	N/A	\$15,470	\$31,000
Internal Processes	Innovative & Proactive Government					
	Provide an accountable point of contact for the Council and community to better address priority service delivery issues	No. of issues investigated	1,592	2,160	2,160	2,400
	Proactively identify, address and resolve community and neighborhood issues and concerns	Proactive requests identified in the field	2,970	3,250	4,500	4,800
Employee Learning & Growth	Improve Employee Compensation (Training)					
	Enhance existing service delivery systems	No. of training hours attended	N/A	N/A	24	80

NON-DEPARTMENTAL – COUNCIL ACTION TEAM

GENERAL FUND

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$900

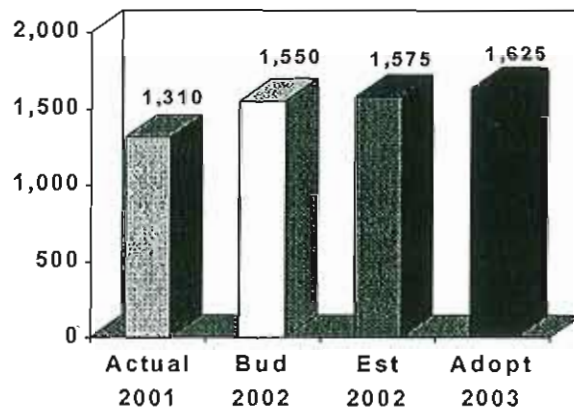
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$900 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

GENERAL FUND EXPENDITURES BY CHARACTER

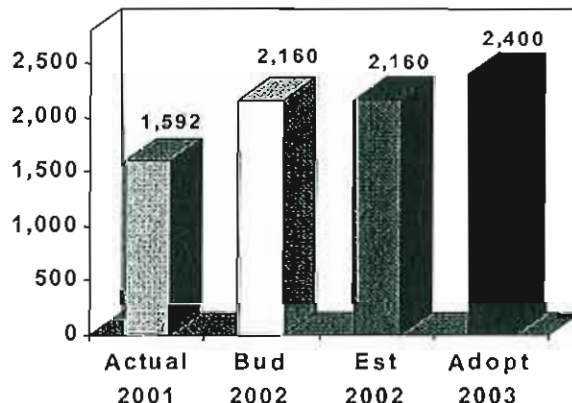
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$248,569	\$310,126	\$309,195	\$302,265
CONTRACTUAL SERVICES	29,820	20,585	26,508	18,463
COMMODITIES	6,105	16,632	4,113	18,132
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
TOTAL EXPENDITURES	\$284,494	\$347,343	\$339,816	\$338,860
AUTHORIZED POSITIONS	5	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00	5.00

NO. OF VISITS WITH RESIDENTS



» The number of Visits with Residents is anticipated to increase 24% in FY 2003 over FY 2001.

NO. OF ISSUES INVESTIGATED



» The number of Issues Investigated is anticipated to increase 51% in FY 2003 over FY 2001.

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 ensure accountability of programs.

GOALS & OBJECTIVES

- ◆ To facilitate collaboration between City departments which provide Better Jobs related services.
- ◆ To ensure accountability with related services provided by the City and other agencies.
- ◆ To facilitate the creation of community benchmarks and performance standards.
- ◆ To encourage collaboration with related City services and related services provided by other agencies.
- ◆ To support economic development efforts which focus on targeted industries.
- ◆ To implement the Better Jobs principles into the City structure.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Implement Performance Reviews					
	To facilitate the creation of community benchmarks and performance standards	% of Community Benchmarks approved by stakeholders	N/A	60%	60%	100%
Financial	Leverage Other Funding Sources					
	To ensure accountability with related services provided by the City and other agencies	Grant funds received per \$ of City resources	N/A	N/A	\$9.79	\$9.53
Internal Processes	Implement Better Jobs Initiative					
	To encourage collaboration with related City services and related services provided by other agencies	% of schools implementing Character Traits	N/A	75%	45%	90%
	Implement Performance Reviews					
	To ensure accountability with related services provided by the City and other agencies	% of Performance Review recommendations implemented	N/A	63%	80%	85%

PROGRAM CHANGES
♦ REDIRECTION/REDUCTIONS
\$55,651
NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$3,066 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

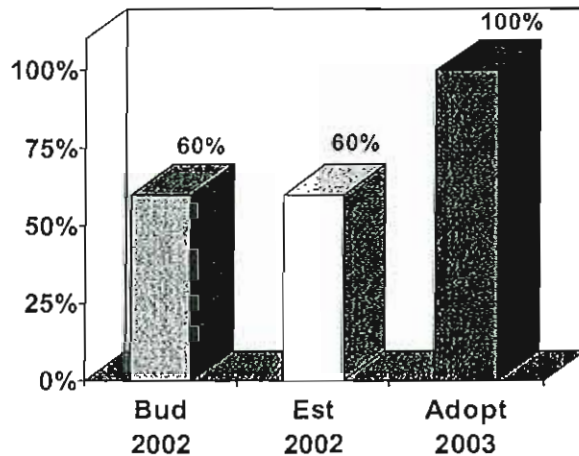
HUMAN DEVELOPMENT – ELIMINATE ONE SR. MANAGEMENT ANALYST

This **reduction** will eliminate one vacant Sr. Management Analyst. The Department will continue to effectively redirect the work assignments to other areas. The FY 2003 savings from the elimination of this position will total \$52,585.

NON-DEPARTMENTAL – BETTER JOBS**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

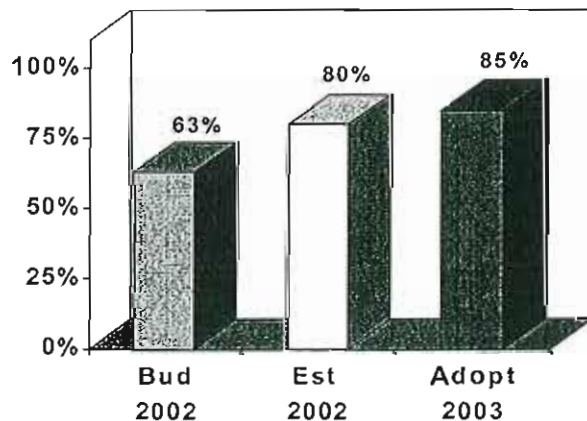
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$53,470	\$159,714	\$149,142	\$186,751
CONTRACTUAL SERVICES	5,700	25,514	24,050	16,372
COMMODITIES	1,043	3,306	2,910	2,153
OTHER EXPENDITURES	0	0	0	0
CAPITAL OUTLAY	0	8,621	4,000	0
TOTAL EXPENDITURES	\$60,213	\$197,155	\$180,102	\$205,276
AUTHORIZED POSITIONS	2	4	4	3
FULL-TIME EQUIVALENTS	2.00	4.00	4.00	3.00

% OF COMMUNITY BENCHMARKS APPROVED BY STAKEHOLDERS



» The Community Benchmarks approved by stakeholders would identify specific goals in the areas of early childhood development, high school graduation rates, higher education attainment, adult education and wage levels.

% OF PERFORMANCE REVIEW RECOMMENDATIONS IMPLEMENTED



» The remaining twelve Performance Review Recommendations are currently under review or have been initiated.

NON-DEPARTMENTAL—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.

GOALS & OBJECTIVES

- ♦ Assist with evaluation of specific internal programs to ensure City Council or Management Team goals and objectives are met

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	N/A	\$153,506	\$13,147	\$161,816
CONTRACTUAL SERVICES	N/A	3,930	328	3,165
COMMODITIES	N/A	8,315	693	8,315
OTHER EXPENDITURES	N/A	0	0	501
CAPITAL OUTLAY	N/A	9,258	9,258	0
TOTAL EXPENDITURES	N/A	\$175,009	\$23,426	\$173,797
AUTHORIZED POSITIONS	0	3	3	3
FULL-TIME EQUIVALENTS	0.00	3.00	3.00	3.00

NON-DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY

GENERAL FUND

MISSION STATEMENT

The City's Equal Employment Opportunity (EEO) Division monitors the City's EEO program to help ensure that the City maintains a policy of extending fair and impartial treatment to all of its employees, former employees, and applicants for employment.

PROGRAM INFORMATION

The City's Equal Employment Opportunity Division provides support to other City Departments by receiving complaints of discrimination and conducting thorough and independent investigations of those complaints. The EEO Division also provides comprehensive training to promote City employees' awareness of their responsibilities related to EEO requirements.

GOALS & OBJECTIVES

- ♦ Start and complete investigations in a timely manner.
- ♦ Resolve EEO complaints internally and at the lowest possible level.
- ♦ Increase employee awareness of and education on Equal Employment and related issues.

NON-DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Innovative & Proactive City Government					
	To start and complete investigations in a timely manner	% of EEO Investigations Started within 30 Days of Complaint	N/A	50%	65%	68%
		% of EEO Investigations Completed within Estimated Completion Date	N/A	90%	90%	90%
Financial	Provide Accountability to the Public					
	Resolve EEO complaints internally	% of EEO Complaints Resolved Internally	70%	81%	82%	81%
Internal Processes	Public Trust & Awareness					
	To complete investigations of EEO complaints and at the lowest possible level	% of EEO Investigations Closed	N/A	N/A	50%	60%
Employee Learning & Growth	Innovative & Proactive City Government					
	Increase employee awareness of and education on Equal Employment and related issues	% of Participants Ranking EEO Training from "Good" to "Excellent"	92%	91%	92%	93%

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$1,533

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$1,533 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in education and membership dues. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

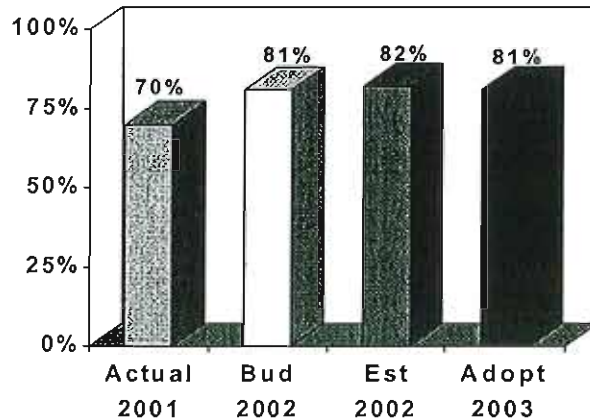
NON-DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY

GENERAL FUND

GENERAL FUND EXPENDITURES BY CHARACTER

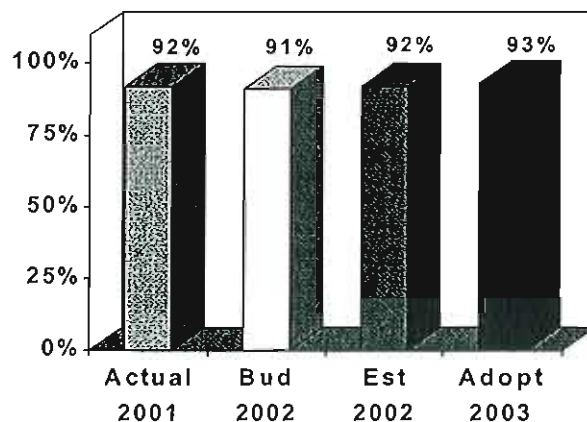
	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$121,731	\$157,582	\$156,746	\$166,181
CONTRACTUAL SERVICES	24,820	24,507	25,887	54,640
COMMODITIES	1,891	5,405	4,217	702
OTHER EXPENDITURES	322	548	245	560
CAPITAL OUTLAY	4,680	1,582	410	0
TOTAL EXPENDITURES	\$153,444	\$189,624	\$187,505	\$222,083
 AUTHORIZED POSITIONS	 3	 3	 3	 3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	3.00

% OF EEO COMPLAINTS RESOLVED INTERNALLY



» The number of Equal Employment Opportunity (EEO) complaints that are resolved through internal mediation or other agreed upon sanctions.

% OF PARTICIPANTS RANKING EEO TRAINING FROM "GOOD" TO "EXCELLENT"



» Based on class evaluations.
» Indicates that the subject matter presented was informative and improved awareness.

NON-DEPARTMENTAL-MUNICIPAL INTEGRITY

GENERAL FUND

MISSION STATEMENT

The mission of the Municipal Integrity Division is to strengthen the public's confidence in the integrity of the City by investigating allegations of fraud, waste, and abuse and to maintain a continuing program of education designed to raise awareness of fraudulent activity.

PROGRAM INFORMATION

The Municipal Integrity Division supports City departments by performing investigations of alleged fraud, waste, or abuse of City resources by non-uniformed City employees, vendors, or contractors. The Municipal Integrity Division provides training to City employees on fraud prevention and cash handling measures. The division also provides site security evaluations and recommends security improvements.

GOALS & OBJECTIVES

- ◆ Investigate complaints and allegations of non-uniformed employee misconduct.
- ◆ Reduce loss to the City resulting from employee fraud.
- ◆ Train employees, supervisors and managers on fraud prevention and awareness.

NON-DEPARTMENTAL-MUNICIPAL INTEGRITY

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Innovative & Proactive City Government					
	Train employees, supervisors and managers on fraud prevention and awareness	No. of Municipal Integrity Training Hours Provided	1,334	1,000	800	1,100
Financial	Provide Accountability to Public					
	Reduce loss to the City resulting from employee fraud	% of Fraud Related Municipal Integrity Investigations	N/A	N/A	28%	28%
Internal Processes	Public Trust & Awareness					
	Investigate complaints and allegations of non-uniformed employee misconduct	No. of Municipal Integrity Investigations Resolved	114	101	101	105
		% of Municipal Integrity Investigations Resolved	80%	82%	82%	83%
Employee Learning & Growth	Innovative & Proactive City Government					
	Train employees, supervisors and managers on fraud prevention and awareness	% of Participants Ranking Municipal Integrity Training from "Good" to "Excellent"	86%	91%	93%	95%

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$863

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

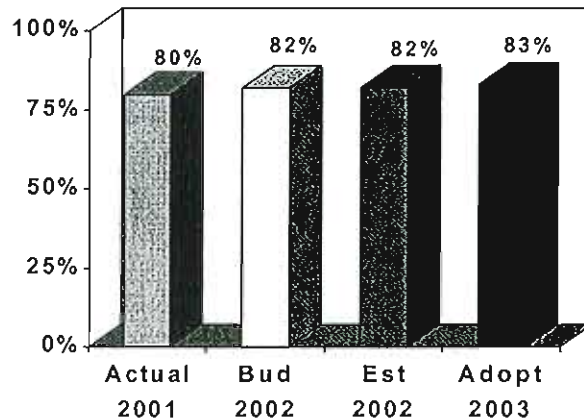
This **reduction** will result in \$863 in savings in several line item expense budgets. The total savings reflect a 50% reduction in education and membership dues. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-DEPARTMENTAL-MUNICIPAL INTEGRITY **GENERAL FUND**

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$148,349	\$143,329	\$142,576	\$151,307
CONTRACTUAL SERVICES	8,866	23,544	24,870	24,049
COMMODITIES	2,660	6,540	4,797	824
OTHER EXPENDITURES	498	548	245	560
CAPITAL OUTLAY	5,045	1,583	378	0
TOTAL EXPENDITURES	\$165,418	\$175,544	\$172,866	\$176,740
 AUTHORIZED POSITIONS	 3	 3	 3	 3
FULL-TIME EQUIVALENTS	3.00	3.00	3.00	3.00

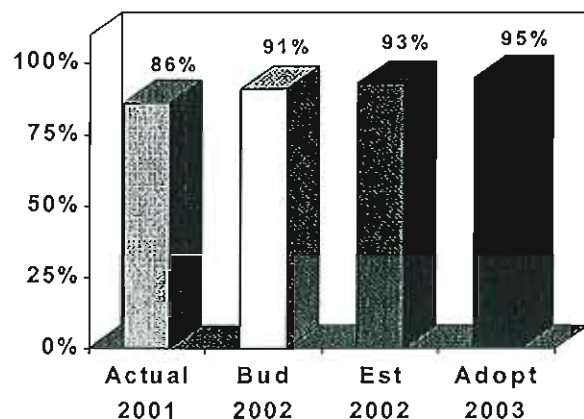
% OF MUNICIPAL INTEGRITY INVESTIGATIONS RESOLVED



» The number of Municipal Integrity Investigations has been increasing due to employee awareness from:

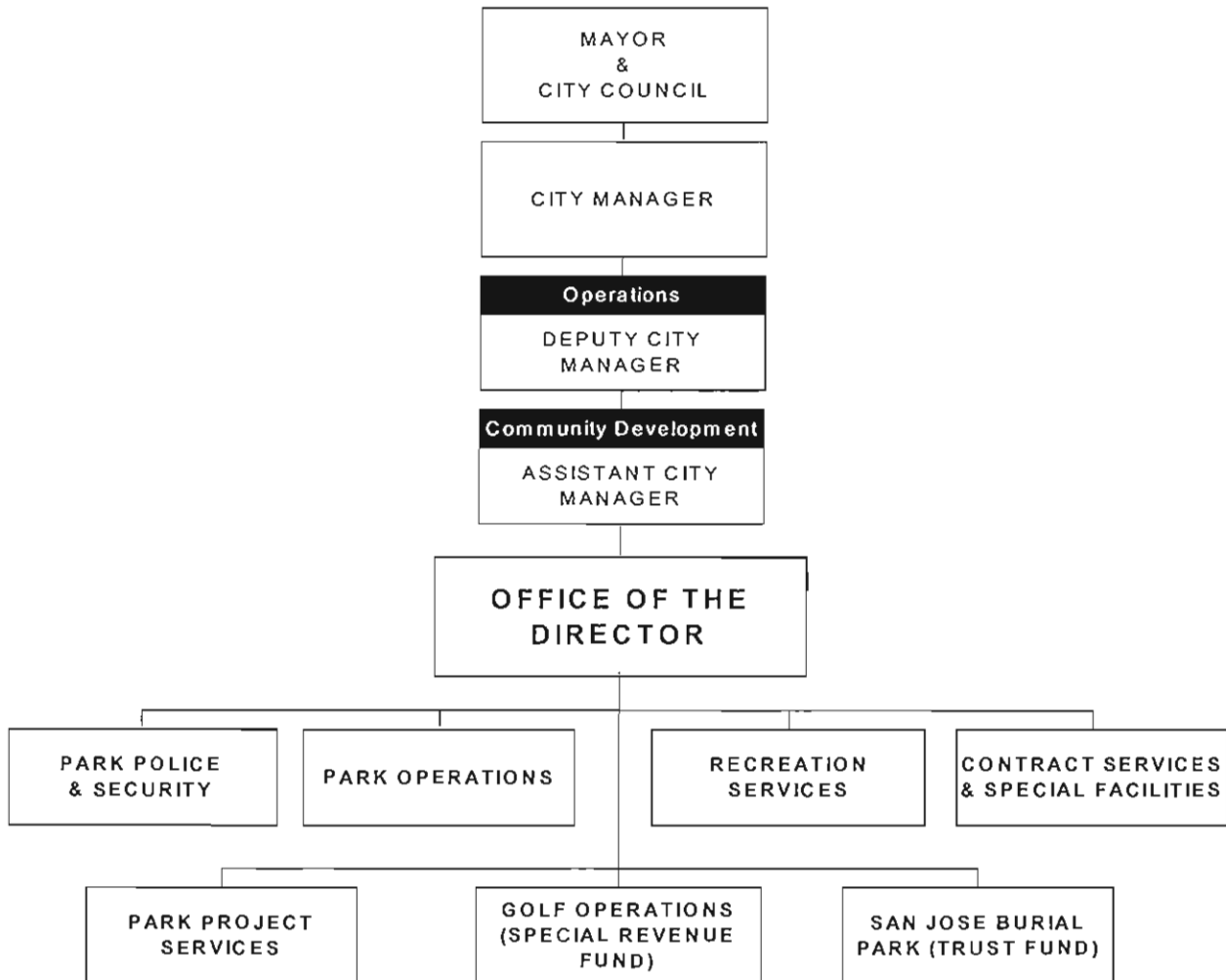
- » Training
- » Articles in City Publications
- » Web Page

% OF PARTICIPANTS RANKING MUNICIPAL INTEGRITY TRAINING FROM "GOOD" TO "EXCELLENT"



- » Based on class evaluations
- » Indicates that the subject matter presented raised awareness of recognizing fraudulent activity

PARKS & RECREATION



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	912.55	\$48,953,044
Golf Operations Special Revenue Fund	133.70	6,888,948
San Jose Burial Park (Trust Fund)	8.00	445,364
Community Development Block Grant	7.00	427,368
Categorical Grants	16.00	825,681
Recreation Athletics Special Revenue Fund	0.00	604,888
Parks Expansion O&M Fund	0.00	14,965,762
Capital Projects	0.00	53,644,000
Total Funding	1,077.25	\$126,755,055

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 through the public input process.
 - Acquire and develop, as appropriate, new park and recreation facilities in under-served areas through bond programs, CDBG, donations, grants, sales tax (Proposition 3), and parkland dedications.
 - Coordinate with other public and private entities in the acquisition, development and shared use of existing and/or new park and recreation facilities when in the public's best interest. Continue enhancement of partnerships with school districts for joint school/park programs. Accomplish capital improvement projects and program partnerships with local school districts, Alamo Community College District, San Antonio River Authority, San Antonio Water System, Texas Parks and Wildlife, Parks Foundation, etc.
 - Complete the 1994 and 1999 Parks Improvement Bond Program to include coordination and partnerships with other City departments, i.e., Library, Public Works.
 - Coordinate completion of the Proposition 3 and Park Bond initiatives to acquire land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks and appropriately maintain and secure these sites.
 - 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.
- ♦ Provide quality recreation and cultural program opportunities for all users.
 - Cooperate with public and private agencies to encourage shared use of recreational facilities owned by the City, school districts, institutions and other public agencies to reduce duplication, and maximize resources.
 - Provide increased opportunities for youth and adults to participate in our athletic, aquatic, cultural and other recreational programs.
 - Modify or establish programs to meet particular community/neighborhood needs by utilizing demographic data.
 - Implement quality enhancements to the After School Challenge Program.
 - Expand the Therapeutic Recreation Program to offer activities for youth with disabilities and implement a more diverse program to include tennis, aquatics and wheel chair sports.
 - Increase the number of learn to swim and water aerobics class locations, and provide new programs/activities to encourage participation.
 - Enhance program marketing efforts by providing easily accessible information to the public regarding the programs offered by the department, and provide convenient citizen access to park and facility reservations by utilizing the City's four Community Link Centers.

GOALS & OBJECTIVES CONTINUED

- ♦ Ensure that municipal parks and recreation facilities are safe for all users.
 - Implement the recommendations of the Park Police Performance Review.
 - Increase Park Police skills by providing increased training.
 - Provide the level of Park Police presence needed to enforce existing ordinances such as Park Curfew, Park Alcohol Restrictions and ensure safety in City parks.
 - Increase the number of Park Police Officers to adequately patrol newly acquired park acreage and facilities.
 - Implement Park Police presence at the Leon Vista field office.
 - Address crime at parks and recreation facilities through coordinated security measures with other local law enforcement entities and citizen awareness and partnership programs.
 - Abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas.
 - Determine deterrent strategies such as lighting, signage, landscaping, design, etc. at facilities in order to reduce graffiti and vandalism.

- ♦ Continue to ensure the financial and operational compliance of contractual obligations, i.e., River Walk, La Villita, HemisFair, Market Square, Witte Museum, San Antonio Zoo leases, and over 500 license agreements and contracts.
 - Continue on going monitoring of financial and performance milestones as stipulated in these contractual obligations through automated systems.
 - Coordinate the negotiation and re-negotiation of essential department contracts with the City Attorney's Office and Asset Management Department.
 - Work cooperatively with lessees and tenants to ensure that the best public interests of these contractual arrangements are met.

- ♦ Enhance the City's prominence as a major tourist destination.
 - Continue to maintain the River Walk as a world-class attraction, taking into account any improvements, linkages and expansions. To coordinate with the Convention and Visitors Bureau, Paseo del Rio Association, Centro San Antonio, contractors, businesses, and property owners.
 - Coordinate park operations of the San Antonio River Improvement Project as those improvements are made during the next several years, to include maintenance, river operations, security, utilities, contracts, etc.
 - Promote and improve departmental tourist/cultural facilities, i.e., La Villita, Tower of the Americas, Spanish Governor's Palace, and Market Square, through program and interpretive enhancements.
 - Develop a comprehensive plan for future development, expansion, programming, and increased attendance for the Botanical Gardens.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	To provide easily accessible information to the public regarding the programs offered by the Department	Average Number of Web Site Requests Per Year	N/A	N/A	379,374	385,000
		Total Park/Facility Reservations and Percentage of Reservations Made at Community Link Centers	9,997/ 42%	N/A	12,149/ 42%	12,714/ 42%
	Expand Community/Cultural Initiatives					
	To plan, develop and sustain a diversified, well-conditioned and accessible city-wide system of public parks and recreation facilities	Number of Parks/Facilities	179/ 70	203/ 71	188/ 71	188/ 72
		Total Park Acreage ¹	11,221	15,439	15,451	16,951
	Become Premier Visitor & Convention Destination					
	To enhance the City's prominence as a major tourist destination	RiverWalk Capital Improvement Fund Expenditures ²	N/A	N/A	N/A	\$500,000
		Departmental Tourist Facilities' Ticketed Attendance/Revenue (In Millions) ³	376,965/ \$1.081	N/A	393,522/ \$1.301	428,000/ \$1.436
	Implement Better Jobs Initiative					
	To implement quality enhancements to the After School Challenge Program's 157 sites	Average Daily Attendance per After School Challenge Site	102	105	109	110
		Percentage of School Days After School Challenge Program Operates (per site average)	83% (146/176)	86% (153/177)	86% (152/177)	86% (153/177)
		Percentage of Parental Survey Results Reflecting Satisfaction with Program/Alliance Sites	88.0%/ 89.0%	90.0%/ 91.0%	85.8%/ 87.4%	88.0%/ 89.0%
	Continue San Antonio River Improvements					
	Coordinate park operations of the San Antonio River Improvement Project as improvements are made	Linear Feet of Improved RiverWalk (both river banks) ⁴	23,221	N/A	23,608	29,195
		Miles of Waterway Maintenance	2.20	N/A	2.27	2.76

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Water Resource Planning					
	To coordinate Proposition 3 and Park Bond initiatives to acquire/manage land over the Edwards Aquifer Recharge Zone and along Leon and Salado Creeks	Edwards Recharge Acreage/Acres Maintained per Field Employee	2,714/ 0	N/A	6,069/ 1,517	7,319/ 1,830
		Improved Creekway Trail Miles	N/A	N/A	4.0	6.1
Financial	Provide Accountability to the Public					
	To continue to ensure the financial and operational compliance of contractual obligations	Number of Contracts Monitored ⁵	347	N/A	521	540
		Percentage of Revenue Contracts in Arrears	N/A	N/A	7%	5%
	Complete the 1994 and 1999 Parks Improvement Bond Programs	Percentage of Capital Improvement Projects (CIP) Completed on Schedule	86%	90%	88%	90%
	Leverage Other Funding Sources					
	To increase park maintenance through community partnerships with individuals, corporations and government agencies	Dollar Value of Restitution/Volunteer Program (In Millions) ⁶	\$2.57	\$2.86	\$2.21	\$2.55
Internal Processes	Maintain Existing Infrastructure					
	To enhance automated systems in order to quantify and qualify job tasks and specific job costs	Total Number of Automated Work Orders Generated/ Completed	7,321/ 6,758	6,515/ 5,221	7,108/ 6,102	7,219/ 6,361
		Percentage of Work Orders Completed	92%	80%	86%	88%
	To abate graffiti from department facilities and public and private property in the immediate vicinity of targeted areas	Square Footage of Graffiti Abated ⁷	N/A	N/A	511,340	491,483
Employee Learning & Growth	Improve Employee Compensation or Education					
	To enhance Park Police skills by providing increased training	Park Police Academy Completion Rate (percentage)	85%	N/A	86% -	85%

BALANCED SCORECARD CONTINUED

EXPLANATORY INFORMATION

- ¹ Includes Proposition 3 acreage of 2,714 in Actual FY 2001; 6,069 in Re-estimate FY 2002; and 7,319 in Adopted FY 2003.
- ² Adopted FY 2003 includes one-time settlement and monthly payment amounts as part of River Walk litigation.
- ³ Departmental Tourist Facilities with tickets sold and associated admission revenue includes Tower of the Americas, Spanish Governor's Palace and Botanical Gardens; it excludes La Villita, River Walk, Market Square and leases/concessions.
- ⁴ Takes into consideration areas under construction.
- ⁵ Increase in number of contracts monitored in FY 2002 is due to the City-wide contracting initiative, that now includes all departmental contracts.
- ⁶ Actual FY 2001 = 221,828 hours worked @ \$8.25/hour x 39.8% fringe benefits = \$11.53/hour; Adopted FY 2002 = 233,288 hours @ \$8.50 hour x 44.15% fringes = \$12.25/hour; Re-estimate FY 2002 = 180,236 hours @ \$12.25/hour; Adopted FY 2003 = 198,919 hours @ \$8.75/hour plus fringe benefits = \$12.80/hr. Decrease in dollar value is due to fewer volunteer projects undertaken by the private sector.
- ⁷ Decrease in square footage of Graffiti abated for Adopted FY 2003 is due to the reduction in the temporary employees.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$3,087,457

NON-STRATEGIC ISSUE – ELIMINATE ONE NATURE PRESERVE COORDINATOR POSITION

This **reduction** will eliminate one filled Nature Preserve Coordinator, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in savings of \$51,817.

NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICES BUDGET

This **reduction** will decrease the Temporary Services budget at Market Square for special events. This reduction will result in the loss of manpower hours and the ability to maintain public areas at the current service level during special events. This reduction will result in savings of \$18,000.

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. These savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$6,539 in FY 2003.

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$169,673 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUE – ELIMINATE ONE OFFICE ASSISTANT IN DIRECTORS OFFICE***

This **reduction** will eliminate one filled Office Assistant in the Director's Office. This position is responsible for receptionist and clerical duties. This reduction will result in remaining secretarial staff absorbing these duties. This reduction will result in savings of \$26,909.

NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICES BUDGET

This **reduction** will decrease the Temporary Services budget of the Recreation Services Division. This reduction will impact Youth Athletics, Fairchild Tennis Center, Community Centers, Municipal Athletics and McFarlin Tennis Center programs. The reduction will result in savings of \$182,797.

NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICES BUDGET

This **reduction** will decrease the Temporary Services budget in the Directors Office. This reduction will result in savings of \$3,102.

NON-STRATEGIC ISSUE – REDUCE RENTAL OF FACILITIES BUDGET

This **reduction** will decrease the Rental of Facilities budget of Recreation Services Division. This rental provides space for additional staff needed to supervise the summer recreation program. These supervisors will be relocated to the functional portion of the Brackenridge Park office. This reduction will result in savings of \$4,200.

NON-STRATEGIC ISSUE – ELIMINATE ONE DISPATCHER POSITION

This **reduction** will eliminate one filled Dispatcher position from the Warehouse. Due to the consolidation of two radio base stations to the Brackenridge locations, only one Dispatcher position is needed. Existing staff will provide coverage when necessary. This reduction will result in savings of \$36,273.

NON-STRATEGIC ISSUE – ELIMINATE ONE ADMINISTRATIVE ASSISTANT II POSITION

This **reduction** will eliminate the funding of one vacant Administrative Assistant II position in Recreation Services. This position reports directly to the Recreation Services Manager and performs special assignments. This reduction will result in the Recreation Services Manager assuming the supervision of an Office Assistant and will have minimal assistance in meeting deadlines for special events. The Recreation Services Manager and the Superintendents will have to take on the duties and responsibilities of this position. This reduction will result in savings of \$35,750.

NON-STRATEGIC ISSUE – ELIMINATE ONE CONTRACT SPECIALIST POSITION

This **reduction** will eliminate one vacant Contract Specialist position from the Contract Services Division. This position monitors lease and license contract performance through field inspections and correspondence. The Special Projects Coordinator, Management Analyst and Contract Services Manager will assist in fulfilling these duties. This reduction will result in an impact on schedules for contract completion and management. This reduction will result in savings of \$38,656.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICES BUDGET***

This *reduction* will decrease the Temporary Services budget from Park Reservations. This reduction will result in an increased workload of the remaining full-time employees in answering phones and assisting citizens with reservations of City/County park facilities. The City's Community Link Centers will continue to assist with these functions on an as needed basis. This reduction will result in savings of \$9,516.

NON-STRATEGIC ISSUE – ELIMINATE ONE EQUIPMENT OPERATOR POSITION

This *reduction* will eliminate one filled Equipment Operator position in Volunteer Services Division. With the elimination of this position, the existing Park Maintenance Crew Leaders will fulfill the Equipment Operator responsibilities. This reduction will result in savings of \$26,202.

NON-STRATEGIC ISSUE- ELIMINATE ONE POSITION FROM RECREATION SERVICES

This *reduction* will eliminate one filled, part-time, Office Assistant position from Recreation Services. This reduction will result in reduced turn around time for producing large print jobs and could require outsourcing printing functions. This reduction will result in savings of \$14,271.

NON-STRATEGIC ISSUE- REDUCE TEMPORARY SERVICES BUDGET

This *reduction* will decrease the Temporary Services budget from the Summer Insurance Program. The remaining temporary employee will fulfill the responsibilities of processing insurance claims. This reduction will result in savings of \$3,400.

NON-STRATEGIC ISSUE – ELIMINATE ONE POSITION IN DIRECTOR'S OFFICE

This *reduction* will eliminate one vacant Administrative Assistant II position in the Director's Office. This position is responsible for appointments, schedules, personnel and fiscal matters for the Assistant Director of Operations and the Assistant Director for Programs. This reduction will result in increased workload of the Executive Assistant and require Assistant Directors to handle their own administrative work. This reduction will result in savings of \$53,758.

NON-STRATEGIC ISSUE – DELAY STAFFING AT RAINBOW HILLS COMMUNITY CENTER

This *one-time reduction* will delay hiring one Sr. Community Center Leader, one Community Center Leader II, two Community Center Leader I and one Maintenance Worker at Rainbow Hills Community Center for eleven months and staff will be hired for one month in FY 2003. This reduction is due to construction delays. This reduction will result in savings of \$132,860.

NON-STRATEGIC ISSUE- ELIMINATE BUDGET FOR HIGH SCHOOL FOOTBALL GAME FEE

This *reduction* will eliminate the financial support of the annual High School All Stars Game at the Alamodome. Future financial support of this activity could be garnered through private sector sponsorships. This reduction will result in savings of \$25,000.

NON-STRATEGIC ISSUE- ELIMINATE ADVERTISING BUDGET FOR BOTANICAL GARDEN PROGRAMS

This *reduction* will eliminate the financial support for advertising programs of the Botanical Garden through rack brochures distributed to various venues. Future financial support will be provided by the Botanical Society. This reduction will result in savings of \$8,000.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUE – ELIMINATE ONE MARKET SQUARE SUPERINTENDENT POSITION***

This *reduction* will eliminate one filled Market Square Superintendent, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in savings of \$94,669.

NON-STRATEGIC ISSUE- ELIMINATE PRINTING BUDGET FOR FALL ACTIVITY GUIDE

This *reduction* will eliminate the funds to print the Fall Activity Guide. An Annual Activity Guide will be published in the Spring to inform citizens about annual programs. All scheduled activities will continue to be accessible on the department's web site. This reduction will result in savings of \$11,000.

PARKS & LIBRARIES – ELIMINATE ONE PLANNER II POSITION

This *reduction* will eliminate one vacant Planner II position in the Park Project Division. This position supports the Sr. Planner position in handling park dedication, real estate issues and neighborhood plan support. This reduction will result in savings of \$40,344.

PARKS & LIBRARIES – ELIMINATE ONE REAL ESTATE SPECIALIST POSITION

This *reduction* will eliminate one vacant Real Estate Specialist position in the Park Project Services Division. This position oversees the acquisition of funded or donated real estate property and maintains the parks inventory listing. The responsibilities of this position will be distributed between the other staff in the Division. This reduction will result in savings of \$46,107.

HUMAN DEVELOPMENT ISSUE – ELIMINATE TEN POSITIONS IN RECREATION SERVICES

This *reduction* will eliminate one filled and one vacant Sr. Recreation Specialist, one filled and one vacant Recreation Specialist, one vacant Community Center Leader II and four vacant part-time Recreation Attendant positions in Recreation Services. The reduction of these various positions will impact recreation services, such as the softball program, martial arts, arts/dance classes, Our Part of Town talent shows, Miss Recreation Pageant and the Come Out and Play Day. In addition, this reduction will eliminate one filled Audio Visual Technician. This position is responsible for setting up and taking down the mobile stages and sound equipment for events. This reduction will impact the ability to set up multiple locations for shows and other activities, as well as restricting availability of showmobiles and sound equipment. This reduction will result in savings of \$248,510.

HUMAN DEVELOPMENT – ELIMINATE TWO POSITIONS

This *reduction* will eliminate one filled Youth Initiatives Manager and one vacant Special Programs Supervisor position, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in savings of \$120,018.

HUMAN DEVELOPMENT – CLOSE ONE THERAPEUTIC RECREATION SITE

This *reduction* will close one Therapeutic Recreation site, the Virginia Gill Center, and will transfer participants to the Frank Garrett Center. In addition, this reduction will eliminate one vacant Community Center Supervisor, one vacant Sr. Community Center Supervisor and one filled Community Center Leader I positions. This reduction will result in savings of \$98,646.

PROGRAM CHANGES CONTINUED***HUMAN DEVELOPMENT – REDIRECT AFTER SCHOOL CHALLENGE & CULTURAL ARTS SUMMER FUNDING TO SUMMER CHALLENGE PROGRAM***

This **redirection** will eliminate the After School Program at Kennedy High School, increase the ratio at seventeen After School Alliance sites from 15:1 to 25:1 and reduce the temporary service budget for the Cultural Arts Summer Activities by \$305,240. These funds will be redirected to the Summer Recreation Program to enhance the program at community centers and school sites, to include hands-on science, the arts, and summer reading programs based on a changing weekly theme. The program will also become self-monitored through the Texas Department of Protective and Regulatory Services guidelines, lowering the student to staff ratios from 35:1 to 25:1. Age appropriate groups will be provided for youth 6-14 years of age at community centers and school sites. Finally, there will be Teen Centers established for youth 15-19 years of age at 20 sites around town.

HUMAN DEVELOPMENT – REDUCE TEMPORARY SERVICES BUDGET

This **reduction** will decrease the Temporary Services budget in Youth Athletics. This reduction will reduce temporary services from 40 hours to 20 hours per week. This temporary position is responsible for assisting the Youth Athletics Supervisor in planning, organizing, publicizing, and administering the athletic programs for youth at community centers. This reduction will result in the existing Youth Athletics Supervisor and one remaining temporary employee to maintain the quality of the Youth Athletics program at the current service level. In addition, community center staff will be asked to assist in this effort as needed. This reduction will result in savings of \$9,516.

HUMAN DEVELOPMENT – IMPLEMENT FREE ADMISSION TO OUTDOOR POOLS

This **reduction** will implement free admission to outdoor pools, delay the start of the pool season by one week, close outdoor pools on Mondays and will eliminate 48 vacant, temporary Cashiers, 54 vacant temporary Swimming Pool Attendants and one vacant Aquatics Service Supervisor. The reduction will result in gross savings of \$426,202 with an offsetting loss in revenues of \$134,777. The net savings of this reduction will be \$256,446. Closing pools one day per week will allow for more extensive maintenance and lifeguards, that are required to take mandatory breaks throughout their shift, will provide the responsibilities of the eliminated Swimming Pool Attendants.

HUMAN DEVELOPMENT – ELIMINATE MENTORSHIP INCENTIVES BUDGET

This **reduction** will eliminate the funding of the City's Mentoring Program incentives. This program provides promotional, marketing and expansion efforts, training, special recognition functions/events and personal employee incentives. In recent years, employees have required no incentive to participate in the program. Consequently, this reduction will not result in a loss of service. This reduction will result in savings of \$10,716.

HUMAN DEVELOPMENT – ELIMINATE YOUTH WORKS PROGRAM

This **reduction** will eliminate the Youth Works Program that employs 20 high school students each summer. The Youth Works Program is for six weeks during the summer months. Work assignments include trail maintenance, removing debris, and assisting with mowing and trimming. This reduction will result in Youth Works projects being reassigned to community service efforts. This reduction will result in savings of \$46,782.

PROGRAM CHANGES CONTINUED***HUMAN DEVELOPMENT – DELAY START OF AFTER SCHOOL PROGRAM (AFTER LABOR DAY)***

This **reduction** will delay all After School Challenge Program elementary and middle school sites until after Labor Day. This reduction will affect 64 of 113 elementary and nine of 37 middle schools. This reduction will equate to approximately one week of operation. School sites could use additional district funding or grant opportunities to begin operation prior to Labor Day. This reduction will decrease the Temporary Services line item budget and will result in savings of \$75,655.

HUMAN DEVELOPMENT – ELIMINATE AFTER SCHOOL PROGRAM AT THREE SCHOOLS

This **reduction** will eliminate the After School Program at Las Palmas, Roosevelt elementary schools in the Edgewood School District and Barkley elementary school in the San Antonio Independent School District due to FY 2003 school closures. Displaced students will attend school sites operated by After School Programs or other non-profit agencies' after school programs. This reduction will result in savings of \$32,375.

HUMAN DEVELOPMENT – REDUCE TEMPORARY SERVICE BUDGET

This **reduction** will decrease the Temporary Services budget for Swimming Pools in the Recreation Services Division. Lincoln Pool is scheduled for renovations during FY 2003 and will be closed to the public. This reduction will result in savings of \$37,193.

HUMAN DEVELOPMENT – ELIMINATE ONE ROVING LEADER POSITION

This **reduction** will eliminate one vacant Community Center Leader II position. This is the only General Fund Community Center Leader II position in the Roving Leader Program. The area currently served by the General Fund Roving Leader is CDBG eligible. The five remaining Community Center Leader II positions are CDBG-funded positions. The Roving Leader program will continue to provide direct recreation programs in low-income areas which are not located near a community recreation center. This reduction will result in the enlargement of current service areas of the remaining five Community Center Leader II's and decreased registration of children in the Roving Leader program. This reduction will result in savings of \$29,323.

HUMAN DEVELOPMENT – ELIMINATE FIVE SUMMER RECREATION SITES

This **reduction** will eliminate five summer recreation sites resulting in 46 summer sites operating during FY 2003. The elimination of these sites will affect approximately 375 youth daily during the program. This reduction will result in savings of \$50,000.

HUMAN DEVELOPMENT – ELIMINATE YOUTH SOCIAL EVENT

This **reduction** will eliminate funding for a special event that recognizes San Antonio young people for achievement in arts, athletics, community service, academics and overcoming life obstacles. This reduction will result in savings of \$5,235.

HOUSING & NEIGHBORHOOD PLANNING – ELIMINATE OVERTIME SALARIES FOR GRAFFITI COVERT/SURVEILLANCE OPS

This **reduction** will eliminate funding for overtime salaries for the covert/surveillance operation of the San Antonio Police Department which is part of the City's Comprehensive Graffiti Abatement Program. This reduction will result in the lack of police support and resources in high graffiti areas of the city. Areas cleaned by the City will no longer be availed the police presence required to protect areas from future tagging. This reduction will result in savings of \$30,000.

PROGRAM CHANGES CONTINUED***HOUSING & NEIGHBORHOOD PLANNING – TRANSFER GRAFFITI ABATEMENT TO VOLUNTEER SVCS***

This **reduction** will transfer the Graffiti Abatement function and associated equipment from Park Maintenance to the Volunteer Services Program and will eliminate one filled Maintenance Worker position from the transferred graffiti crew. Volunteer and restitution workers will be used to absorb the Maintenance Worker's responsibilities. This reduction will result in savings of \$25,443.

ECONOMIC DEVELOPMENT – TRANSFER OF MURALS PROGRAM TO HOTEL/MOTEL TAX FUND

This **redirection** will transfer the Murals Program to the Cultural Affairs. This will transfer one Sr. Community Center Leader position and one Sr. Recreation Specialist position to the Cultural Affairs Office. This redirection will enhance services to the Cultural Tourism Initiative and Neighborhood Arts Program by providing technical assistance to communities, and inventorying of murals for future preservation and tourism opportunities. This redirection will result in savings to the General Fund of \$75,375.

PUBLIC SAFETY – ELIMINATE FOOT PATROL SECURITY AT BOTANICAL GARDENS

This **reduction** will eliminate the contractual security service that in the past has patrolled the 33 acre grounds of the San Antonio Botanical Gardens. Increased contractual costs have resulted in the release of this contract during the current budget year. The buildings have an alarm system installed and the Botanical Garden grounds have been unaffected since the release of foot patrol services in January 2002. This reduction will result in Park Police providing an increased presence during non-operating hours. The presence of night watering staff on-site currently serves as a deterrent of vandalism. This reduction will result in savings of \$40,080.

PUBLIC SAFETY – UNFUND TWO PARK POLICE OFFICER POSITIONS

This **reduction** will unfund two Park Police Officer positions. This reduction will have minimal impact on operations, since the Division normally averages at least seven vacancies. This reduction will result in savings of \$77,314.

PUBLIC SAFETY – ELIMINATE ONE PARK POLICE SERVICE AGENT POSITION

This **reduction** will eliminate one vacant Park Police Service Agent position from the Park Police Division. These positions are responsible for handling administrative dispatching in this Division during operations hours of departmental facilities. Light-duty employees and Park Police Officers will perform these responsibilities when necessary. This reduction will result in savings of \$26,208.

EXISTING INFRASTRUCTURE – ELIMINATE TWO GARDENER I POSITIONS

This **reduction** will eliminate two filled Gardener I positions at the Japanese Tea Gardens. These two positions are responsible for ground maintenance at the Japanese Tea Gardens. The existing staff at the San Antonio Botanical Garden will assume these responsibilities. This reduction will result in increased work loads of the existing Botanical staff and will reduce time spent for ongoing work at the Botanical Garden. This reduction will result in savings of \$50,886.

EXISTING INFRASTRUCTURE – ELIMINATE PLANTER MAINTENANCE

This **reduction** will eliminate contract services for maintenance of planters along Houston Street by the Public Improvement District (PID) contractor. These planters fall outside of the PID district. This reduction will result in the elimination of maintenance of these planters unless the Public Improvement District secures other funding sources. This reduction will result in savings of \$11,595.

PROGRAM CHANGES CONTINUED***EXISTING INFRASTRUCTURE – CONVERT TO FOUR DAY WORK WEEK***

This **reduction** will convert Horticultural Services and Park Maintenance skill trade staff from a eight hour per day, five days per week schedule to a four days per week, ten hours per day work schedule. This reduction will result in reduced travel time, fuel costs, less overtime and increased efficiency in the use of resources. A weekend and holiday emergency crew will be established to address maintenance issues on non-work days. This reduction will result in savings of \$42,368.

EXISTING INFRASTRUCTURE – ELIMINATE ONE MAINTENANCE CREW LEADER POSITION

This **reduction** will eliminate one vacant Maintenance Crew Leader position that supervises community service workers providing playground maintenance. This reduction will result in the elimination of one of two playground maintenance work forces. This reduction will cause the consolidation of citywide playground maintenance and will leave only one Maintenance Crew Leader to coordinate and maintain playgrounds. This reduction will result in savings of \$30,568.

EXISTING INFRASTRUCTURE – ELIMINATE FIVE MAINTENANCE WORKER POSITIONS

This **reduction** will eliminate five vacant Maintenance Worker positions from the mowing and trimming crew. These positions use hand held equipment to detail work after the rough mowing has been completed. The elimination of these positions during the growing season will separate the mowing operation schedule from the trimming operations schedule from the current scheduled delay of 24 hours to 72 hours. This reduction will result in savings of \$127,215.

EXISTING INFRASTRUCTURE – ELIMINATE ELEVEN POSITIONS IN PARK OPERATIONS

This **reduction** will eliminate one filled and one vacant Equipment Operator I, one vacant Sr. Equipment Operator, one vacant Pump Mechanic Supervisor, one vacant Carpenter Supervisor, one vacant HVAC Technician I, one vacant Carpenter I, one vacant Tire Repairer, one vacant Fleet Maintenance Technician I, one vacant Tree Maintenance Worker and one filled Administrative Assistant I position in the Park Operations Division. Reduction of these positions will impact trash removal from parks, mowing frequency at Old City Cemeteries, tree maintenance within park properties, recreation center building maintenance, HVAC system maintenance, swimming pool pump maintenance and repairs to the rolling equipment associated with Park Operations. This reduction will result in savings of \$325,826.

EXISTING INFRASTRUCTURE – ELIMINATE ONE GARDENER POSITION

This **reduction** will eliminate one filled Gardener position from Horticultural Services. This reduction will result in existing staff to assume the Gardener's responsibilities and will increase time requirements for maintenance of the horticultural program. This reduction will result in savings of \$25,443.

EXISTING INFRASTRUCTURE – TRANSFER COST OF TWO MAINTENANCE WORKER POSITIONS

This **redirection** will transfer the costs associated with two filled Maintenance Worker positions from the General Fund to the Recreation Athletic Fund. These positions perform Division 1 athletic field maintenance duties at Alva Jo Fischer and Kennedy softball complexes. This reduction will result in the Recreation Athletic Fund absorbing these costs. This reduction will result in savings of \$50,886.

PROGRAM CHANGES CONTINUED***EXISTING INFRASTRUCTURE – CHARGE-OFF PERSONNEL COSTS TO PROPOSITION 3 FUND***

This **reduction** will charge-off 33% of personnel costs related to a Nature Preserve Coordinator to the Proposition 3 – Parks Development and Expansion Fund. The amount charged off represents the time spent by the Nature Preserve Coordinator addressing needs of new land acquisitions over the Edwards Aquifer. This will result in savings of \$23,196.

EXISTING INFRASTRUCTURE – ELIMINATE ONE POSITION AT MARKET SQUARE

This **reduction** will eliminate one filled Building Maintenance Supervisor position at Market Square. All maintenance functions in the Contract Services Division will be transferred to Park Operations staff. This reduction will result in savings of \$40,352.

EXISTING INFRASTRUCTURE – ELIMINATE ONE MAINTENANCE WORKER POSITION

This **reduction** will eliminate one filled Maintenance Worker position at La Villita. Contracting with a service company will provide customers to make rental arrangements and will eliminate the need for this position. Consequently, renters will be responsible for the set-up and take-down of events. This reduction will result in savings of \$25,444.

♦ MANDATES**\$1,296,639*****EXISTING INFRASTRUCTURE – ADD ONE POSITION FOR BODE COMMUNITY CENTER***

This **mandate** will add one Community Center Leader II position at nine months funding. The Bode Community Center gymnasium expansion was included in the 1999 Bond Program and other capital projects funding sources and was recently completed in Spring 2002. The cost of this mandate in FY 2003 will total \$22,240. The full year cost for FY 2004 will total \$29,582.

EXISTING INFRASTRUCTURE – POOL ENTRAPMENT SYSTEMS FOR OUTDOOR POOLS

In May 1999, the Texas Department of Health legislated that by 2004 each class B swimming pool or spa must have a minimum of two hydraulically balanced suction outlets with antivortex covers or grates. Consequently, this **mandate** will provide for installation of eleven pool entrapment systems in FY 2003 and installation of ten pool entrapment systems in FY 2004 at the cost of \$10,000 per pool. These modifications will be made to the following 21 facilities: Cassino, Concepcion, Cuellar, Dellview, Elmendorf, Fairchild, Garza, Joe Ward, Kennedy, Kingsborough, Monterrey, Natatorium, New Territories, Normoyle, Roosevelt, Southcross, Southside Lions, Sunset Hills, Westwood, Woodlawn, and Westside YMCA. The total cost of this mandate in FY 2003 will total \$110,000 and \$100,000 in FY 2004.

EXISTING INFRASTRUCTURE – ADD ONE POSITION FOR EDWARDS AQUIFER LAND ACQUISITION

This **mandate** will add one Geographic Information Systems Analyst position at nine months funding. This position will be responsible for compiling data required by the U.S. Department of Fish and Wildlife Service under the Endangered Species Act prior to the development of parklands. In addition, this position will be working with environmental consultants on interpreting data on wildlife habitats. The total cost of this mandate in FY 2003 will total \$41,757 and will be completely offset with Proposition 3 funding. This mandate includes \$5,700 of one-time costs. The full year cost for FY 2004 will total \$48,076.

PROGRAM CHANGES CONTINUED**EXISTING INFRASTRUCTURE – ADD TWO POSITIONS FOR LEON CREEK**

This *mandate* will add one Maintenance Crew Leader and one Equipment Operator I position at nine months funding. These positions will be detailed to mow and trim Leon Creek. The cost of the mandate in FY 2003 will total \$79,401. This mandate includes \$32,733 in one-time costs. The full year cost for FY 2004 will total \$60,860.

EXISTING INFRASTRUCTURE – ADD TWO POSITIONS FOR SAN ANTONIO RIVER EXPANSION

This *mandate* will add one Electrician and one Electrician Helper at nine months funding. This electrical crew will maintain the electrical systems along the first phase of the San Antonio River Improvement Project from Houston St. to Lexington St. funded through 1999 General Obligation Bonds program and other capital projects funding sources. This phase of the San Antonio River Expansion Project is due to be completed in late 2002. The cost of the mandate in FY 2003 will total \$206,803. This mandate includes \$144,250 of one-time costs. The full year cost for FY 2004 will total \$77,780.

EXISTING INFRASTRUCTURE – ADD THREE POSITIONS FOR BRACKENRIDGE PARK IMPROVEMENTS

This *mandate* will add one Plumber Helper and two Gardener I positions at nine months funding. These positions will maintain the extensive irrigation system and landscaping of the newly renovated Brackenridge Park – Phase I. Brackenridge Park Improvements were included in the 1994 General Obligation Bond Program. The cost of the mandate in FY 2003 will total \$107,258. This mandate includes \$38,600 of one-time costs. The full year cost for FY 2004 will total \$87,754.

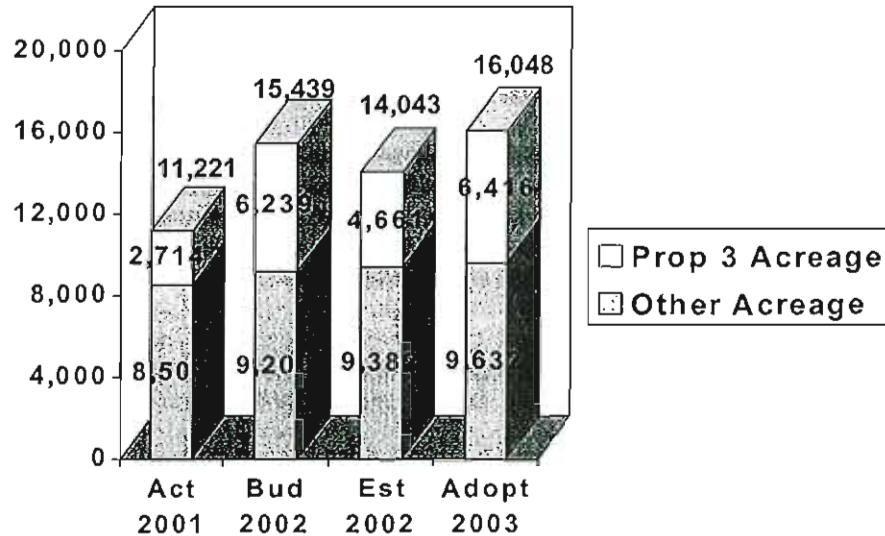
EXISTING INFRASTRUCTURE – ADD FOURTEEN POSITIONS FOR SUPPORT SERVICES

This *mandate* will add two Administrative Aides, one Plumber, one Carpenter II, one Electrician, eight Maintenance Workers and one Maintenance Crew Leader position at nine months funding. These positions will maintain 23 park facilities and newly acquired parklands that are receiving improvement under 1999 General Obligation Bonds program and other capital projects funding sources. The cost of this mandate in FY 2003 will be \$729,180. This mandate includes \$333,885 of one-time costs. The full year cost for FY 2004 will be \$493,031.

GENERAL FUND EXPENDITURES BY CHARACTER

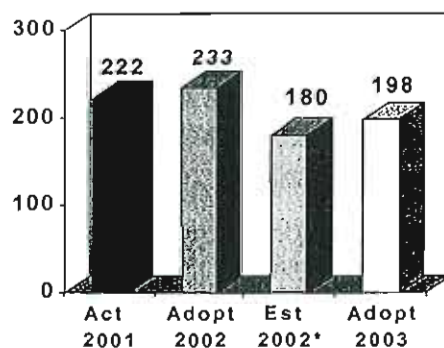
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$33,179,894	\$31,346,464	\$30,533,615	\$30,408,205
CONTRACTUAL SERVICES	8,921,407	14,220,611	15,438,274	14,409,474
COMMODITIES	3,096,201	2,737,111	2,582,266	2,748,169
OTHER EXPENDITURES	535,959	776,879	324,406	717,664
CAPITAL OUTLAY	780,018	1,147,358	991,614	669,532
TOTAL EXPENDITURES	\$46,513,479	\$50,228,423	\$49,870,175	\$48,953,044
 AUTHORIZED POSITIONS	 1,255	 1,223	 1,223	 1,086
FULL-TIME EQUIVALENTS	951.74	969.63	969.63	912.55

TOTAL PARK ACREAGE



VOLUNTEER/RESTITUTION PROGRAM HOURS & DOLLAR VALUE

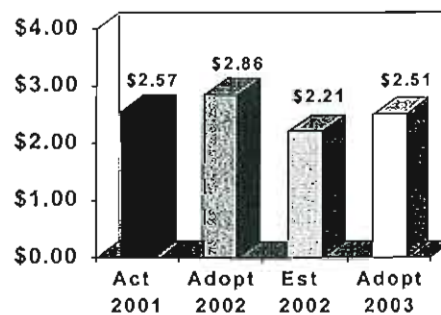
Hours In Thousands



HOURS WORKED

*Decrease in hours due to fewer volunteer/restitution workers participating in projects

Dollars In Millions



DOLLAR VALUE

Adopted FY 2003 based on Entry Level Maint. Worker (\$8.75 hr plus fringe benefits)

MISSION STATEMENT

The mission of Golf Operations is to serve the maximum number of golf patrons and maintain golf courses to the highest possible standards, with programs and a fee structure commensurate with local market competition while allowing for a margin of profitability.

PROGRAM INFORMATION

The Golf Course Special Revenue Fund is responsible for the operation of the City's six 18-hole golf courses, two Par 3 nine-hole courses and three golf ranges. In addition to maintaining and operating facilities, staff is responsible for the maintenance and provision of golf course equipment, golf cars and Pro-shops.

GOALS & OBJECTIVES

Serve the maximum number of golf patrons, with due consideration given to recreational and tournament golf. Maintain all golf facilities at the highest standards, within a reasonable fee-based revenue system.

- ♦ Continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination.
- ♦ Strengthen the financial condition, short and long-term, of the Golf Special Revenue Fund.
- ♦ Continue selective upgrading and renovating of golf facilities.
- ♦ Ensure that municipal golf course facilities are safe for all users.
- ♦ Replace maintenance equipment on a regular basis.
- ♦ Enhance an aggressive golf promotional program with hotels, convention business, and local golf tournaments.
- ♦ Continue the implementation of the use of recycled water for irrigation at golf facilities.
- ♦ Work within the market of regional public and private courses.
- ♦ Strive for maximum utilization of pro shop merchandise sales and services.
- ♦ Support Food & Beverage Concessionaire through sales.
- ♦ Increase the number of pro shop professionals that attain PGA/LPGA certification.

PARKS & RECREATION

GOLF SPECIAL REVENUE FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Become a Premier Visitor & Convention Destination					
	To continue to support the Convention and Visitor's Bureau in making San Antonio a premier golf destination	Average annual ranking of municipal golf courses by Golf Digest ¹	3.08	N/A	3.08	3.17
		Number of regulation rounds played	277,751	305,000	295,500	305,000
Financial	Provide Accountability to Public					
	To strengthen the financial condition, short and long term, of the Golf Special Revenue Fund	Total revenue per round	\$24.05	\$24.60	\$23.14	\$24.40
		Total expenses per round	\$25.31	\$24.08	\$22.83	\$22.59
Internal Processes	Safe & Clean Community for San Antonio					
	To ensure that municipal golf course facilities are safe for all users	Number of safety inspections performed at golf course facilities	N/A	N/A	93	95
Employee Learning & Growth	Improve Employee Compensation or Education					
	To increase the number of Pro-shop professionals that attain PGA / LPGA certification	Percentage of Pro-shop staff with PGA / LPGA certification	N/A	N/A	40%	46%

EXPLANATORY INFORMATION

¹ Golf Digest ratings scale of 1 (Poor) – 5 (Excellent).

PROGRAM CHANGES**♦ REDIRECTIONS/REDUCTIONS****\$428,591*****NON-STRATEGIC ISSUE – POLO FIELD DRIVING RANGE CONTRACTED TO GOLF SAN ANTONIO***

This **reduction** will eliminate one vacant Golf Activities Attendant, one vacant, part-time Golf Activities Attendant, one filled Golf Course Equipment Operator and one filled Golf Activities Supervisor. Since the facility is currently under lease to Golf San Antonio, there will be no anticipated impact on service due to this reduction. This reduction will result in savings of \$95,602.

NON-STRATEGIC ISSUE – ELIMINATE ONE ASSISTANT GOLF OPS. SUPERINTENDENT POSITION

This **reduction** will eliminate one vacant Assistant Golf Operations Superintendent position. This position has not been filled for several years. Consequently, there will be no anticipated impact due to this reduction. This reduction will result in savings of \$38,657.

NON-STRATEGIC ISSUE – REDUCE TEMPORARY SERVICES BUDGET

This **reduction** will decrease the Temporary Services line item budget due to recent hiring of temporary employees to fill full-time positions. There will be no impact on services due to this reduction. This reduction will result in savings of \$154,927.

NON-STRATEGIC ISSUE – REDUCE CONTRACTUAL SERVICES AND COMMODITIES BUDGET

This **reduction** will decrease the Contractual Services budget at Cedar Creek and Mission del Lago Golf Courses due to the elimination of security guard services during FY 2002. In addition, this reduction will decrease the Botanical and Agricultural Supplies line item budget due to efficiencies garnered through better management practices and excess inventory from prior years. This reduction will result in savings of \$118,500.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$20,905 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS**\$37,079*****CUSTOMER SERVICE - LIVING WAGE***

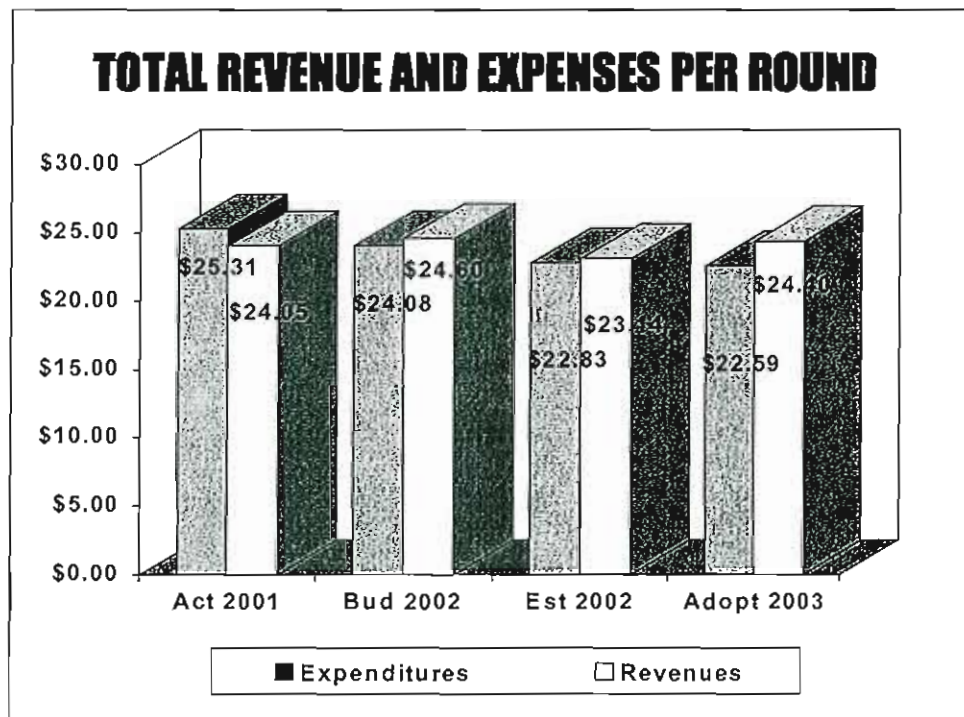
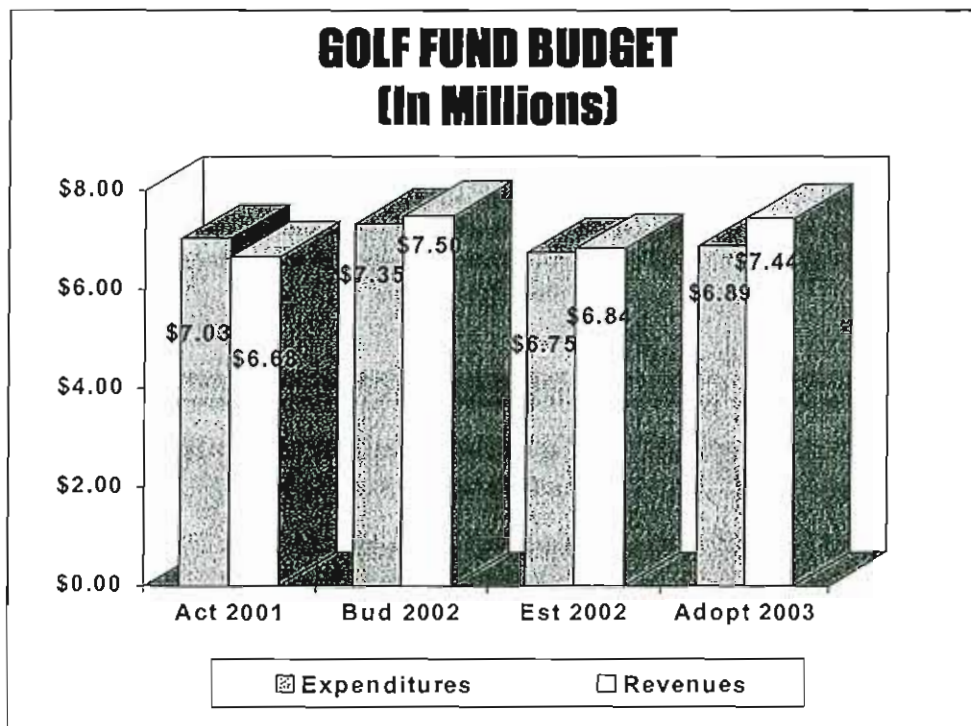
The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This **improvement** will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this mandate in FY 2003 is \$37,079.

PARKS & RECREATION**GOLF SPECIAL REVENUE FUND****PROGRAM CHANGES CONTINUED**♦ **MANDATE****\$4,768*****CUSTOMER SERVICE - ENTERPRISE RESOURCE MANAGEMENT***

This *mandate* would provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds would support the annual maintenance agreement cost associated with ERM's three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$4,768.

GOLF SPECIAL REVENUE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$3,873,735	\$3,524,829	\$3,810,942	\$3,590,569
CONTRACTUAL SERVICES	1,501,290	2,070,778	1,498,177	1,823,875
COMMODITIES	806,285	840,136	809,980	768,661
OTHER EXPENDITURES	218,919	236,577	245,890	319,301
CAPITAL OUTLAY	33,128	38,581	23,873	22,707
TRANSFERS	597,542	636,446	357,830	363,835
TOTAL EXPENDITURES	\$7,030,899	\$7,347,347	\$6,746,692	\$6,888,948
 AUTHORIZED POSITIONS	 153	 153	 153	 148
FULL-TIME EQUIVALENTS	138.30	138.30	138.30	133.70



PARKS & RECREATION

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.

SAN JOSE BURIAL PARK TRUST FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$108,278	\$251,209	\$264,520	\$272,502
CONTRACTUAL SERVICES	65	79,129	61,809	93,058
COMMODITIES	11,953	20,587	26,909	20,587
OTHER EXPENDITURES	343	7,339	3,127	0
CAPITAL OUTLAY	18,800	35,820	35,820	16,873
TOTAL EXPENDITURES	\$139,439	\$394,084	\$392,185	\$403,020
AUTHORIZED POSITIONS	4	8	8	8
FULL-TIME EQUIVALENTS	4.00	8.00	8.00	8.00

PARKS & RECREATION**GRANT SUMMARY**

The Parks & Recreation Department provides nutritional meals during the summer months to children age eighteen and below who would not otherwise have the food assistance they receive during the school year through the National School Lunch and Breakfast Program.

Below are the Parks & Recreation Department in FY 2003 expect a comprehensive listing of the grant. Details on each grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Child Adult Care Food Program	\$65,000	\$0	\$0	\$0	\$65,000
Summer Food Service Program	760,681	0	0	0	760,681
TOTAL	\$825,681	\$0	\$0	\$0	\$825,681

PARKS & RECREATION

CHILD ADULT FOOD CARE SERVICE

PROGRAM INFORMATION:

The Child Adult Care Food Program provides free nutritious snacks for children during after school hours while they participate at community centers. Funding by USDA and monitored by TDHS. This grant program covers the period of 10/1/02 through 9/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Number of food sites	N/A	26	27
Number of serving days	N/A	203	204
Output:			
Number of snacks served	N/A	110,415	112,000
Efficiency:			
Average number of meals served per site	N/A	21	25
Effectiveness:			
Annual % of increase/decrease	N/A	100%	18%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	N/A	\$57,414	\$65,000
TOTAL FUNDING	N/A	\$57,414	\$65,000
EXPENDITURES			
COMMODITIES	N/A	\$57,415	\$65,000
TOTAL EXPENDITURES	N/A	\$57,415	\$65,000
AUTHORIZED POSITIONS	N/A	N/A	N/A
FULL-TIME EQUIVALENT	N/A	N/A	N/A

PARKS & RECREATION

SUMMER FOOD SERVICE PROGRAM

PROGRAM INFORMATION:

The Summer Food Service Program provides free meals to children ages 18 years and younger. Funding for these meals originates from USDA and monitored through TDHS. This grant program covers the period of 10/01/02 through 09/30/03.

PERFORMANCE MEASURES

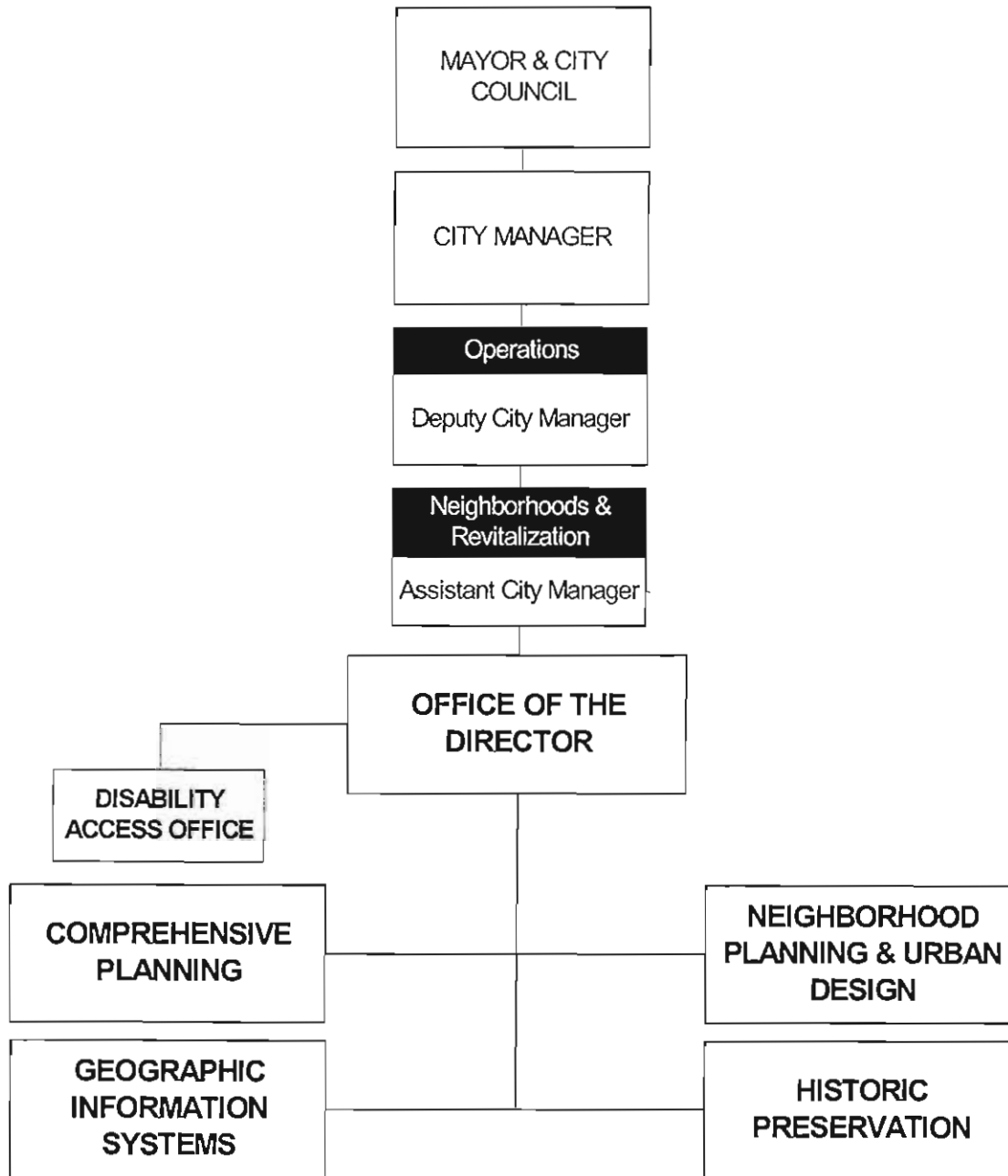
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
Number of food sites	137	115	120
Number of serving days	39	44	39
Output:			
Total lunches served	227,058	219,330	225,000
Total snacks served	248,274	253,476	260,000
Total meals served	475,332	472,806	485,000
Efficiency:			
Average number of meals per site per day	89	93	104
Effectiveness:			
Annual % increase/decrease of meals served per site.	-2.20%	9.6%	11%

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$720,771	\$709,033	\$760,681
TOTAL FUNDING	\$720,771	\$709,033	\$760,681
EXPENDITURES			
PERSONAL SERVICES	\$45,283.02	\$61,369.00	\$70,681
CONTRACTUAL SERVICES	2,777.99	13,591.00	15,000
COMMODITIES	672,709.63	634,073.22	675,000
TOTAL EXPENDITURES	\$720,771	\$709,033	\$760,681
AUTHORIZED POSITIONS	13	16	16
FULL-TIME EQUIVALENT	13.00	16.00	16.00



PLANNING



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	45.00	\$2,926,790
Community Development Block Grant	3.00	149,830
Categorical Grants	1.00	60,000
Capital Projects	0.00	221,000
Total Funding	49.00	\$3,357,620

MISSION STATEMENT

The Planning Department's mission is to promote (within the City and its extraterritorial jurisdictions) the development of livable communities and an enhanced quality of life through a framework of orderly growth and development that reflects the unique history, culture and diversity of San Antonio in a manner consistent with the Master Plan Policies, policies established by the City Council, the Commissions appointed by City Council and the Community-at-large through the "Delivery of Exceptional Service You Can Trust!"

PROGRAM INFORMATION

The Planning Department implements the Master Plan policies through outreach, communication, education, development of ordinances and regulations related to land development, comprehensive plans, neighborhood plans, perimeter plans, development plans, historic preservation, 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

To develop a Public Relations Program for the department.

- ◆ To continue to make the Unified Development Code (UDC) more effective and consistent with the Master Plan.
 - Participate with the UDC Technical Advisory Committee to promote consistency with the Master Plan.
 - Develop ordinances that expand on the concept of the Unified Development Code.
- ◆ To prepare and implement long-range comprehensive plans that establish a land use policy direction for the City.
 - Continue the development of a long-range comprehensive plan by implementing perimeter plans.
 - Initiate the Southside Balanced Growth Planning Initiative and promote the new smart growth concepts in the Unified Development Code.
 - Amend the Major Thoroughfare Plan as appropriate to ensure that it reflects new growth and accommodates future development.
 - Implement the annual annexation program.
 - Develop strategies for future annexations under the revisions imposed by the Annexation Reform Bill.
 - Update comprehensive plans as prescribed by the UDC.
 - Prepare conceptual urban design plans promoting revitalization within the Community Revitalization Action Group (CRAG) target area, Neighborhood Commercial Revitalization (NCR) areas, and implement the UDC concepts.
- ◆ To continue to coordinate the implementation of the Master Plan.
 - Develop an Annual Report on status of Master Plan Implementation.
 - Develop an educational program to promote the Master Plan to City Departments, other organizations and the public.
- ◆ To 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.
 - Develop Strategic Implementation Revitalization Plans for Neighborhood Commercial Revitalization areas to implement the CRAG policies consistent with the Housing Master Plan and Master Plan Policies.
 - Develop Corridor Overlay Districts upon adoption of the enabling ordinance.

GOALS & OBJECTIVES CONTINUED

- Continue to plan services requested by neighborhood interests and to coordinate with City Departments and outside agencies for implementation of special projects including Hays St. Bridge Restoration, Austin Highway Median, Hazard Elimination Safety Program, and Olmos Creek Greenway Ecological Restoration feasibility study.
- Implement the Neighborhood Conservation District Program.
- Expand the area of the City covered by Neighborhood and Community Plans through the Community Building and Neighborhood Planning Program.
- Encourage the formation of new neighborhood based organizations and strengthen existing neighborhood organizations which include all stakeholders.
- ♦ To coordinate the development of programs, policies and facility modifications to ensure compliance with the 1973 Rehabilitation Act, the Fair Housing Amendments Act, and the Americans with Disabilities Act.
 - Implement compliance through Task Force, Team, and Coalition coordination and participation.
 - Maintain, update, and monitor the Building Access Modification Program.
- ♦ To coordinate the Department of Justice (DOJ) Compliance Review mandated facility modifications with affected departments.
- ♦ To coordinate the development of a Universal River Walk pedestrian guide map to be used in all tourist publications and venues advertising the River Walk.
- ♦ To protect and enhance the City's historic resources including landmarks, historic districts, the River Walk and City-owned facilities.
 - Continue to complete and publish a comprehensive list of landmarks and historic properties in San Antonio.
 - Continue a comprehensive historic survey of the original 36 square miles of the City.
- ♦ To expand and promote the use of Geographic Information Systems (GIS) and new technologies.
 - Develop, update and maintain GIS databases.
 - Enhance staff skills to utilize GIS in planning applications.
 - Promote the use of GIS applications through the internet.
 - Develop land use database to reflect adopted Neighborhood, Community and Perimeter Plans.
 - Utilize new technologies to analyze and demonstrate planning and design alternatives.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Expand Community/Cultural Initiatives					
	Continue planning services requested by neighborhood interests	Cumulative City Population Included in Plans Approved by City Council ¹	18%	N/A	24%	24%
	Expand the area of the City covered by Neighborhood and Community Plans	Cumulative City Square Miles Included in Plans Approved by City Council ²	14%	N/A	19%	24%
	Encourage the formation of new neighborhood-based organizations	Total No. of Neighborhood Groups Registered with the City	316	320	355	365
Financial	Provide Accountability to Public					
	To increase percent of review recommendations	Percent Historic Cases Processed within 10 days	92%	89%	88%	88%
		Percent of Demolition Requests Reviewed within Three Days	97%	97%	96%	96%
Internal Processes	Implement CRAG Initiatives					
	Prepare conceptual urban design plans to promote revitalization within the CRAG target area, NCR areas, and implement the UDC concepts	No. Urban Design Plans	N/A	N/A	8	10
	Implement the Neighborhood Conservation District Program	Percent of Proposed Parcels in the Neighborhood Conservation Districts Approved by City Council	N/A	N/A	N/A	80%
Employee Learning & Growth	Improved Information Technology Service Delivery					
	Promote the use of Geographic Information Systems (GIS) applications over the internet	Total No. of Maps Posted on the Internet	N/A	N/A	400	500

EXPLANATORY INFORMATION

¹ City population increasing due to average growth rate and expected annexation areas.

² City Square Miles increasing due to expected annexation areas.

PROGRAM CHANGES
♦ REDIRECTION/REDUCTIONS \$135,302
NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This *reduction* will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$16,000 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$19,302 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: Expense Allowance, Subscriptions to Publications, Travel, Education, Membership Dues, Food, Recreation Supplies, and Software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

HOUSING AND NEIGHBORHOOD PLANNING – NEIGHBORHOOD IMPROVEMENT CHALLENGE PROGRAM

This *reduction* will eliminate funding for the Neighborhood Improvement Challenge Program with savings of \$100,000. Remaining funds carried forward from prior years will continue to be spent in support of the program into FY 2003.

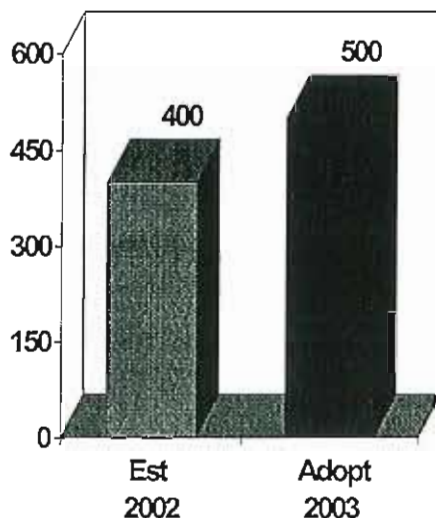
♦ IMPROVEMENT \$47,352
ECONOMIC DEVELOPMENT – ADD ONE SENIOR PLANNER FOR ANNEXATION

This *improvement* will add one Senior Planner position as a result of the 2002 Annexation Plan. The position will be used to assist in the implementation of limited purpose annexation. The cost for this improvement in FY 2003 totals \$47,352. The full-year cost in FY 2004 will be \$51,734.

GENERAL FUND EXPENDITURES BY CHARACTER

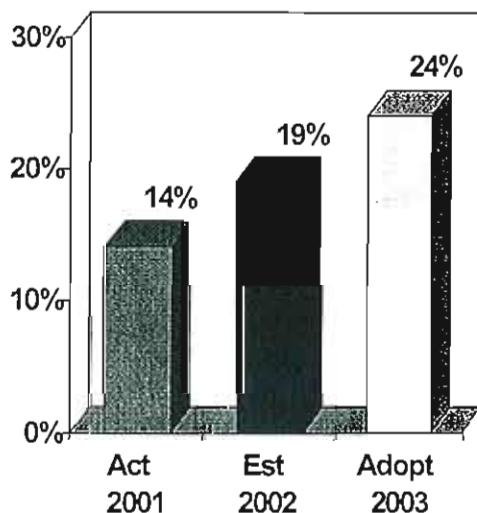
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$1,545,682	\$2,056,547	\$2,027,179	\$2,228,482
CONTRACTUAL SERVICES	874,189	578,558	596,065	633,145
COMMODITIES	68,687	48,704	50,421	51,362
OTHER EXPENDITURES	12,517	8,889	4,507	9,401
CAPITAL OUTLAY	2,179	12,180	12,180	4,400
TOTAL EXPENDITURES	\$2,503,254	\$2,704,878	\$2,690,180	\$2,926,790
 AUTHORIZED POSITIONS	 40	 44	 44	 45
FULL-TIME EQUIVALENTS	40.00	44.00	44.00	45.00

TOTAL NUMBER OF MAPS POSTED ON THE INTERNET



- » Planning staff continue a Customer Service Initiative to promote the use of Geographic Information Systems (GIS) over the internet for citizen access to free city maps.
- » Free maps provide locations of zoning areas, historic districts, city parks, neighborhood associations and neighborhood plan boundaries.

CUMULATIVE CITY SQUARE MILES INCLUDED IN PLANS APPROVED BY CITY COUNCIL



- » The projected 71% increase from FY 2001 to FY 2003 results from some plans having a greater number of square miles.
- » Plans for 2003 include the Southside Balanced Growth Initiative, and the Far West and Eastside Community Plans.

PLANNING DEPARTMENT
TEA 21 TRANSPORTATION PLANNING PROGRAM

Listed below is the grant that the Planning Department is anticipating to receive in FY 2003. Details on this grant program can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
TEA 21 Transportation Planning Program	\$63,000	\$0	\$0	\$0	\$63,000
TOTAL	\$63,000	\$0	\$0	\$0	\$63,000

PLANNING DEPARTMENT

TEA 21 TRANSPORTATION PLANNING PROGRAM

PROGRAM INFORMATION:

Annually, the City of San Antonio applies for transportation planning grants through the Metropolitan Planning Organization (MPO) to conduct various transportation studies eligible under the Transportation Equity Act for the 21st Century (TEA 21), formally Intermodal Surface Transportation Efficiency Act (ISTEA). The studies vary from year to year. Additionally, funds for Consultant work for City requested projects are funded under the MPO's budget.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Output:			
Number of Transportation Plans/programs	2	2	2
Efficiency:			
No of plans/programs per full-time equivalents	1.5	2.0	2.0
Effectiveness:			
Unified Planning Work Program plans/studies completed and accepted by the granting agency	75%	100%	100%

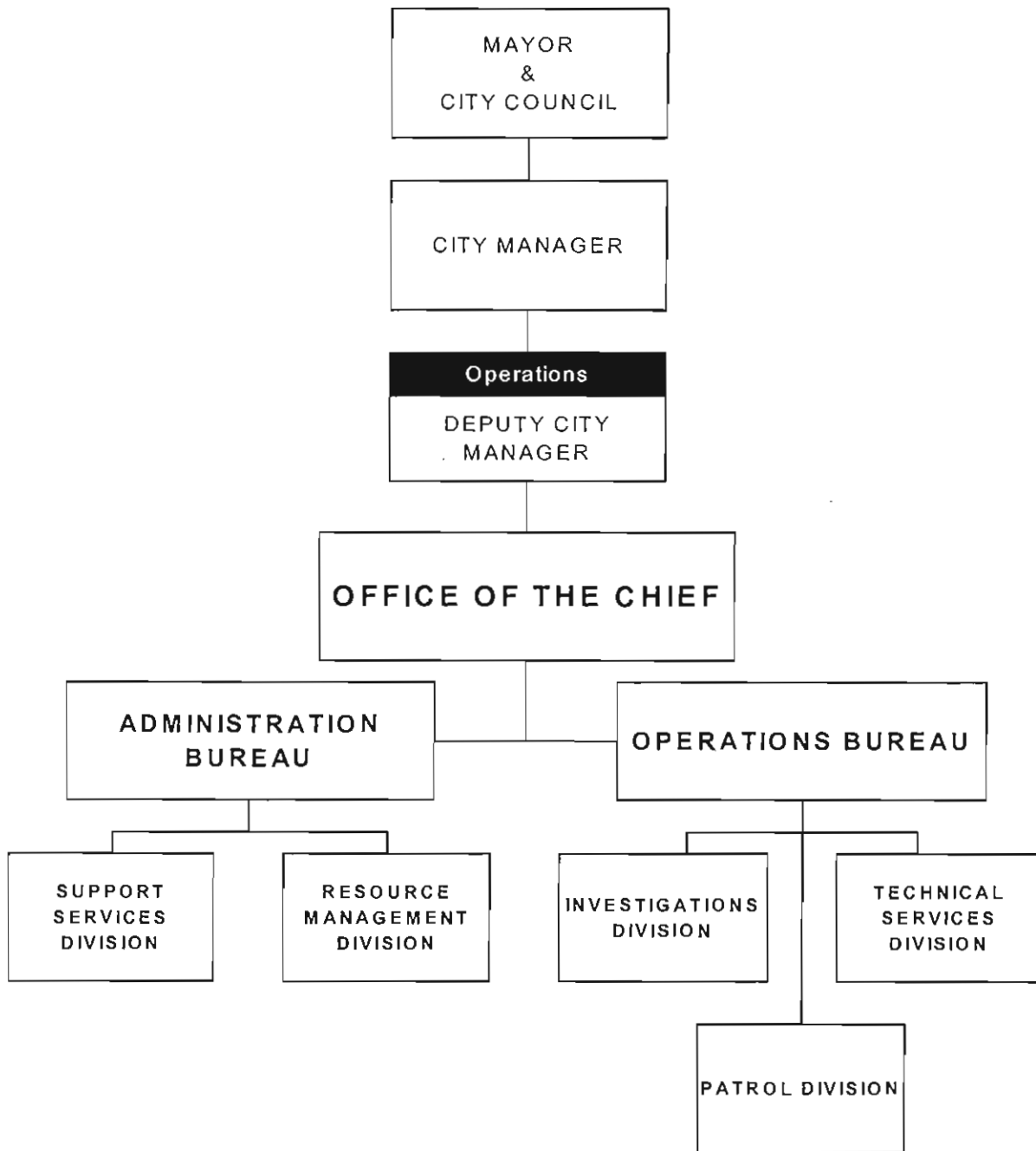
EXPLANATORY INFORMATION

The partial full-time equivalent was time charged by staff funded by the general fund. Authorized positions under the grant equaled to one. However, full-time position was filled in June of 2001. FY 2002 includes previous year unexpended funds in the granting agency budget.

FUNDING BY SOURCE & EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL	\$26,008	\$63,000	\$63,000
TRANSFER	18,516	0	0
TOTAL FUNDING	\$44,524	\$63,000	\$63,000
EXPENDITURES			
PERSONAL SERVICES	\$25,869	\$54,470	\$54,470
CONTRACTUAL SERVICES	2,040	4,300	4,300
COMMODITIES	97	185	185
OTHER EXPENDITURES	1,487	4,045	4,045
CAPITAL OUTLAY	1,933	0	0
TRANSFER	13,098	0	0
TOTAL EXPENDITURES	\$44,524	\$63,000	\$63,000
AUTHORIZED POSITIONS	1	1	1
FULL-TIME EQUIVALENT	1.00	1.00	1.00

POLICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	2,702.26	\$218,630,821
Categorical Grants	62.00	8,479,526
Confiscated Property Fund	0.00	2,070,876
Capital Projects	0.00	6,783,000
Total Funding	2,764.26	\$235,964,223

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 Department's Rolling Staffing Plan.
- ◆ Respond to "life threatening" emergency calls for service within five minutes.
- ◆ Annual Patrol Availability Factor of 39.56%.
- ◆ 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 continuing a proactive staff inspection and audit program.
- ◆ Reduce the incidence of fatal traffic accidents through increased DWI enforcement efforts and increased Traffic Law enforcement.
- ◆ Continue employee training practices in technology enhancements and to maintain compliance with changing law enforcement practices.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Provide for Safety and Welfare of San Antonio					
	Limit Violent Crime increase to no more than 7 (3% increase) crimes per 100,000 population	Murder, Rape, & Robbery per 100,000 population	220	214	228	235
	Limit Aggravated Assault increase to no more than 50 (8.3% increase) crimes per 100,000 population	Aggravated Assault per 100,000 population	549	542	601	651
	Increase Violent Crime Clearances by at least 53 cases	Murder, Rape, & Robbery Cases Cleared	494	344	374	427
	Increase Aggravated Assault Clearances by at least 117 cases	Aggravated Assault Cases Cleared	462	326	260	377
	Decrease Property Crime by at least 15 (.2% decrease) crimes per 100,000 population	Burglary, Theft, Motor Vehicle Theft per 100,000 population	7,139	7,304	7,123	7,108
	Increase Property Crime Clearances by at least 550 cases	Burglary, Theft, Motor Vehicle Theft Cases Cleared	6,621	6,017	6,542	7,092
	Respond to Emergency Calls within 5 minutes	Improve Code 3 Response Time	4.97	5.00	4.97	5.00
	Increase Patrol Availability Factor (PAF)	Patrol Availability Factor ¹	39.82%	44.89%	40.11%	39.56%
	Reduce incidence of fatal traffic accidents through increased DWI enforcement & traffic law enforcement	Fatal Traffic Accidents	103	141	113	102
		No. of DWI Arrests	4,333	5,051	5,757	6,188
	Continue to improve the relationship between the police & the community by enhancing communications & customer satisfaction	No. of Citizens Police Academy Graduates	184	200	183	175
		No. of Citizens Participating in Cellular On Patrol	738	720	726	720
Financial	Leverage Other Funding Sources					
	Maximize use of volunteers to reduce workload & personnel requirements	Avg. No. of FTE's for Volunteers Program	12.3	11.9	12.7	13.1

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Provide for Safety and Welfare of San Antonio					
	Actively address formal complaints by citizens	No. of Formal Complaints Processed	166	N/A	145	175
Employee Learning & Growth	Improve Employee Compensation (Training)					
	Continue employee training practices to insure compliance with changing technology and law enforcement practices	No. of Officers Attending "In-Service" Training	1,871	1,965	1,912	1,958
		No. of Officers trained in FERS per year ²	N/A	350	0	350

EXPLANATORY INFORMATION

¹ As a result of the events of 9/11, an average of 69 officers serving on active military duty will preclude a PAF increase in FY 2003.

² System implementation has been delayed pending thorough testing of the software. Therefore, training will not begin until FY 2003.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS \$1,448,453

NON-STRATEGIC ISSUES – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$169,553 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUES – OPERATIONAL SAVINGS

This **reduction** will provide savings in commodities and contractual services. The savings are primarily the result of improvements in the management of resources. This reduction will have minimal impact on Department operations. The FY 2003 savings from this reduction will total \$266,127.

NON-STRATEGIC ISSUES – OPERATIONAL SAVINGS AT THE TRAINING ACADEMY

This **reduction** will provide savings in commodities and contractual services through improved operational efficiencies at the Training Academy. The efficiencies are primarily the result of improvements in the management of resources. This reduction will not impact current Training Academy operations. The FY 2003 savings from this reduction will total \$47,305.

PROGRAM CHANGES CONTINUED***NON-STRATEGIC ISSUES – ELIMINATE SIXTEEN ADMINISTRATIVE SUPPORT POSITIONS***

This **reduction** will eliminate fourteen vacant and two filled administrative positions. The positions are three Administrative Assistant I's, five Secretary II's, six Office Assistants, one Administrative Aide, and one Cashier position. Of these positions, ten were created in FY 2002 in conjunction with the Staffing Plan. These positions were funded for one month. The positions were never filled and therefore have no impact on the current level of service. The workload of the positions will have to be redirected among remaining civilian staff. The FY 2003 savings from this reduction will total \$457,197.

PUBLIC SAFETY – ELIMINATE ONE SENIOR POLICE SERVICES AGENT

This **reduction** will eliminate one vacant Senior Police Services Agent position assigned to the Police Service Agents Office. This reduction will have no impact on the level of service the Department provides. The workload of this position will be redirected among remaining staff. The FY 2003 savings from this reduction will total \$30,568.

PUBLIC SAFETY – ELIMINATE THREE POLICE COMMUNICATIONS OPERATORS

This **reduction** will eliminate three vacant Police Communications Operator positions. This reduction will have no impact on the level of service the Department provides. The workload of the vacant positions will be redirected among remaining staff. The FY 2003 savings from this reduction will total \$95,613.

PUBLIC SAFETY – ELIMINATE ONE MANAGEMENT ANALYST

This **reduction** will eliminate one vacant Management Analyst position assigned to the Financial Crimes Section. This reduction will have no impact on the level of service the Department provides. The workload of this position will be redirected among remaining staff. The FY 2003 savings from this reduction will total \$44,011.

PUBLIC SAFETY – REDUCE THE ACCREDITATION PROGRAM

This **reduction** will redirect one Sergeant position from the Accreditation Unit to the Unified Crime Report Detail and eliminate one Program Manager from the Accreditation Unit. The Police Department recently completed the accreditation process and will maintain its accreditation for three years. There will be a minimal loss of service as a result of this reduction. The FY 2003 savings will total \$53,369.

PUBLIC SAFETY – ELIMINATE FIVE POLICE SERVICE AGENTS

This **reduction** will eliminate five filled Police Service Agent positions assigned to the substations. These positions are primarily responsible for the selling of Police Reports out of the substations. Police Reports will still be available for purchase at the various community link centers and the downtown Headquarters. The FY 2003 savings from this reduction will total \$138,115.

PUBLIC SAFETY – ELIMINATE THIRTY SCHOOL CROSSING GUARDS

This **reduction** will eliminate thirty vacant part-time School Crossing Guard positions. The remaining staff will continue to absorb the workload of these vacant positions. There will be no loss of service or impact on the operations of this unit. The FY 2003 savings from this reduction will total \$37,770.

PROGRAM CHANGES CONTINUED

PUBLIC SAFETY – ELIMINATE ONE SENIOR CRIME ANALYST

This **reduction** will eliminate one vacant Senior Crime Analyst position. This reduction will have no impact on the level of service the Department provides. The workload of this position will be redirected among remaining staff. The FY 2003 savings from this reduction will total \$37,325.

PUBLIC SAFETY – ELIMINATE TWO CASEWORKER II POSITIONS

This **reduction** will eliminate two vacant Caseworker II positions assigned to the Crisis Action Team. These vacant positions are assigned to the West and North Substations, however both substations will still have caseworkers assigned to them. The workload of these positions will be redirected to the remaining staff. The FY 2003 savings from this reduction will total \$71,500.

PUBLIC SAFETY – ROLLING STAFFING PLAN

This Police Rolling Staffing Plan **redirection** will redirect a total of 36 sworn officer positions. Of these 36 positions, 17 will be redirected to patrol. With the implementation of this plan, the Police Department projects that a 39.56% PAF will be achieved in FY 2003. The remaining 19 positions will be allocated as recommended in the Rolling Staffing Plan to the following units as indicated: four to Traffic, two to DWI, three to Homicide, two to Vice, two to Night Detectives, two to Sex Crimes, two to Property Crimes, one to Repeat Offenders Program and one to the Report Review/UCR Detail. The 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.

♦ IMPROVEMENTS

\$156,996

PUBLIC SAFETY – ADD FOUR SENIOR POLICE SERVICES AGENTS

This **improvement** will add four Senior Police Services Agent positions. Three of the positions will be assigned to Fleet Management and one will be assigned to the Financial Crimes Unit. These positions will perform administrative duties once performed by sworn officers. The FY 2003 cost of these positions with six months funding will total \$57,360. In FY 2004, the full-year cost will total \$114,920.

ECONOMIC DEVELOPMENT – ANNEXATION SERVICES

This **improvement** will provide for the addition of two patrol officer positions to enable the provision of services to those areas annexed in the 2002 Annexation Plan. First-year funding for these positions will be for nine months. The FY 2003 cost of this improvement totals \$74,136. The FY 2004 full year cost of this improvement will be \$119,876.

HUMAN DEVELOPMENT – OVERTIME FOR BIKE RODEOS

This **improvement** will provide overtime funding to the Police Department for Police Officers to conduct Bike Rodeo events held in cooperation with schools. One result of the Rolling Staffing Plan Redirection included in the FY 2003 Budget was the redirection of officers who were available to conduct Bike Rodeo events. Approximately 170 Bike Rodeo events can be supported with these overtime funds. The FY 2003 cost of this improvement totals \$25,500.

PROGRAM CHANGES CONTINUED**♦ MANDATES****\$1,913,077*****PUBLIC SAFETY – 2000 UNIVERSAL HIRING PROGRAM GRANT MATCH***

This **mandate** will fund the General Fund contribution for the 2000 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 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. Grant funds will end in April 2003 and the positions will be moved to the General Fund. The added cost for this mandate in FY 2003 will total \$209,575.

PUBLIC SAFETY – 2001 UNIVERSAL HIRING PROGRAM GRANT MATCH

This **mandate** will fund the General Fund contribution for the 2001 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 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 2003 will total \$249,225.

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 2003 the mandate will total \$110,700 to cover the additional six months of operating expenses.

PUBLIC SAFETY – 2001 LOCAL LAW ENFORCEMENT BLOCK GRANT

This **mandate** will fund operating expenses for equipment purchased with the FY 2001 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 nine patrol cars and paid for six months operating expenses as part of FY 2002. In FY 2003, the mandate will total \$158,310 to cover the additional six months of operating expenses.

PUBLIC SAFETY – TEXAS DEPARTMENT OF TRANSPORTATION DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM

This **mandate** will provide the General Fund contribution for the Texas Department of Transportation (TxDOT) DWI Selective Traffic Enforcement Program (STEP). This program is designed to assist the Department increase its DWI enforcement through the overtime efforts of traffic officers. The FY 2003 cost for this mandate will total \$127,274.

PUBLIC SAFETY – HELICOPTER ENGINE OVERHAULS

This **mandate** will fund the FAA required engine overhauls for two of the Department's helicopters. These overhauls are required in order to maintain airworthiness for flight operations. The FY 2003 cost for this mandate will total \$140,000.

PROGRAM CHANGES CONTINUED

PUBLIC SAFETY – MEDICAL EXAMINER CONTRACT

This *mandate* will fund a one-year interlocal agreement for Medical Examiner services between the City and Bexar County. In 2002, the City agreed to a minimum guaranteed amount with the Bexar County Medical Examiner Crime Lab to provide forensic science and toxicology services for the San Antonio Police Department. The FY 2003 cost for this mandate will total \$117,033.

PUBLIC SAFETY – LONGEVITY PAY

The collective bargaining agreement stipulates that the City must provide an increase in salaries based on years of employment for all uniformed personnel. This *mandate* will address the contractually mandated increase in base salaries by three percent for each block of five years served, with a maximum of 18% for 30 years of tenure. The estimated incremental increase for this mandate in FY 2003 for all uniformed employees in the Police Department will total \$468,440.

PUBLIC SAFETY – PUBLIC SAFETY INTEGRATED TECHNOLOGY SYSTEM MAINTENANCE

This *mandate* will fund the FY 2003 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 2003 cost of this mandate will total \$307,520.

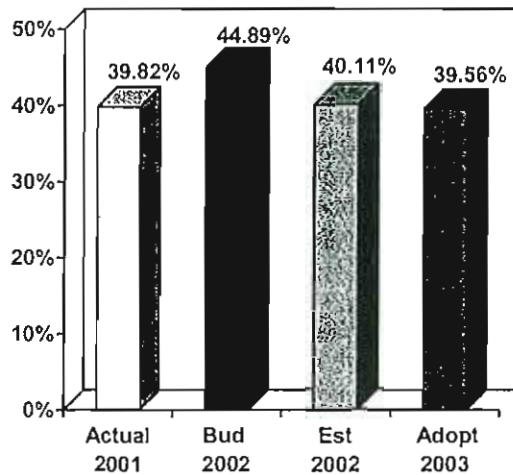
PUBLIC SAFETY – SUBSTATION EXPANSION

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 2003 will total \$25,000.

GENERAL FUND EXPENDITURES BY CHARACTER

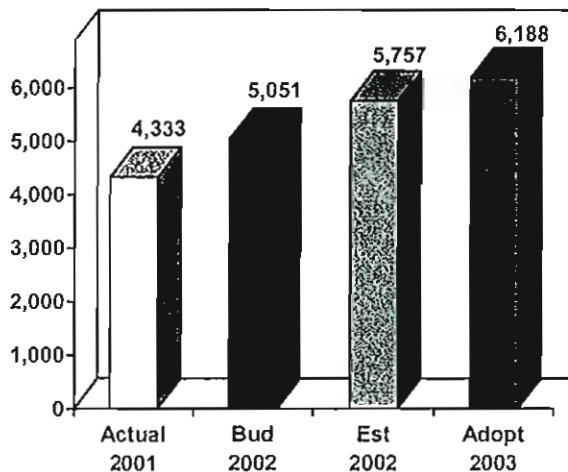
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$171,391,184	\$185,930,992	\$187,411,592	\$189,066,681
CONTRACTUAL SERVICES	24,367,151	24,634,789	24,930,036	23,119,274
COMMODITIES	4,466,818	4,865,038	4,463,803	4,887,101
OTHER EXPENDITURES	1,590,023	1,836,444	774,803	1,541,365
CAPITAL OUTLAY	153,537	249,832	248,826	16,400
TOTAL EXPENDITURES	\$201,968,713	\$217,517,095	\$217,829,060	\$218,630,821
 AUTHORIZED POSITIONS	 2,802	 2,852	 2,852	 2,839
FULL-TIME EQUIVALENTS	2,650.42	2,700.42	2,700.42	2,702.26

PATROL AVAILABILITY FACTOR



» Patrol Availability measures the actual time a patrol officer is available to patrol within in the community. Patrol Availability does not include the time needed for an officer to respond to calls for service or to perform administrative duties.

NO. OF DWI ARRESTS



» In FY 2003, arrests are expected to increase by 7.5% from the Estimate FY 2002. The increase is achieved as a result of a TxDOT Grant that will increase DWI enforcement through the overtime efforts of Traffic Officers.

POLICE**GRANT SUMMARY**

In FY 2003, the San Antonio Police Department projects a total of \$8,479,526 in grant funding with 62 authorized positions. Of the total, \$2,820,855 will be Federally funded, \$2,094,531 State funded, \$1,849,564 City Cash Match, and \$1,714,576 Other funds. The 62 authorized positions are in the following grants: Bexar Metro 911 (5), 2000 Universal Hiring Programs (10), 2001 Universal Hiring Programs (10), CATA (2), HIDTA – Intelligence Center (9), ReACT (15), and San Antonio HIDTA (11).

Below is a comprehensive listing of the grants expected by the Police Department in FY 2003. Details on each grant can be found on the following pages.

TITLE OF PROGRAM	FEDERAL	STATE	CITY	OTHER	ADOPTED FY 2003
Bexar Metro 911	\$0	\$0	\$0	\$215,807	\$215,807
COPS 2000 Universal Hiring Program Grant	141,004	0	694,711	0	835,715
COPS 2001 Universal Hiring Program Grant	256,670	0	495,768	0	752,438
Crisis Assistance Team Administration (CATA)	0	99,699	7,471	33,750	140,920
HIDTA Intelligence Center	630,591	0	0	0	630,591
Local Law Enforcement Block Grant	654,351	0	72,706	0	727,057
Regional Auto Crimes Team (ReACT)	0	1,349,832	451,634	1,425,677	3,227,143
San Antonio HIDTA	1,138,239	0	0	0	1,138,239
TxDOT "Click It Or Ticket" STEP	0	145,000	0	0	145,000
TxDOT DWI STEP	0	500,000	127,274	39,342	666,616
TOTAL	\$2,820,855	\$2,094,531	\$1,849,564	\$1,714,576	\$8,479,526

PROGRAM INFORMATION:

This is a grant from the Bexar Metro 911 Network District for the funding of five Police Communications Operator 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.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Personnel	5	5	5
No. of Man-Hours	10,400	10,400	10,400
Output:			
Number of 911 calls	91,335	110,000	110,000
Efficiency:			
Avg. Number of 911 calls per call taker	18,267	22,000	22,000
Effectiveness:			
% Change in No. of 911 calls per call taker	4.0%	20.4%	0.0%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
OTHER – Bexar Metro 911	\$168,857	\$215,807	\$215,807
TOTAL FUNDING	\$168,857	\$215,807	\$215,807
EXPENDITURES			
PERSONAL SERVICES	\$135,345	\$145,607	\$145,607
CONTRACTUAL SERVICES	33,512	70,200	70,200
TOTAL EXPENDITURES	\$168,857	\$215,807	\$215,807
AUTHORIZED POSITIONS	5	5	5
FULL-TIME EQUIVALENTS	5.00	5.00	5.00

POLICE**2000 UNIVERSAL HIRING PROGRAM GRANT****PROGRAM INFORMATION:**

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to \$75,000 for approved (by the COPS Office) expenses over a 3-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers will be deployed to community policing (SAFFE). This is the second in a series of 3 UHP grants. The grant period is 5/1/00-4/30/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Patrol Officers Assigned to Substations	1,017	1,060	1,060
No. of SAFFE officers in grants ¹	30	20	20
No. of Calls Dispatched to Substation Officers	723,543	757,115	782,584
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	711	714	738

EXPLANATORY INFORMATION

- ¹ The decline of ten SAFFE officers in grants is a result of 10 officers from the 1999 UHP grant being absorbed into the General Fund. This grant is scheduled to end on 4/30/03. 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.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$372,275	\$485,136	\$694,711
FEDERAL	293,865	262,696	141,004
TOTAL FUNDING	\$666,140	\$747,832	\$835,715
EXPENDITURES			
PERSONAL SERVICES	\$407,588	\$628,492	\$716,375
CONTRACTUAL SERVICES	6,326	85,740	85,740
COMMODITIES	19,513	33,600	33,600
CAPITAL OUTLAY	232,713	0	0
TOTAL EXPENDITURES	\$666,140	\$747,832	\$835,715
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00

POLICE**2001 UNIVERSAL HIRING PROGRAM GRANT****PROGRAM INFORMATION:**

The Universal Hiring Program is funded by the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. Similar to the COPS AHEAD program, this program funds up to \$75,000 for approved (by the COPS Office) expenses over a 3-year grant period. The grant funds do not pay for equipment, overtime, or operating expenses. Ten experienced officers will be deployed to community policing (SAFFE). This is the third in a series of 3 UHP grants. The grant period is 1/1/01-12/31/03.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Patrol Officers Assigned to Substations	1,017	1,060	1,060
No. of SAFFE officers in grants ¹	30	20	20
No. of Calls Dispatched to Substation Officers	723,543	759,712	797,689
Efficiency:			
Avg. No. of Calls for Svc. for Substation Officers	711	714	738

EXPLANATORY INFORMATION

- ¹ The decline of ten SAFFE officers in grants is a result of 10 officers from the 1999 UHP grant being absorbed into the General Fund.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$13,530	\$534,674	\$495,768
FEDERAL	62,527	310,190	256,670
TOTAL FUNDING	\$76,057	\$844,864	\$752,438
EXPENDITURES			
PERSONAL SERVICES	\$76,057	\$494,527	\$646,298
CONTRACTUAL SERVICES	0	55,868	79,740
COMMODITIES	0	73,999	26,400
CAPITAL OUTLAY	0	220,470	0
TOTAL EXPENDITURES	\$76,057	\$844,864	\$752,438
AUTHORIZED POSITIONS	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00

PROGRAM INFORMATION:

The Crisis Assistance Team Administration oversees the coordination of crisis intervention volunteers. This program is designed primarily as a collaborative effort in the community to address the issues of violence against women. Services provided include crisis intervention services to battered women and their children by a trained corps of community volunteers. The grant funds two civilian positions, a Program Coordinator and an Assistant Program Coordinator. The grant will fund the fifth year of the administrative and coordination efforts of the Crisis Assistance Team Administration (CATA) of the Victims Advocacy Section. This project will require an In-Kind Match of \$33,750 and a General Fund cash match of \$7,471. This match will leverage a \$99,699 grant from the Office of the Governor, Criminal Justice Division (CJD).

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Man-Hours	4,160	4,160	4,160
Output:			
No. of Volunteer Hours	6,212	6,300	7,800
No. of New Volunteers	87	90	110
No. of People Attending Classes	107	110	130
Efficiency:			
No. of Volunteer Hours Per Employee	3,106	3,150	3,900
No. of New Volunteers Per Employee	44	45	55
No. of People Attending Classes Per Employee	54	55	65
Effectiveness:			
Pct. Chg. No. of Volunteer Hours	N/A	1%	24%
Pct. Chg. No. of New Volunteers	N/A	3%	22%
Pct. Chg. No. of People Attending Classes	N/A	3%	18%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	\$0	\$0	\$7,471
STATE	79,759	79,759	99,699
OTHER – City In-Kind	26,586	26,586	33,750
TOTAL FUNDING	\$106,345	\$106,345	\$140,920
EXPENDITURES			
PERSONAL SERVICES	\$72,864	\$75,382	\$103,407
CONTRACTUAL SERVICES	1,467	4,377	2,825
COMMODITIES	140	0	938
SUBGRANTING	31,874	26,586	33,750
TOTAL EXPENDITURES	\$106,345	\$106,345	\$140,920
AUTHORIZED POSITIONS	2	2	2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00

PROGRAM INFORMATION:

The South Texas HIDTA Intelligence Center Grant is designed to enhance narcotics enforcement efforts by collecting, analyzing, and disseminating drug trafficking data and information. This is provided to local, state, and federal law enforcement agencies to ensure officer safety and increase enforcement efficiency.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Non-Sworn Personnel – Supervisory	1	1	1
No. of Non-Sworn Personnel – Non Supervisory	6	8	8
Output:			
No. of Analytical Cases Requiring Support	217	240	260
No. of Deconfliction Cases Requiring Support	2,313	2,700	3,000
No. of Inquiries	16,597	16,700	16,900
Efficiency:			
Avg. no. of Analytical Cases Requiring Support	31	26	28
Avg. no. of Deconfliction Cases Requiring Support	330	300	333
Avg. no. of Inquiries	2,371	2,087	2,112
Effectiveness:			
% Change of Analytical Cases Requiring Support	24.0%	10.0%	8.3%
% Change of Deconfliction Cases Requiring Support	7.0%	16.0%	11.1%
% Change of Inquiries	2.0%	0.6%	1.2%

EXPLANATORY INFORMATION

For FY 2001, the number of analytical cases requiring support increased 24% and the number of deconfliction cases requiring support increased 7% from the previous year as a result of consolidation of local, state, and federal agencies into one facility. Increases in analytical and deconfliction cases and inquiries are expected to continue in the future. The Intelligence Center has increased by two non-sworn personnel.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	\$539,719	\$663,780	\$630,591
TOTAL FUNDING	\$539,719	\$663,780	\$630,591
EXPENDITURES			
PERSONAL SERVICES	\$262,812	\$332,507	\$342,482
CONTRACTUAL SERVICES	216,828	214,692	203,957
COMMODITIES	10,277	47,611	42,032
CAPITAL OUTLAY	49,802	68,970	42,120
TOTAL EXPENDITURES	\$539,719	\$663,780	\$630,591
AUTHORIZED POSITIONS	7	9	9
FULL-TIME EQUIVALENTS	7.00	9.00	9.00

POLICE**2002 LOCAL LAW ENFORCEMENT BLOCK GRANT****PROGRAM INFORMATION:**

The annual Federal Government FY 2002 Omnibus Appropriations Acts authorized the Bureau of Justice Assistance, U.S. Department of Justice to make funds available to units of local government under the Local Law Enforcement Block Grant (LLEBG) Program. San Antonio's award for FY 2003 is \$654,351 with a cash match of \$72,706. Funds must be spent within two years of receipt. The grant will be used for Police Department equipment purchases and related operating expenses.

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	N/A	N/A	\$72,706
FEDERAL	N/A	N/A	654,351
TOTAL FUNDING	N/A	N/A	\$727,057
EXPENDITURES			
CONTRACTUAL SERVICES	N/A	N/A	\$72,705
COMMODITIES	N/A	N/A	145,410
CAPITAL OUTLAY	N/A	N/A	508,942
TOTAL EXPENDITURES	N/A	N/A	\$727,057
AUTHORIZED POSITIONS	N/A	N/A	0
FULL-TIME EQUIVALENTS	N/A	N/A	0.00

PROGRAM INFORMATION:

The Regional Auto Crimes Team (ReACT) is a multi-jurisdictional, multi-agency effort that will allow authorities to focus all their resources into the fight against auto theft and other vehicle related crimes. It will eliminate the problems of redundancy and increase the cooperative efforts required to reduce the rate of auto crimes. With an emphasis on pro-active efforts and conducting salvage inspections, this unit will work with the Texas Department of Public Safety, National Insurance Crime Bureau, Bexar County Sheriff's Office, and the Bexar County District Attorney's Office to reduce the market for stolen vehicles and stolen vehicle parts.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Supervisory Staff	2	2	2
Man-hours	3,430	3,430	3,430
No. of Sworn Staff	10	10	10
Man-hours	17,150	17,150	17,150
No. of Civilian Staff	2	3	3
Man-hours	4,160	6,240	6,240
Output:			
No. of Actual Cases Investigated	1,422	1,425	1,450
No. of Cases Cleared	523	568	574
No. of Cases Unfounded ¹	326	294	298
No. of Salvage Inspections	106	111	115
Assistance to Outside Agencies	375	338	325
Efficiency:			
Avg. Number of Cases Investigated	142	143	145
Avg. Number of Cases Cleared	52	57	57
Avg. Number of Cases Unfounded ¹	33	29	30
Avg. Number of Salvage Inspections	11	11	12
Avg. of Assist to Outside Agencies	38	34	33
Effectiveness:			
% Change in Cases Investigated	28.7%	0.2%	1.8%
% Change in Cases Cleared	(0.4%)	8.6%	1.0%
% Change in Cases Unfounded ¹	48.0%	(9.8%)	1.5%
% Change in Salvage Inspections	(2.8%)	4.7%	3.6%
% Change in Assistance to Outside Agencies	44.8%	(9.9%)	3.8%

EXPLANATORY INFORMATION

¹ 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.

POLICE**REGIONAL AUTO CRIMES TEAM****FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER**

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY – General Fund Cash Contribution	\$390,950	\$424,407	\$451,634
STATE – Automobile Theft Prevention Authority	1,048,906	1,424,437	1,349,832
OTHER – In-Kind Contribution	1,453,658	1,321,783	1,425,677
TOTAL FUNDING	\$2,893,514	\$3,170,627	\$3,227,143
EXPENDITURES			
PERSONAL SERVICES	\$2,426,205	\$2,259,666	\$2,236,749
CONTRACTUAL SERVICES	358,093	875,701	898,292
COMMODITIES	45,113	31,554	11,858
OTHER EXPENDITURES	6,660	3,706	3,706
CAPITAL OUTLAY	57,443	0	76,538
TOTAL EXPENDITURES	\$2,893,514	\$3,170,627	\$3,227,143
AUTHORIZED POSITIONS			
	14	15	15
FULL-TIME EQUIVALENTS	14.00	15.00	15.00

PROGRAM INFORMATION:

The 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.

PERFORMANCE MEASURES

	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Sworn Personnel– Supervisory	2	2	2
No. of Sworn Personnel– Non Supervisory	8	7	7
No. of Non-Sworn Personnel	2	2	2
Total of Man-Hours	21,310	19,595	19,595
Output: (In Thousands)			
Retail Value of Narcotics Seized	\$94,318	\$100,000	\$105,000
Dollar Value of Assets/Holdings Seized	\$822	\$900	\$975
Efficiency: (In Thousands)			
Avg. Retail Value of Narcotics Seized per Officer	\$9,432	\$11,111	\$11,667
Avg. Dollar Value of Assets/Holdings Seized per Officer	\$82	\$100	\$108
Effectiveness:			
% Change of Retail Value of Narcotics Seized	(56.6%)	6.0%	5.0%
% Change of Dollar Value of Assets/Holdings Seized	(44.1%)	9.5%	8.3%

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
FEDERAL – Office of National Drug Control Policy	\$1,305,885	\$1,198,146	\$1,138,239
TOTAL FUNDING	\$1,305,885	\$1,198,146	\$1,138,239
EXPENDITURES			
PERSONAL SERVICES	\$927,367	\$848,444	\$806,022
CONTRACTUAL SERVICES	369,290	343,102	325,947
COMMODITIES	9,228	6,600	6,270
TOTAL EXPENDITURES	\$1,305,885	\$1,198,146	\$1,138,239
AUTHORIZED POSITIONS	12	11	11
FULL-TIME EQUIVALENTS	12.00	11.00	11.00

PROGRAM INFORMATION:

The Texas Department of Transportation has informed the San Antonio Police Department that it has been awarded \$145,000 for a seat belt and child safety seat enforcement grant. This grant will fund overtime efforts to insure compliance with state laws requiring the use of seat belts and child safety seats for motor vehicle operators and passengers. The Campaign will operate during the Memorial Day holiday May 20th through June 2nd (14 days in FY 2002) and the Thanksgiving holiday November 25th through December 1, 2002 (Seven days in FY 2003).

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
STATE – Funding provided by the State	N/A	\$95,700	\$49,300
TOTAL FUNDING	N/A	\$95,700	\$49,300
EXPENDITURES			
PERSONAL SERVICES	N/A	\$95,700	\$49,300
TOTAL EXPENDITURES	N/A	\$95,700	\$49,300
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENTS	N/A	0.00	0.00

EXPLANATORY INFORMATION

The Department received all funding from the State in FY 2002. Expenditures associated with the grant will be dispersed over FY 2002 and FY 2003.

POLICE

TXDOT DWI SELECTIVE TRAFFIC ENFORCEMENT PROGRAM

PROGRAM INFORMATION:

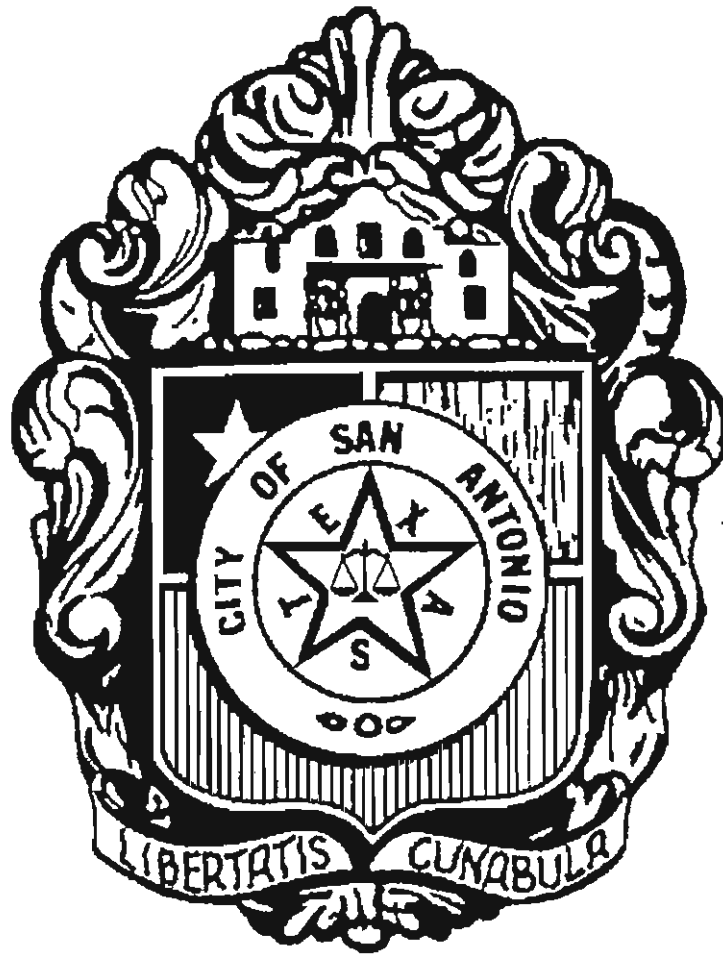
This is the second year of the Texas Department of Transportation (TxDOT) DWI Selective Traffic Enforcement Program (STEP). This program is designed to assist the City of San Antonio Police Department in increasing its DWI enforcement through overtime efforts of Traffic Officers.

PERFORMANCE MEASURES

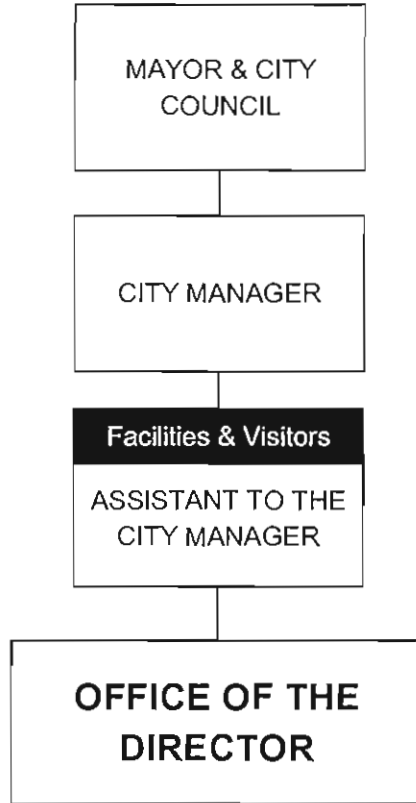
	Actual 2000-2001	Estimated 2001-2002	Adopted 2002-2003
Input:			
No. of Sworn Hours	N/A	11,127	14,276
No. of Supervisory Hours	N/A	1,360	1,360
Output:			
No. of DWI Arrests	N/A	1,722	2,110
Efficiency:			
No. of Hours per DWI Arrest	N/A	6.4	6.4

FUNDING BY SOURCE AND EXPENDITURES BY CHARACTER

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
FUNDING SOURCES			
CITY	N/A	\$0	\$127,274
STATE	N/A	500,000	500,000
OTHER	N/A	39,342	39,342
TOTAL FUNDING	N/A	\$539,342	\$666,616
EXPENDITURES			
PERSONAL SERVICES	N/A	\$507,250	\$634,524
COMMODITIES	N/A	32,092	32,092
TOTAL EXPENDITURES	N/A	\$539,342	\$666,616
AUTHORIZED POSITIONS	N/A	0	0
FULL-TIME EQUIVALENTS	N/A	0.00	0.00



PROJECT MANAGEMENT OFFICE



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Project Management Office Fund	8.00	\$907,006
Debt Service	0.00	17,934,230
Capital Projects	0.00	2,150,000
Total Funding	8.00	\$20,991,236

PROJECT MANAGEMENT OFFICE

PROJECT MANAGEMENT OFFICE FUND

MISSION STATEMENT

The Project Management Office oversees construction activities related to the construction, expansion and renovation of Municipal Facilities to ensure the implementation of projects within the budget and on schedule.

PROGRAM INFORMATION

The Project Management Office provides general direction and information on municipal construction projects. The Office will assist and/or provide design, architectural and construction management services, as needed, to departments for their particular capital improvement projects. The office will complete elements of the convention center expansion project and assist in the following: technical assessment of the Lila Cockrell Theater, a feasibility assessment of the History Center (Hertzberg Library Building), provide onsite project management for the Carver Cultural Center Repair and Stabilization Project, Fire Training Academy, Mystic Park Library/Fire Station, Comanche Lookout Academy, Victor Ferrari Learning Center, Fire Station #48, and the expansion of two police substations. The Office will provide project information to the client-department, City Manager and the Management Team, City Council and citizens.

GOALS & OBJECTIVES

- ◆ Provide for the successful completion of overall Projects within the allotted time frame and budgets.
- ◆ Monitor project revenues and expenditures and track project budgets to ensure that the financial objectives of the projects are fulfilled, and that compliance with local, state, and federal guidelines is established.
- ◆ Research and acquire state of the art technological resources that improve productivity and project controls necessary to provide timely progress reports for all assigned projects.
- ◆ Develop and implement procedures and policies to minimize construction impacts to scheduled events during restoration efforts, to ensure timely completion of projects, and successful coordination with convention, entertainment, and citywide events during construction.
- ◆ Implement effective safety provisions to ensure a non-hazardous work environment for personnel in nearby areas, and citizens during construction of various assigned projects.
- ◆ Maintain effective operations of the current Convention Center during construction of administration expansion and exterior improvements.
- ◆ Provide and ensure the protection of newly completed finishes of the existing Convention Center during adjacent construction to mitigate damage anticipated during demolition and renovation activities.
- ◆ Coordinate and ensure compliance with OSHA guidelines, and other related policies associated with employees involved in commercial roofing construction projects.
- ◆ Provide for air quality control to adjacent neighborhoods during the Carver Cultural Center Repair & Stabilization Project, and effectively communicate related issues accordingly.
- ◆ Coordinate traffic issues to minimize hazardous conditions during construction, and ensure business access to neighboring offices during the Carver Cultural Center repairs.
- ◆ Complete the Lila Cockrell Theater technical assessment and make recommendations to the City Council for consideration.
- ◆ Complete the feasibility assessment of the proposed History Center (Hertzberg Library Building) and make recommendations to the Blue Ribbon Commission.
- ◆ Resolve all disputes to avoid claims and/or litigation on the projects and provide for project closeout.
- ◆ To provide project management services for other City Projects to be determined.

PROJECT MANAGEMENT OFFICE

PROJECT MANAGEMENT OFFICE FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor & Convention Destination – Continue San Antonio Downtown Improvements					
	Minimize construction impacts to scheduled Convention Center events during construction	Customer Willingness to Return Survey	96%	95%	95%	95%
	To complete the Lila Cockrell Theater Facility Technical Assessment and provide recommendations and implementation plans to City Council	Percent of Review and Recommendations Completed	N/A	N/A	N/A	95%
	To establish substantial completion of all renovation activities prior to the Carver 2003/2004 Season	Total number of construction months expended	N/A	N/A	N/A	23
Financial	Innovative and Proactive City Government – Provide Accountability to Public					
	To provide for the successful completion of overall project within the allotted budget	Cumulative Construction Cost Paid	N/A	N/A	N/A	\$8.0M
	To provide for the completion of overall projects within the allotted time frame and construction schedules	Percent of Overall Construction Schedule Expended (Cumulative)	N/A	N/A	N/A	70%
	Monitor project revenues and expenditures, and track project budgets to ensure financial objectives are fulfilled	Percent of Overall Construction Funds Spent (Cumulative)	N/A	N/A	N/A	70%
Internal Processes	Premier Visitor & Convention Destination – Continue San Antonio Downtown Improvements					
	Maintain effective operations of the current Convention Center, Carver Center and events during construction and renovation	Ad-HOC, Sub-committee, Carver Development Board, Community and Tenant Meetings	5	3	10	16

PROJECT MANAGEMENT OFFICE**PROJECT MANAGEMENT OFFICE FUND****BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Innovative & Proactive City Government – Improve Information Technology Service Delivery					
	To provide specialized and technical training to improve department specific document control and related coordination with other City Departments and non-City entities	Percent of Employees Completing Training	N/A	N/A	N/A	100%
	Acquire state of the art technological resources to increase productivity, track construction dollars and schedules, and improve customer service	Percent of Hardware/Software programs implemented, and related employee training completed	N/A	N/A	N/A	75%

PROGRAM CHANGES♦ **REDIRECTION/REDUCTIONS****\$67,443****NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS**

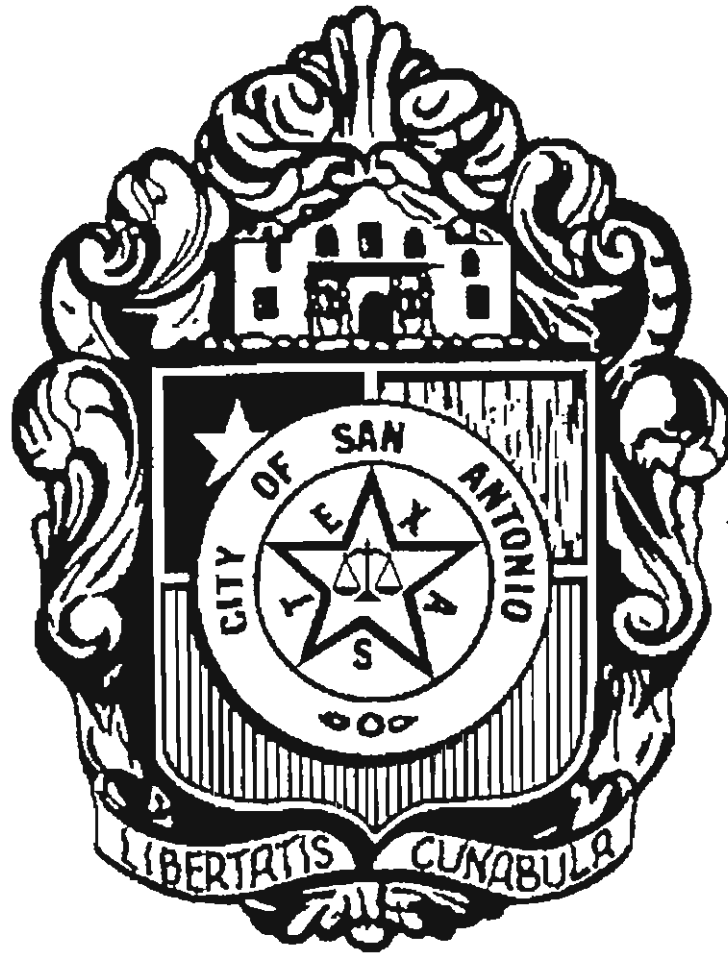
This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$55,260 in FY 2003.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$12,183 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in the each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PROJECT MANAGEMENT OFFICE**PROJECT MANAGEMENT OFFICE FUND****PROJECT MANAGEMENT OFFICE FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$368,034	\$380,688	\$332,009	\$361,331
CONTRACTUAL SERVICES	118,884	118,813	105,384	121,262
COMMODITIES	15,182	20,604	16,697	17,446
OTHER EXPENDITURES	1,593	3,380	1,430	8,756
CAPITAL OUTLAY	2,716	7,617	7,520	2,294
TRANSFERS	298,922	307,199	372,039	395,917
TOTAL EXPENDITURES	\$805,331	\$838,301	\$835,079	\$907,006
AUTHORIZED POSITIONS	7	7	7	8
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	8.00





APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
General Fund	245.00	\$15,024,438
Street Maintenance & Improvement Fund	339.00	29,659,553
Street Right-Of-Way Management Fund	20.00	1,137,213
Stormwater Operating Fund	268.00	18,367,099
Stormwater Regional Facilities Fund	10.00	8,031,963
Parking Operating & Maintenance Fund	109.50	9,623,724
Building Maintenance Fund	144.00	8,629,520
Community Development Block Grant	0.00	28,000
Capital Projects	0.00	96,732,000
International Center	7.00	524,884
Debt Service Funds	0.00	3,181,467
Total Funding	1,142.50	\$190,939,861

MISSION STATEMENT

The Public Works Department is committed to providing public services and infrastructure in a quality manner through the use of modern engineering and management practices with a team of people dedicated to professional excellence and customer satisfaction. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

PROGRAM INFORMATION

This Department oversees and directs the development and maintenance of the publicly owned infrastructure of the City. The Department has operating divisions in eight funds. Areas of responsibility assigned to this department include:

General Fund

Office of Director - provides oversight and direction for the Department

City Architect's Office - design, construction, and renovation of City buildings

Capital Programs - design and construction of street and drainage improvements and real estate acquisition

Transportation Group - plan, design, construct, operate and maintain traffic engineering functions, traffic control devices, transportation engineering, parking, and multi modal intelligent transportation systems

Engineering - engineering, surveying, Geographic Information System (GIS), construction inspection, and materials testing services

International Center Special Revenue Fund

Fund accounts for building maintenance services provided at the International Center Facility

Street Maintenance Special Revenue Fund

Street Maintenance - maintenance of City street pavements, sidewalks and building demolition

Right-of-Way Management Fund

Administration, inspection, compliance, enforcement, and utility coordination of the right-of-way management ordinance

Storm Water Special Revenue Fund

Storm Water Management - management of drainage system, vegetation and graffiti control, street sweeping; storm water engineering, drainage and flood plain management

Regional Storm Water Detention Pond Fund

Detention Pond Program - management of local and regional storm water detention facilities

Parking Enterprise Fund

Parking Operations - management of downtown City-owned and leased parking facilities and parking meters

Building Maintenance Fund

Building Maintenance - responsible for providing skilled trade and general maintenance services for facilities under the jurisdiction of the Fire, Police, Health, Library, Community Initiatives, Public Works and Purchasing & General Services Departments

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, streets and drainage facilities; operate traffic network safely, efficiently and economically in a timely manner with fundamentally sound, pragmatic and economical solutions.

- ◆ Identify and prioritize infrastructure projects through the process of preliminary engineering.
- ◆ Complete design and construction of Fire Department, Police Department, Library, and Learning Center projects.
- ◆ Develop written standard operating procedures manual to support the Capital Improvements Program
- ◆ Increase communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests

GOALS & OBJECTIVES CONTINUED

- ◆ Implement recommendations of the Capital Improvement Program performance review process.
- ◆ Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths.
- ◆ Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
- ◆ Utilize the employee incentive program to reduce preventable accidents within the Public Works Department.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Safe & Clean Community for San Antonio – Provide For Safety and Welfare of San Antonio					
	Complete design and construction of Fire Protection, Law Enforcement, Library Facilities, Learning Centers, and other facility projects	Number of architectural projects under design or construction	96	98	108	109
		Dollar value of projects under design or construction (in millions)	\$102	\$92	\$98	\$120
	Public Trust and Awareness of Citizens – Improve Community Outreach					
	Increase communication, interaction and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	Council requests achieving first response within 10 working days ¹	50%	N/A	73%	85%
	Improve Air Quality – Safe and Clean Community for San Antonio					
	Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear miles under construction/complete from Capital Improvement Projects	23.02	N/A	2.4	49.38
	Continue San Antonio River Improvements – Premier Visitor and Convention Destination					
Financial	Complete San Antonio River Channel Improvement from Houston to Convent	Percent of Project completed	N/A	N/A	30%	100%
	Provide Accountability to Public – Promote Public Trust and Awareness					
	Leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment to Capital Projects	Amount of MPO funding leveraged for Capital Improvement Projects (in millions)	\$16.10	N/A	\$16.00	\$23.70
		Amount of Grant funding received for Capital Improvement Projects (in millions) ²	\$6.90	N/A	\$14.10	\$7.00

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Maintain Existing Infrastructure – Create a Vibrant and Diverse Economy					
	Improve street infrastructure	Lane miles constructed in Capital Improvement Projects	43.33	N/A	18.18	38.81
	Improve drainage infrastructure	Watershed acres served by construction of Capital Improvement Drainage Projects	654	N/A	673	865
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet Preventive Maintenance (Intersections)	168	N/A	987	1,093
Employee Learning & Growth	Improve Information Technology Service Delivery - Innovative and Proactive City Government					
	To provide training to improve job-related skills of the GIS section and reduce processing time of subdivision plats by standardizing on products utilized by ITSD	Average time per plat per FTE in hours	N/A	N/A	6.16	6.10
	Improve Information Technology Service Delivery - Innovative and Proactive City Government					
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	Number of accidents occurring for motor vehicles and personal injury resulting in a claim	138	N/A	128	110

EXPLANATORY INFORMATION

- ¹ In October of 2001, Customer Service began tracking "intermediate responses" that contributed to an Improvement in the response rate in a ten day period. In June of 2002, "first response" was included in the measure to account for the increasing number of City Council phone calls and e-mails.
- ² FY 2002 includes TEA-21 Funding.

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$743,388

NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSES

This **reduction** will result in \$48,991 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

REDIRECTION/REDUCTIONS CONTINUED***NON STRATEGIC ISSUE – ELIMINATION OF TWO OFFICE ASSISTANT POSITIONS***

This **reduction** will eliminate two vacant Office Assistant positions. There will be no reduction in service delivery due to the elimination of these two positions. Total savings from this reduction will total \$51,563.

EXISTING INFRASTRUCTURE – CHARGE BACK OF A SURVEYING CREW

This **reduction** will charge back one of two surveying crews from the General Fund Division of Public Works. Fifty percent of this crew will be charged for Capital Projects and fifty percent will be charged to the Storm Water Fund. The crew will be responsible for necessary surveys associated with storm water infrastructure and capital improvement projects. Total savings from this reduction totals \$129,985.

EXISTING INFRASTRUCTURE – ELIMINATION OF A SIGN SHOP SUPERVISOR POSITION AND UNWARRANTED TRAFFIC SIGNALS

This **reduction** will eliminate one vacant Sign Shop Supervisor position, reduce material funding for sign supports, and remove unwarranted traffic signals. This reduction will change the sign supports from yellow powder coated to galvanized sign supports. Due to an internal reorganization, the Sign Shop Supervisor position is no longer warranted. The remaining part of the proposed reduction is to eliminate twenty unwarranted traffic signals. Signalized intersections not meeting the warrants established by the Texas Manual on Uniform Traffic Control Devices will be evaluated by Traffic Engineering for removal. Total savings from this reduction totals \$70,602.

EXISTING INFRASTRUCTURE – REDUCTION TO THE RELAMPING PROGRAM

This **reduction** will result in reducing the relamping of signalized intersections from annually to every other year. Traffic Operations currently utilizes an annual relamping program to minimize bulb outages and maintain a high level of customer satisfaction. Total savings from this reduction totals \$17,222.

EXISTING INFRASTRUCTURE – ELIMINATION OF AN ARCHITECT POSITION

This **reduction** will eliminate one vacant Architect position. This position provides architectural design and analysis on city and special projects. Existing duties are performed by current staff. Total savings from this reduction totals \$54,991.

EXISTING INFRASTRUCTURE – ELIMINATION OF A MAINTENANCE WORKER POSITION AND DETECTOR LOOP REPLACEMENTS

This **reduction** will eliminate the replacement of failed vehicle detector loops. Detector loops are in-pavement devices that detect a vehicles presence and allows the traffic signal to adjust for the existing volume of traffic (actuation). When these devices fail the intersection is placed into a fixed time mode. This reduction will also eliminate one vacant maintenance worker position. Existing duties will be absorbed by current staff. Total savings from this reduction totals \$60,484.

REDIRECTION/REDUCTIONS CONTINUED

EXISTING INFRASTRUCTURE – ELIMINATION OF VARIOUS POSITIONS IN CAPITAL PROGRAMS AND ENGINEER DIVISIONS

This **reduction** will eliminate four (4) vacant Construction Inspector I positions; one (1) vacant Engineering Technician position; one (1) vacant Materials Testing Technician; and one (1) vacant Secretary position from the Capital Programs and Engineering Divisions at a savings of \$250,209. A corresponding technology improvement of \$66,000 is included to offset the increase in workload requirements placed on the remaining Construction Inspectors. This creates a net savings of \$184,209. The **improvement** will give the Construction Inspectors wireless devices to be used for on-site reporting and the dissemination of information. This improvement will also give the Construction Inspectors the ability to remain out of office (project site).

EXISTING INFRASTRUCTURE – CHARGE-BACK OF CENTRAL MAPPING SERVICES

This **reduction** will charge-back the Public Works Central Mapping Services activity. Fifty percent will be charged to the Storm Water Fund, twenty-five percent to the Right-of-Way Management Fund, twenty percent to Capital Projects, and five percent to the Parking Fund. Total savings from this reduction totals \$80,900.

EXISTING INFRASTRUCTURE – ELIMINATION OF A MARKINGS TECHNICIAN POSITION AND MARKING FREQUENCY

This **reduction** will decrease the annual striping of intersection crosswalks and pavement legends by 8%. While pavement markings will become extremely faded and difficult to see, the Texas Manual on Uniform Traffic Control Devices does not require that crosswalk markings be visible at signalized intersections. The manual states that crosswalks should be marked at all intersections where there is a substantial conflict between vehicle and pedestrian movements. One vacant Markings Technician position will also be eliminated. Total savings from this reduction equals \$44,441.

♦ IMPROVEMENTS

\$30,998

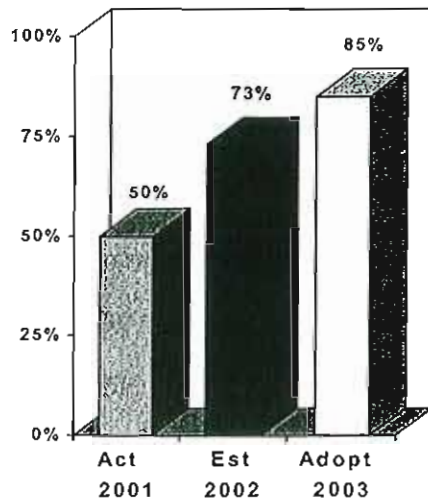
ECONOMIC DEVELOPMENT – TRAFFIC MAINTENANCE FOR ANNEXATION

This **improvement** will provide additional traffic sign and marking materials to be used within the residential, collector, and arterial streets for those areas annexed in the 2002 Annexation Plan. The FY 2003 cost of this improvement totals \$30,998. The FY 2004 full year cost of this improvement will be \$41,331.

GENERAL FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$10,096,922	\$11,185,292	\$11,407,171	\$11,449,867
CONTRACTUAL SERVICES	1,896,187	2,218,053	2,415,963	2,171,615
COMMODITIES	1,023,357	1,262,720	899,559	1,151,414
OTHER EXPENDITURES	124,547	159,896	66,848	157,925
CAPITAL OUTLAY	222,670	141,317	124,262	93,617
TOTAL EXPENDITURES	\$13,363,683	\$14,967,278	\$14,913,803	\$15,024,438
 AUTHORIZED POSITIONS	 256	 258	 258	 245
FULL-TIME EQUIVALENTS	256.00	258.00	258.00	245.00

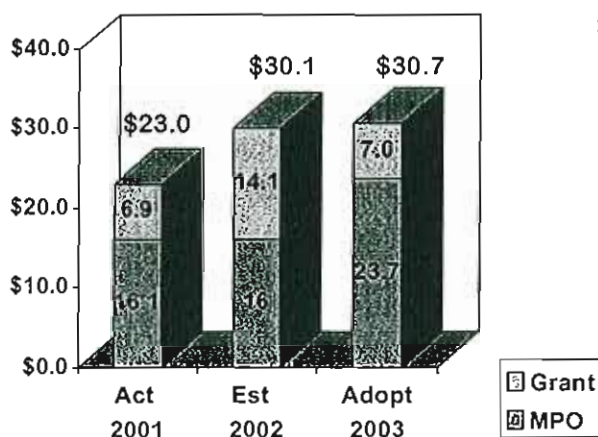
COUNCIL REQUESTS ACHIEVING FIRST RESPONSE WITHIN 10 DAYS



» This measure identifies the rate at which council requests are resolved or given an approximate delivery date of service.

» Examples of work include: Pothole, Sidewalk, and Signal repair.

MPO FUNDING LEVERAGED AND GRANT FUNDING RECEIVED FOR CIP PROJECTS (MILLIONS)



» Measures the total amount of outside funding received from the Metropolitan Planning Organization (MPO) and other Agencies by the City for Capital Improvement projects.

PROGRAM INFORMATION

The Street Maintenance Division of Public Works is responsible for the overall planning and coordination of the City's street maintenance. Tasks of the Street Maintenance Division include street resurfacing and rehabilitation, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way Management Program was established by ordinance in January 2001 and implemented in May 2001. The Right-of-Way Management is responsible for standardizing the street cut process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination.

GOALS & OBJECTIVES

To perform the functions of planning & coordination, implementation, development, and management of the City's infrastructure system of street, alleys, and emergency response services in a responsive manner, with a focus on quality, customer needs, and effective protection of public investment in the City's infrastructure.

STREET MAINTENANCE

- ◆ To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- ◆ To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's Street infrastructure.
- ◆ Enhance 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 Street's and Public Works, thereby leveraging the City's resources and achieving an increase in grant funding.
- ◆ Enhance Computer Training and provide technology to enhance real time customer service responses and to improve quality and internal control of Street Division projects including street maintenance, sidewalk construction, emergency operations and customer service.

ROW MANAGEMENT

- ◆ To protect the City's \$3.4 billion infrastructure investment and guarantee proper street repair through improved street restoration standards. To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.
- ◆ To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.

PUBLIC WORKS

STREET MAINTENANCE FUND RIGHT OF WAY MANAGEMENT FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Public Trust and Awareness of Citizens – Improve Community Outreach					
	Respond promptly to all requests in accord with our resources and capabilities	Percent of potholes repaired within 48 hours	92.67%	94.00%	94.25%	94.15%
		Complaints responded to within two working days of their receipt	N/A	N/A	N/A	75.00%
	Public Trust and Awareness of Citizens – Improve Community Outreach					
	To educate the public, e.g. Neighborhood Associations on the Right-of-Way Ordinance	Number of presentations made	N/A	N/A	35	50
Financial	Improve response time to 311 calls	Percent of responses completed within five days	N/A	N/A	80%	90%
	Public Trust and Awareness of Citizens – Maintain Existing Infrastructure					
	Reduce accounts receivable to no more than 30 days old	% of invoices paid within 30 days	93%	N/A	96%	98%
Internal Processes	Public Trust and Awareness of Citizens – Maintain Existing Infrastructure					
	Preserve and/or enhance effectiveness and efficiency by which Street's services are delivered to the street infrastructure of the City of San Antonio ¹	Street Inventory Pavement Condition Index (PCI) Center Line Miles – 3,824	60.06	N/A	60.26	61.63
	Public Trust and Awareness of Citizens – Maintain Existing Infrastructure					
Employee Learning & Growth	Improve on-line web applications for Right-of-Way	Percent of applications received on-line	N/A	N/A	50%	50%
	Improve Information Technology Service Delivery					
	Fill vacancies with the most qualified candidates in a timely manner	Selections made within 90 days of position being vacant	N/A	N/A	N/A	80%
		Vacancy rate of entire workforce per annum	N/A	N/A	N/A	10%
Employee Learning & Growth	Provide GIS Training to all staff	Percent of staff receiving training	N/A	N/A	50%	100%

EXPLANATORY INFORMATION

- ¹ Pavement Condition Index is an estimated number. An outside consultant is reviewing 25% of the Street Network annually.

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** **\$1,636,042**

ORGANIZATIONAL FISCAL – ELIMINATE ONE CARPENTRY SUPERVISOR AND ONE STREET MAINTENANCE SUPERVISOR POSITION

This **reduction** will eliminate one filled Carpentry Supervisor and one filled Street Maintenance Supervisor position, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. This reduction will result in a savings of \$79,116.

NON STRATEGIC ISSUE – CHARGE BACK SEVENTY PERCENT OF ONE ASSISTANT DIRECTOR TO THE PARKING FUND, AND THE BUILDING MAINTENANCE FUND

This **reduction** will charge back one Assistant Public Works Director to the Parking Fund and Building Maintenance Fund. Thirty percent will be charged to the Building Maintenance Fund and forty percent will be charged to the Parking Fund. The percentage breakdown is concurrent to workload distribution. Total savings from this reduction will total \$61,516.

NON-STRATEGIC ISSUE – TRANSFER TWO ENGINEERING TECHNICIAN POSITIONS TO THE RIGHT-OF-WAY MANAGEMENT FUND

This **reduction** will transfer two Engineering Technician positions from the Streets Maintenance Fund. These positions will now be paid out of the Right-of-Way Management Fund. These positions were originally created for the Right-of-Way Management Division. Currently, due to operational efficiencies and strong fund management, funding is available for these positions. Total savings from this reduction totals \$68,518.

NON-STRATEGIC ISSUE – CHARGE BACK ONE ENGINEERING TECHNICIAN TO THE CAPITAL IMPROVEMENT PROGRAM

This **reduction** will charge back one Engineering Technician position to the Capital Projects section in the Public Works Department. This position works closely with the Capital Projects section in the costing and creation of capital street maintenance projects. Total savings from this reduction totals \$45,657.

NON-STRATEGIC ISSUE – ELIMINATE ONE STOCK CONTROL LEADER

This **reduction** will eliminate (1) one filled Stock Control Leader from the Street Maintenance Fund. Existing staff can absorb the current workload. Total savings from this reduction totals \$33,662.

NON-STRATEGIC ISSUE – REDUCTION IN LINE ITEM FEES TO PROFESSIONAL CONTRACTORS

This **reduction** will reduce the Line Item Fees to Professional Contractors in the Right-of-Way Management Division. These expenses are no longer required due to the contract being fulfilled. The contract called for the creation of an Internet site for the Right-of-Way Management Division. The Information Technology Services Division is currently operating this site. Total savings from this reduction totals \$51,712.

REDIRECTION/REDUCTIONS CONTINUED***NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSE REDUCTION***

This *reduction* will result in \$26,880 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

EXISTING INFRASTRUCTURE – REDUCE CONTRACTUAL STREET MAINTENANCE

This *reduction* will reduce the Contractual Street Maintenance Program by 30 Center – Line (CL) Miles yielding a savings of \$2,982,427. The current Contractual Street Maintenance budget is \$9,716,746 which is estimated to produce 97.74 CL Miles in FY 2003. This reduction is in tandem with an *improvement* of \$1,770,133 in the Street Maintenance Fund for City Force street maintenance to provide 30 Center – Line miles of roadway. One proposed additional City Street Maintenance Crew will be added to the Street Maintenance Division. This crew consists of (2) two Street Maintenance Supervisor, (15) fifteen Senior Equipment Operator, (6) six Equipment Operator II, (2) two Equipment Operator I, (2) two Maintenance Worker, (2) two Concrete Finisher, and (1) one Accountant II, for a total of 30 new positions. This crew will be dedicated to street maintenance consisting of, but not limited to, asphalt overlay, street repair, and new application. This creates a net savings that totals \$1,212,293.

EXISTING INFRASTRUCTURE – ELIMINATE TWO DRAINAGE CREW LEADERS

This *reduction* will eliminate (2) two filled Drainage Crew Leaders from the Street Maintenance Fund. Due to operational and organizational efficiencies these two positions are no longer required. Existing staff is capable of absorbing the current workload. Total savings from this reduction totals \$56,687.

◆ **IMPROVEMENTS** **\$20,700**

ECONOMIC DEVELOPMENT – TRAFFIC MAINTENANCE FOR ANNEXATION

This *improvement* will fund street maintenance in areas to be annexed in December, 2002 as part of the 2002 Annexation Plan. The FY 2003 cost for this improvement totals \$20,700. The FY 2004 full year cost of this improvement will be \$27,600.

◆ **MANDATES** **\$16,755**

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 in FY 2003 will total \$12,369.

CUSTOMER SERVICE-ENTERPRISE RESOURCE MANAGEMENT

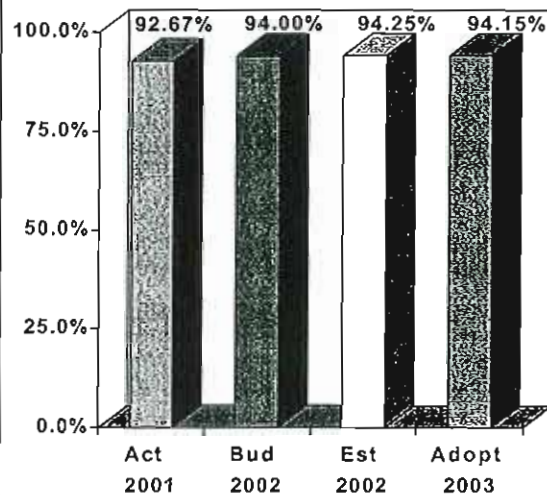
This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds would support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$4,386.

PUBLIC WORKS**STREET MAINTENANCE FUND
RIGHT OF WAY MANAGEMENT FUND****STREET MAINTENANCE & IMPROVEMENT FUND EXPENDITURES BY CHARACTER**

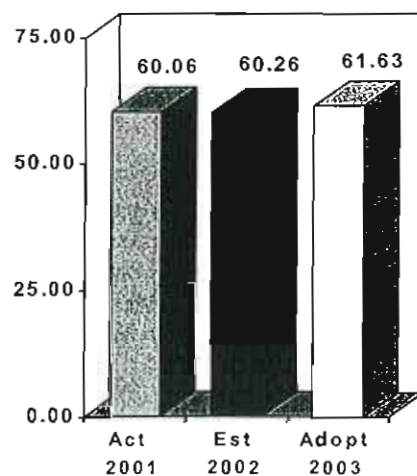
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$10,149,676	\$10,092,443	\$10,918,933	\$10,757,122
CONTRACTUAL SERVICES	4,220,196	4,143,571	4,469,802	3,693,322
COMMODITIES	6,325,474	6,055,100	9,145,105	7,724,123
OTHER EXPENDITURES	293,517	506,174	273,395	680,998
CAPITAL OUTLAY	300,060	330,000	322,440	69,669
TRANSFERS	9,867,729	10,503,575	18,783,220	6,734,319
TOTAL EXPENDITURES	\$31,156,652	\$31,630,863	\$43,912,895	\$29,659,553
 AUTHORIZED POSITIONS	 324	 316	 316	 339
FULL-TIME EQUIVALENTS	324.00	316.00	316.00	339.00

RIGHT-OF-WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$130,841	\$687,134	\$543,215	\$800,292
CONTRACTUAL SERVICES	55,593	275,648	305,070	240,668
COMMODITIES	27,310	71,464	40,700	63,839
OTHER EXPENDITURES	0	0	0	2,631
CAPITAL OUTLAY	285,044	0	1,178	8,732
TRANSFERS	0	2,507,430	16,500	21,051
TOTAL EXPENDITURES	\$498,787	\$3,541,676	\$906,663	\$1,137,213
 AUTHORIZED POSITIONS	 18	 18	 18	 20
FULL-TIME EQUIVALENTS	18.00	18.00	18.00	20.00

**PERCENT OF POTHOLES REPAIRED WITHIN
48 HOURS**

» This measures the average response time for pothole repair.

**STREET INVENTORY
PAVEMENT CONDITION INDEX (PCI)**

» The rating given to a street based on the overall condition and life expectancy. There are approximately 8,585 Center Line miles in the City.

» The categories are 0>50 Poor, 51>70 Fair, 71>85 Good, 86>100 Excellent.

PUBLIC WORKS – STORM WATER

STORM WATER OPERATING FUND

REGIONAL STORM WATER FACILITIES FUND

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee and the Fee In Lieu of Detention, performs the following primary functions:

- Administration – Direction and planning
- River Maintenance – Channel De-silting/Lake dredging
- Vegetation Control – Mowing/Herbicide Applications/Tree Maintenance/Wildflower Program
- Street Cleaning – Street Sweeping/Graffiti Removal/Event Cleanups
- Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System
- Engineer Design – Project specific solutions
- Engineering Management – Regional Storm Water Management, Watershed Master Planning
- Engineering Review – Development/CIP, MPO, and Special Projects
- Floodplain Management – 100-year Floodplain/Ultimate Development Floodplain

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's Texas Pollutant Discharge Elimination System (TPDES) permit. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private storm water infrastructure plans, leads the master planning effort for the five major watersheds within the region. This includes implementing regional flood control facilities, engineering regional storm water facilities and floodplain management and administration.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and storm water systems. To continue to execute the tasks required for compliance with the City's Texas Pollutant Discharge Elimination System (TPDES) permit and the Storm Water Compliance for Construction Activities Ordinance. To develop a comprehensive watershed approach to plan and implement regional storm water facilities. To perform all functions with a focus on quality; customer needs and expectations; and the effective protection of the public's investment in the City's infrastructure.

- ♦ To perform all services in a "Customer First" manner to meet the needs of the citizens
- ♦ To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens
- ♦ To operate and manage the storm water infrastructure through comprehensive watershed management
 - Implement the operational planned maintenance programs
 - Continue to develop specific watershed master plans as available data permits
 - Coordinate in a regional effort to operate and maintain storm water data collection and warning devices
 - Continue to evaluate, consider and pursue all available resources for improved management of the regional storm water infrastructure
 - Continue mapping and development procedures for assessment of the storm water infrastructure
 - Continue enforcement of all drainage ordinances to ensure orderly development of all watersheds
- ♦ To maintain the requirements of the TPDES Permit through performance based services
 - Implement the requirements of the TPDES permit resulting from the transition of duties from SAWS to the City

PUBLIC WORKS – STORM WATER

STORM WATER OPERATING FUND REGIONAL STORM WATER FACILITIES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY02	Estimated FY 02	Adopted FY 03
Customer	Public Trust and Awareness Of Citizens – Continue San Antonio River Improvements					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Improvement Program – Percentage Maintained ¹	44%	50%	50%	53%
	Public Trust and Awareness Of Citizens – Improve Information Service Delivery					
	Provide floodplain information to citizens on request	Number of floodplain location checks provided ²	N/A	N/A	N/A	1,800
Financial	Innovative and Proactive City Government – Leverage Other Funding Sources					
	To maintain the storm water infrastructure in a financially responsible manner	Number of hours worked by volunteer and restitution workers through the Graffiti Abatement Program ³	N/A	N/A	5,656	5,700
	Citizen Well Being and Human Potential – Improve Technology Service Delivery					
	Provide project reviews to citizens for Capital Improvement Projects and Metropolitan Planning Organization	Storm Water Engineering Capital Improvement Projects and Metropolitan Planning Organization project reviews completed	208	275	190	170
Internal Processes	Sustainable and Attractive Community – Maintain Existing Infrastructure					
	Maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance based services	Street Cleaning – Tons collected per gutter mile	0.33	0.36	0.34	0.33
	To operate and manage the storm water infrastructure through comprehensive watershed management	River channel and parkway maintained. Number of acres maintained ⁴	16,269	18,174	16,914	17,000
	Sustainable and Attractive Community – Implement the Unified Development Code					
	Develop specific watershed master plans as available data exists	Person hours – Master plan review, hydrologic and hydraulic modeling, schematic development, project identification, project impact evaluation, and project prioritization ⁵	N/A	N/A	N/A	3,000
	Revitalized Neighborhoods For San Antonio – Implement the Unified Development Code					
	Ensure adequate storm water infrastructure is provided to keep revitalized neighborhoods safe from flooding	Number of cost estimates provided to improve storm water infrastructure	74%	N/A	85%	87%

PUBLIC WORKS – STORM WATER
STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Citizen Well Being and Human Potential – Improve Employee Compensation					
	To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens	Safety Award Program - % of employees receiving safety awards	80.3%	85.0%	84.7%	85.0%

EXPLANATORY INFORMATION

- ¹ Maintenance required under US Army Corp of Engineers Public Law 84 Program in the San Antonio River watershed.
- ² Activity conducted but not recorded.
- ³ Activity began in March of 2002 in cooperation with the Parks and Recreation Department.
- ⁴ Brooks and Kelly were anticipated to be added into the inventory in FY 2002.
- ⁵ Previous fiscal year reporting not available. Designed output of newly organized Watershed Teams.

PROGRAM CHANGES

♦ **REDIRECTION/REDUCTIONS** **\$78,902**

NON-STRATEGIC ISSUE – REDUCTION IN LINE ITEMS TELEPHONES AND TEMPORARY SERVICES

This **reduction** will reduce the Line Items Telephones and Temporary Services in the Storm Water Regional Facilities Fund. In FY 2001-2002 extra funding was received to accomplish expected work requirements. With the Division fully staffed, the Division no longer requires the services of temporary employees. Therefore, the funding for these services is no longer required. In addition, the cost for telephone communications and the one-time cost of installation will also be reduced. Total savings from this reduction totals \$19,269.

NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$59,633 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

PUBLIC WORKS – STORM WATER

STORM WATER OPERATING FUND REGIONAL STORM WATER FACILITIES FUND

♦ IMPROVEMENTS

\$1,658,894

REGIONAL WATERSHED MANAGEMENT – WATER MODELING PLAN

The desire of the community to better understand the cumulative impact of continuing development over the Edwards Aquifer Recharge has been highlighted by the debate over the PGA Village project. This *improvement* includes \$500,000 for a thorough study resulting in an Edwards Aquifer Management Planning Model will allow the City and other local governments and agencies to determine the impacts of future growth in a rigorous, consistent and scientific manner.

REGIONAL WATERSHED MANAGEMENT – UNDEVELOPED DRAINAGE WAY MAINTENANCE

This *improvement* will establish a means of removing floatable debris and invasive vegetation from unimproved waterways (Creeks) within the City. This activity is currently performed on a reactive basis as a result of flooding. The creation of this group will allow for regular scheduled maintenance to be performed without impacting current maintenance activities. This improvement includes the following positions: (1) one Sr. Equipment Operator, (1) Equipment Operator II, (2) two Maintenance Workers, (1) one Drainage Supervisor and associated equipment and commodities. Another benefit of this improvement will be to provide support service to clear channels following flood events and to help to maintain the hike and bike trail and greenbelts in the City. With this improvement, the unimproved waterways will receive scheduled maintenance every (5) five years. Total cost of this improvement in FY 2003 totals \$552,656.

REGIONAL WATERSHED MANAGEMENT – STORM WATER OPERATIONS CONCRETE CREW

This *improvement* will provide for the addition of (1) one Concrete Crew to the Storm Water Operations Division. The crew consists of (1) one Maintenance Crew Leader, (1) Equipment Operator II, (2) Carpenter II, (1) one Concrete Finisher, and (2) Maintenance Worker positions at nine months funding. This improvement will also provide for the equipment and materials to perform maintenance concrete repair work on aging storm water infrastructure. Total costs of this improvement in FY 2003 totals \$441,565.

ECONOMIC DEVELOPMENT – STORM WATER MAINTENANCE FOR ANNEXATION

This *improvement* will fund storm water maintenance services, such as vegetation control and street cleaning, in areas to be annexed in December, 2002 as part of the 2002 Annexation Plan. The FY 2003 cost for this improvement totals \$29,818.

NON-STRATEGIC ISSUE – BAMBERGER PARK CLEANUP

This *improvement* will provide funding for the removal and hauling of an estimated 5,000 cubic yards of Class II debris that has been illegally dumped in the floodplain. In addition to the floodplain violation, the composition of the material poses a health threat to the public, as well as harboring vermin. The FY 2003 cost for this improvement totals \$98,000.

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$36,855.

PUBLIC WORKS – STORM WATER

STORM WATER OPERATING FUND REGIONAL STORM WATER FACILITIES FUND

♦ MANDATES

\$201,037

ENVIRONMENT – TEXAS POLLUTANT DISCHARGE ELIMINATION SYSTEM PERMIT

This **mandate** will provide for the operating and capital costs to implement the Texas Pollutant Discharge Elimination System (TPDES) permit requirements. The TPDES permit requirement charges the Storm Water Operations Division to monitor river and creek floatables from flowing into the MS4. The TPDES is an Environmental Protection Agency (EPA) mandated program in support of the Clean Water Act to be administered by the Texas Natural Resource Conservation Commission (TNRCC). The City would satisfy this permit requirement utilizing the Restitution Program in cooperation with the Parks and Recreation Department. According to the permit, the City must conduct floatable surveys on at least 100 sites per year. The intent of the survey is to monitor the effectiveness of the litter control programs for the MS4. The cost of this mandate in FY 2003 would total \$140,638.

ENVIRONMENT – GEOGRAPHICAL IMAGING SYSTEM FOR THE TEXAS POLLUTANT DISCHARGE ELIMINATION SYSTEM PERMIT

This **mandate** will provide for the purchase of a Geographical Imaging System (GIS) for the Storm Water Utility. GIS mapping is a requirement of the Texas Pollutant Discharge Elimination System (TPDES). This GIS system will facilitate the storm water master planning to include: sizing and locating regional detention facilities, floodplain modeling, drainage project evaluations, drainage complaint resolution, and verification of floodplain violators. The cost of this mandate in FY 2003 would total \$35,684.

CUSTOMER SERVICE - ENTERPRISE RESOURCE MANAGEMENT

This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds would support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$12,442.

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 in FY 2003 will total \$12,273.

PUBLIC WORKS – STORM WATER**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND****STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$7,494,429	\$8,188,440	\$7,917,238	\$8,751,087
CONTRACTUAL SERVICES	6,412,371	5,662,829	6,957,043	6,308,644
COMMODITIES	1,191,237	1,192,846	1,203,556	1,316,188
OTHER EXPENDITURES	98,417	128,723	54,564	115,887
CAPITAL OUTLAY	336,614	144,418	144,418	594,560
TRANSFERS	2,722,221	1,196,670	1,163,950	1,282,258
TOTAL EXPENDITURES	\$18,255,289	\$16,513,926	\$17,440,769	\$18,367,099
AUTHORIZED POSITIONS	280	283	283	310
FULL-TIME EQUIVALENTS	250.00	253.00	253.00	268.00

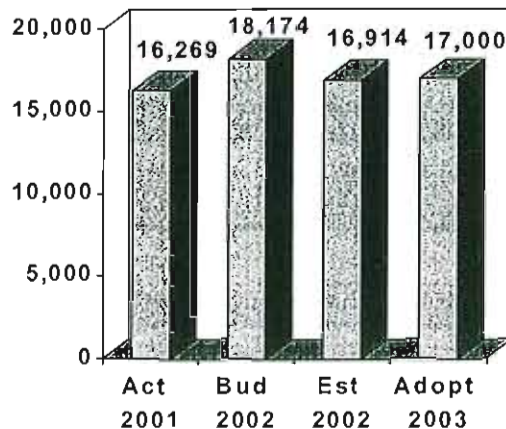
REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$133,484	\$256,562	\$407,618	\$526,428
CONTRACTUAL SERVICES	35,270	39,846	30,991	18,644
COMMODITIES	2,109	17,399	14,450	17,399
OTHER EXPENDITURES	5,832	7,371	3,112	3,736
CAPITAL OUTLAY	0	64,192	62,758	0
TRANSFERS	976,439	4,826,188	2,619,645	7,465,756
TOTAL EXPENDITURES	\$1,153,134	\$5,211,558	\$3,138,574	\$8,031,963
AUTHORIZED POSITIONS	2	10	10	10
FULL-TIME EQUIVALENTS	2.00	10.00	10.00	10.00

PUBLIC WORKS – STORM WATER

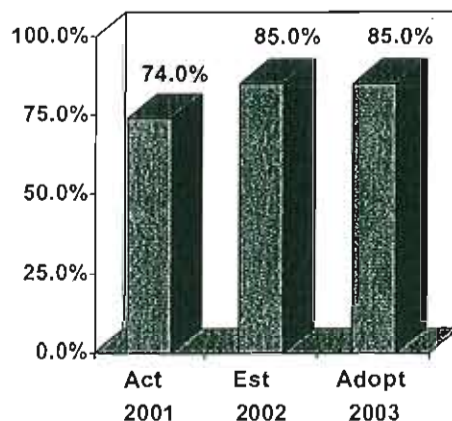
STORM WATER OPERATING FUND REGIONAL STORM WATER FACILITIES FUND

RIVER CHANNEL AND PARKWAY MAINTAINED IN ACRES



- » Measures the number of acres maintained by the Storm Water Operating Vegetation Control Program.
- » Services Include: Mowing, Trimming and Tree Removal.

SAFETY AWARD PROGRAM - % OF EMPLOYEES RECEIVING SAFETY AWARDS



- » This measure indicates the percentage of employees that have had no preventable accidents resulting in lost time or claim to the City.

PUBLIC WORKS

PARKING OPERATING AND 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, and Riverbend garages as well as many surface lots. This Division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with State and Federal government owned parking lots are also coordinated through this division. Other activities such as the city employee car-pools program, commercial and residential decals are also administered by this division.

GOALS & OBJECTIVES

- ♦ Complete installation of electronic and static signs used in the Trailblazer Program to direct motorist to City parking facilities.
- ♦ Purchase and install new revenue control equipment for the Mid City, Riverbend and Marina Garages.
- ♦ To support the City's strategic plan to develop San Antonio into a major Visitor/Convention Center.
- ♦ Purchase and install the new PARK signs at the Mid City, Riverbend and Marina Garages.
- ♦ Paint the interior of the Mid City Garage.
- ♦ Acquire construction drawings and submit for RFP for the total reconstruction of stairs at the Mid City Garage.
- ♦ Begin a three phase process of rehabilitating the elevators at the parking garages: Phase I: Mid City Garage, Phase II: Riverbend Garage; Phase III: Marina Garage.
- ♦ Begin rehab process for improvements at the Mid City garage in relation to architectural recommendations.
- ♦ Plan for new signage and aesthetic enhancements to the Market Square and Dolorosa Lots.
- ♦ Continue to implement the recommendations from the performance review report.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor and Convention Destination-Become A Premier Visitor and Convention Destination					
	To support the City's strategic plan to develop San Antonio into a major Visitor / Convention Center	Parking Spaces Available ¹	7,730	7,730	7,730	8,434
Financial	Innovative and Proactive City Government -- Provide Accountability to Public					
	To achieve or exceed the financial targets established in the 25 year Parking System Revenue Bond Program	Garage and Lot net revenue per space	\$285	N/A	\$242	\$353
		Parking Meter net revenue per meter	\$460	N/A	\$444	\$483
Internal Processes	Innovative and Proactive City Government -- Implement Performance Reviews					
	Implementation of Organizational Review performance plan	Percentage of review recommendation complete	N/A	75%	75%	88%

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Innovative and Proactive City Government – Improve Information Technology Service Delivery					
	Utilize a certified instructor to provide specialized training thus ensuring a competent and efficient work force	% of Employees trained ²	N/A	N/A	76%	100%

EXPLANATORY INFORMATION

¹ St. Mary's Garage is not included in the Revised FY 2002 figures due to the delayed opening in April of 2002.

² Includes customer service, parking equipment training, orientation, cash handling.

PROGRAM CHANGES

♦ REDIRECTIONS/REDUCTIONS

\$867,973

ORGANIZATIONAL/FISCAL – SPAN OF CONTROL IMPLEMENTATION

This **reduction** will transfer the responsibility for building maintenance and security of parking facilities from the Parking Division to the Building Maintenance Division. This will transfer fourteen positions to the Building Maintenance Division. These positions include: (1) one Building Maintenance Officer, (1) one Parking Superintendent, (1) one Maintenance Crew Leader, (2) two Sr. Electronic Technicians, (1) one Sr. Electrician, (4) four Maintenance Worker, (2) two Building Maintenance Mechanic, (1) one Light Equipment Operator, (1) one Building Maintenance Supervisor. The total savings of this reduction totals \$640,620.

ORGANIZATIONAL/FISCAL – SPAN OF CONTROL IMPLEMENTATION

This **reduction** will eliminate one vacant Assistant Parking Manager position and one filled Customer Service Superintendent position, as recommended by the Span of Control Review. Personnel adjustments to span of control result in a more efficient supervisory structure. There will be no impact to service delivery in FY 2003 as a result of this reduction. The reduction will result in a savings of \$107,461.

NON-STRATEGIC ISSUE – ELIMINATE SEVEN FULL TIME PARKING ATTENDANT POSITIONS

This **reduction** will eliminate seven full-time vacant Parking Attendant positions from the Parking Operations Division at a savings of \$178,702. These positions are located in the Mid-City Parking Garage, Dolorosa Lot, and St. Mary's Parking Garage. This reduction has a corresponding parking enforcement **improvement** of \$67,153, which will add (2) two Enforcement Officer positions, a re-grade study of enforcement, certification in traffic management, and training through the City in Cultural Awareness, Confrontational De-escalation, and Tourism Assistance. The total net savings of this reduction in FY 2003 is \$111,549.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

REDIRECTION/REDUCTIONS CONTINUED

NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$8,343 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS \$27,941

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$27,941.

♦ MANDATES \$6,216

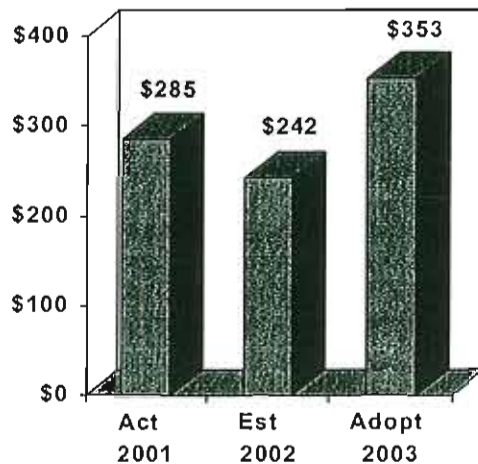
CUSTOMER SERVICE-ENTERPRISE RESOURCE MANAGEMENT

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$6,216.

PARKING FACILITIES REVENUE FUND EXPENDITURES BY CHARACTER

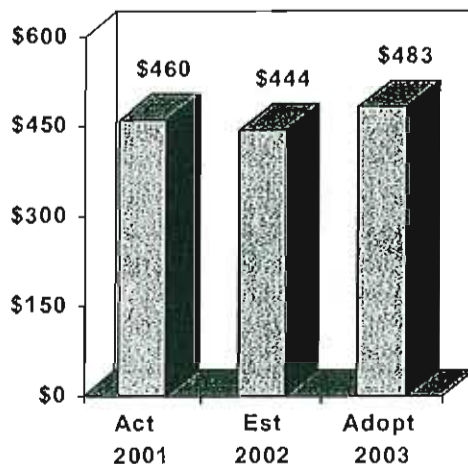
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$3,447,082	\$3,925,458	\$3,780,677	\$3,526,553
CONTRACTUAL SERVICES	1,137,449	1,199,245	1,201,600	1,102,963
COMMODITIES	175,983	275,690	246,279	218,751
OTHER EXPENDITURES	130,082	259,680	110,582	86,273
CAPITAL OUTLAY	0	78,907	77,392	5,148
TRANSFERS	3,792,386	3,839,982	3,975,716	4,684,036
TOTAL EXPENDITURES	\$8,682,982	\$9,578,962	\$9,392,246	\$9,623,724
AUTHORIZED POSITIONS	146	145	145	123
FULL-TIME EQUIVALENTS	132.50	131.50	131.50	109.50

GARAGE & LOT NET REVENUE PER SPACE



- » Net revenue per space indicates the income per space net of expenditures.
- » There are approximately 8,434 spaces available in City garages and lots.

PARKING METER NET REVENUE PER METER



- » Net revenue per meter indicates the income per meter net of expenditures.
- » There are approximately 2,124 meters within the City Parking System.

PROGRAM INFORMATION

This Public Works Division is responsible for providing skilled trade (plumbing, electrical, carpentry, painting, HVAC) and general maintenance services for facilities under the jurisdiction of the Fire, Police, Health, Library, Community Initiatives, Public Works and Purchasing & General Services Departments. Over two hundred and seventy facilities are supported comprising over 4 million square feet. In addition, this Division provides janitorial and daily housekeeping support to approximately 1,076,620 sq. ft. of municipal office space in nine major downtown buildings, the Police Academy, and five Police Substations. This Division also purchases, stores, and distributes a wide variety of maintenance, construction, and janitorial supplies to all City Departments.

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, efficiently and economically; and maintain, operate, and clean City buildings efficiently and economically; in a timely manner and with fundamentally sound, pragmatic, and economical solutions.

- ◆ Continue to increase the efficiency and effectiveness of the Building Maintenance trade labor services by raising the actual work performance towards the goal level of 85 % of the person-hours available.
- ◆ Maintain our custodial cost/square foot within 10 cents of the Building Owner and Managers Association (BOMA) reported cost/square foot.
- ◆ Conduct biannual customer satisfaction survey for Building Maintenance services (Trades/Custodial).
- ◆ Maintain the trade labor personnel per square foot at a level not to exceed 1.5 times the ratio reported in the BOMA Experience Exchange Report.
- ◆ Establish a method to finance deferred maintenance issues delineated in the ISES Facility Assessment Report for facility improvements.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Premier Visitor and Convention Destination – Improve Community Outreach					
	Conduct bi-annual customer satisfaction surveys for Building Maintenance services	Achieving a customer satisfaction of good or better on customer surveys	N/A	N/A	75%	75%
Financial	Public Trust and Awareness of Citizens – Provide Accountability to Public					
	Maintain custodial cost/square foot within 10 cents of the BOMA reported cost/square foot	The square foot cost per square foot /custodian/day ¹	\$1.52	\$1.54	\$1.57	\$1.58
Internal Processes	Safe and Clean Community For San Antonio – Maintain Existing Infrastructure					
	Maintain the trade labor personnel per square foot ratio at a level not to exceed 1.5 times the ratio reported in the BOMA Experience Exchange Report	Ratio to the national average (skilled labor) ^{2,3}	1.37	1.38	1.39	1.15

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Employee Learning & Growth	Innovative and Proactive City Government – Improve Information Technology Service Delivery					
	Maintain the efficiency of the Building Maintenance trade labor services by raising billable hours to 85% of the person-hours available	Percentage of actual all skilled trade time applied to requests	80.30%	85.00%	84.70%	85.00%

EXPLANATORY INFORMATION

- ¹ 2001 publications from the Building Owner and Managers Association (BOMA) state the national average cost for custodial services is \$1.53/sq.ft./yr. The figure shown is a comparison of our cost divided by the national average.
- ² The national average is 80,800 square feet per trade laborer
- ³ Adopted FY 2003 includes the reduction of the North Loop Service Center, removal of several old Fire Stations, the additional square footage for Police Sub-Stations (5,000 sq.ft. each), the addition of the One-Stop Center (75,000 sq.ft.), and the addition of two maintenance personnel

PROGRAM CHANGES

♦ **REDIRECTIONS/REDUCTIONS** \$116,194

NON-STRATEGIC ISSUE – REDUCTION IN CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$1,353 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

EXISTING INFRASTRUCTURE – REDUCTION IN CUSTODIAL SERVICES

This **reduction** will decrease the frequency of custodial services throughout City facilities. This reduction will also eliminate (4) Four Building Custodians from the Building Maintenance Fund. Existing staff is able to absorb the current workload. Total savings from this reduction totals \$114,841.

♦ **IMPROVEMENTS** \$35,584

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This **improvement** will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this mandate in FY 2003 is \$35,584.

PROGRAM CHANGES CONTINUED♦ **MANDATES****\$675,739*****EXISTING INFRASTRUCTURE – ONE-STOP DEVELOPMENT CENTER***

This *mandate* provides funding for custodial and trade services for the new One-Stop Development Center, which will be completed by March, 2003. Constructed to centralize permitting and development procedures, the One-Stop, which is the same square footage as the City Hall Annex, will require more annual funding than the annex because of elevators, landscaping, window washing and 24 hour security costs. (6) Six new positions, (4) Four Building Custodians, (1) One Custodial Services Crew Leader, (1) One Senior Building Maintenance Mechanic will also provide routine maintenance and contractual services at nine months funding. The total cost of this mandate in FY 2003 will total \$454,660.

EXISTING INFRASTRUCTURE – FIRE STATIONS

This *mandate* provides for additional funding in Trade Services that would be required to provide support for the four new permanent fire stations that have been completed, are under construction, or will be completed in the upcoming fiscal year. The funding for these new stations was included in the 1999 bond package. The additional funding will allow the Building Maintenance Division to continue to provide acceptable trade services to the Fire Department. (1) One new Electrician position is required with vehicle, tools and equipment with nine months funding. The total cost of this mandate in FY 2003 will total \$50,542.

EXISTING INFRASTRUCTURE – POLICE SUBSTATIONS

This *mandate* provides for additional maintenance service charges to the Police Department Budget. During FY 2002-2003 all five Police Substations will be expanded by approximately 4,000 sq. ft. each. Additional maintenance and operation funding for maintenance services and utilities is required to support this additional space and provide for the adequate maintenance of the expanded occupant load. An additional \$69,537 in Police Department space charges must be programmed to support the first year expansion of these facilities. The total cost of this mandate in FY 2003 will total \$69,538.

EXISTING INFRASTRUCTURE – NORTHEAST SERVICE CENTER

This *mandate* provides for custodial and trade service charges for the new Public Works Service Center presently under construction in Northeast San Antonio. This new Service Center will require maintenance and operating funding for a nine-month period during FY 2002-2003. Modern crew quarters, storage buildings, and a new vehicle maintenance shop will replace the old North Loop Complex. An additional position within the Building Maintenance Division will be required to provide services to this new location. Added positions include: (1) One Building Custodian with appropriate equipment at nine months funding. Manned security will also be required at this new facility to protect the City's investment in property and equipment. The total cost of this mandate in FY 2003 will total \$67,955.

CUSTOMER SERVICE-ENTERPRISE RESOURCE MANAGEMENT

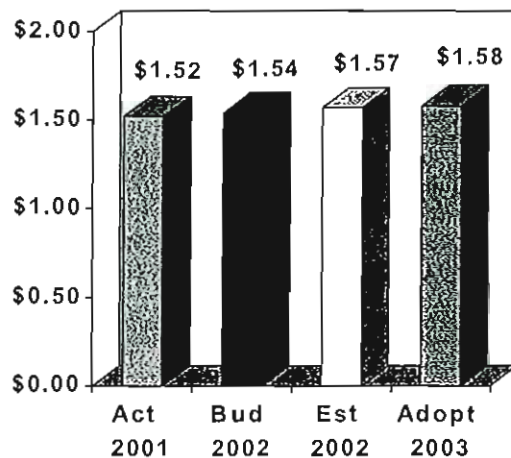
This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds would support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$33,044.

PUBLIC WORKS**BUILDING MAINTENANCE FUND
INTERNATIONAL CENTER FUND****BUILDING MAINTENANCE FUND EXPENDITURES BY CHARACTER**

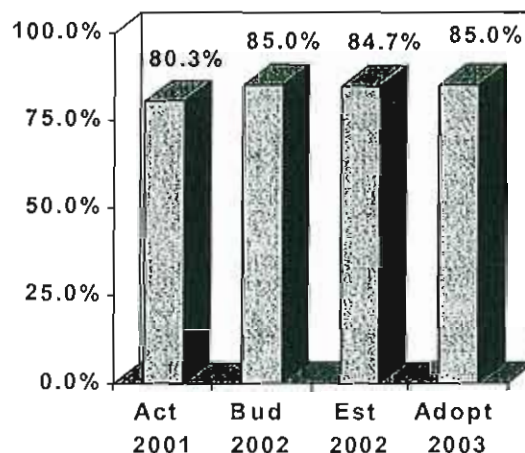
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$4,342,783	\$3,956,947	\$4,525,643	\$4,622,576
CONTRACTUAL SERVICES	2,256,236	2,426,391	2,471,175	2,987,045
COMMODITIES	452,474	321,527	321,068	387,608
OTHER EXPENDITURES	24,073	6,158	2,587	63,646
CAPITAL OUTLAY	29,234	3,795	3,870	136,303
TRANSFERS	1,014,750	877,890	917,395	432,342
TOTAL EXPENDITURES	\$8,119,550	\$7,592,708	\$8,241,738	\$8,629,520
 AUTHORIZED POSITIONS	 125	 126	 126	 144
FULL-TIME EQUIVALENTS	125.00	126.00	126.00	144.00

INTERNATIONAL CENTER FUND EXPENDITURES BY CHARACTER

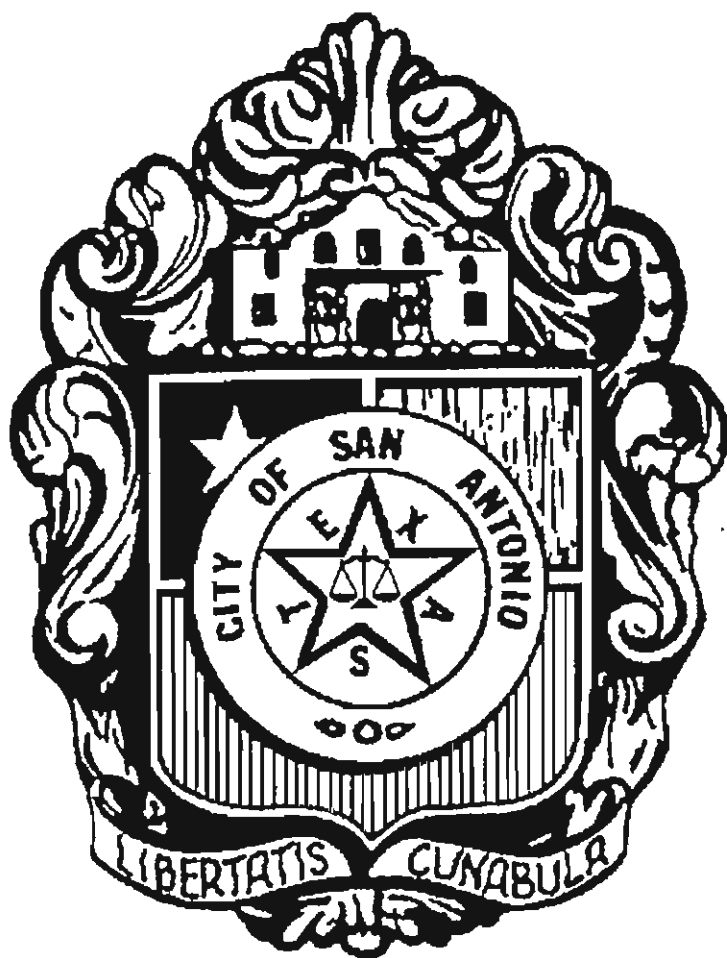
	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$212,917	\$218,966	\$215,899	\$222,066
CONTRACTUAL SERVICES	223,366	264,902	248,146	271,054
COMMODITIES	23,004	27,550	28,548	27,550
OTHER EXPENDITURES	32,762	41,089	17,811	4,214
CAPITAL OUTLAY	294	0	0	0
TOTAL EXPENDITURES	\$492,344	\$552,507	\$510,404	\$524,884
 AUTHORIZED POSITIONS	 7	 7	 7	 7
FULL-TIME EQUIVALENTS	7.00	7.00	7.00	7.00

**COST OF CUSTODIAL SERVICES/
PER SQUARE FOOT/ PER YEAR**

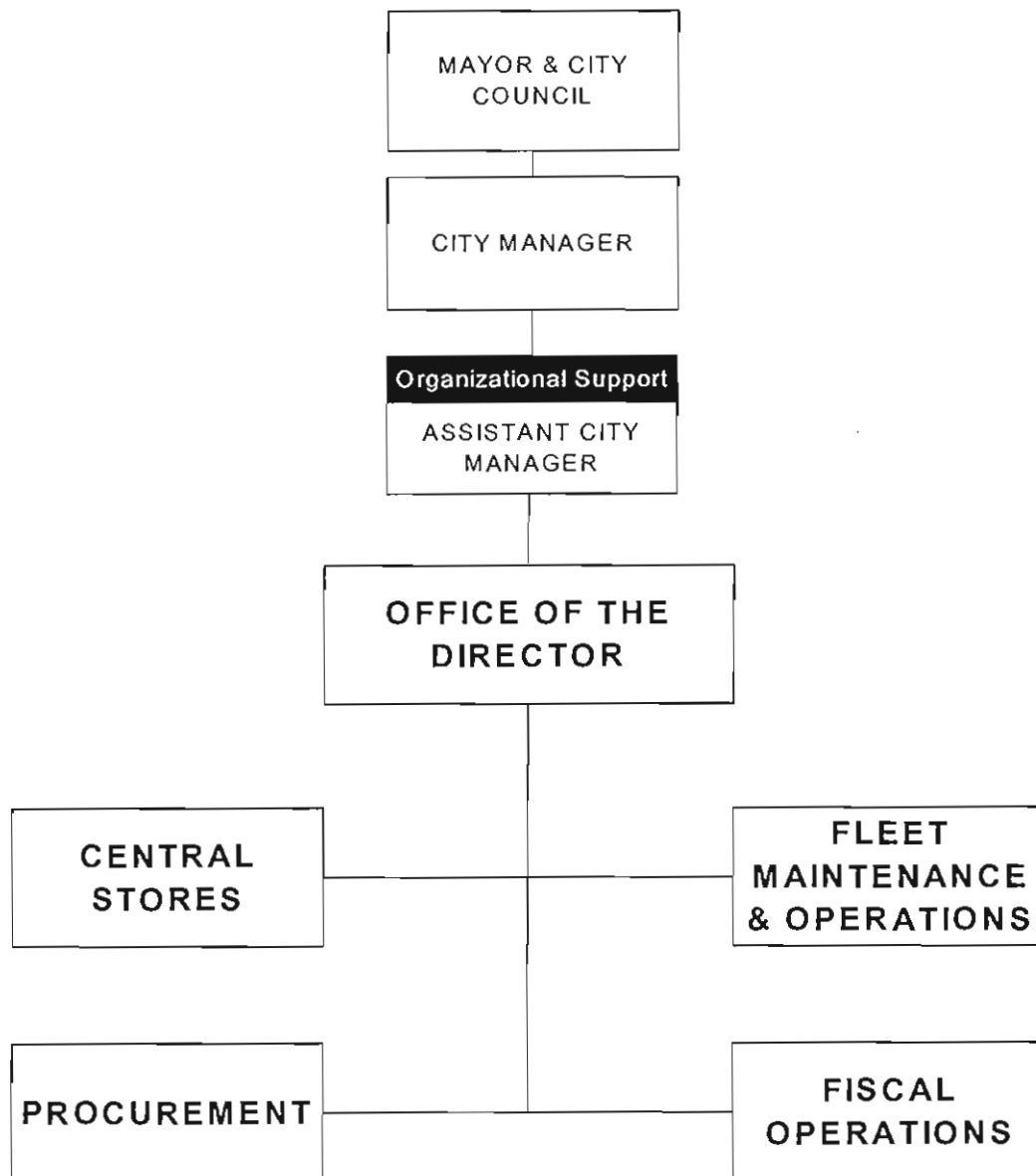
» Average cost of custodial service per square foot per Year compares favorably to the National (BOMA) average of \$1.53, even with the City paying a \$8.75 living wage.

**PERCENTAGE OF ACTUAL ALL SKILLED TRADE TIME
APPLIED TO REQUESTS**

» This measure indicates the actual time applied by skilled trade laborers in billable hours using the Time Management System (TMS).



PURCHASING & GENERAL SERVICES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2002-2003
Internal Service Fund	220.00	\$25,873,642
Equipment Replacement & Renewal Fund	0.00	23,240,606
Total Funding	220.00	\$49,114,248

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

MISSION STATEMENT

The mission of the Purchasing & General Services Department is to provide high quality, low cost support services to City departments and outside governmental agencies to achieve maximum efficiency of services and accountability of costs in the areas of vehicle fleet maintenance, printing, office supplies and procurement of goods and services. The department will provide for the availability of funds for the acquisition and replacement of vehicles in the fleet on a scheduled basis.

PROGRAM INFORMATION

This department has five divisions within the Internal Services Fund: Administration, Fiscal Management, Procurement, Central Stores, and Automotive Maintenance. These divisions provide support services on a charge-back basis to other City Departments, as well as other governmental agencies. Responsibilities include the management of departmental fiscal operations; centralized procurement of services, supplies and equipment for all City activities; printing and reproduction services; mail and messenger services; central acquisition and distribution of office supplies; acquisition and maintenance of the City's vehicle and heavy equipment fleet; and management of a centralized motor pool.

GOALS & OBJECTIVES

- ◆ Procure products and services at the best price and quality in a timely fashion with maximum opportunities for Small, Minority- and Women-owned businesses, in accordance with City Council policies.
 - Decrease processing time for all bids.
 - Increase opportunities for participation in the Small Business Economic Advisory Program and achieve departmental goals for awarding contracts to underutilized businesses.
 - Pursue E-Commerce opportunities in the procurement process.
 - Develop purchasing operating procedures for staff utilization.
 - Develop supplier performance scorecard for annual contracts.
 - Develop customer service survey and process for annual contracts.
 - Expand the Purchasing Card Program to the remaining City Departments.
 - Coordinate Citywide adherence to standards for purchasing and disposition of office furniture and equipment.
 - Continue participation in the development of a citywide contracting initiative with Asset Management and the City Attorney's Office.
 - Align current business processes with best practices to prepare for the implementation of ERM.
- ◆ Support City departments by providing printing, mail services and office supplies in an efficient, convenient and cost-effective manner.
 - Continue to expand the process of ordering, receiving and billing for office and printer supplies.
 - Seek greater efficiency in mail processing discounts.
 - Realign office copiers to network and strategically place printers and/or copiers throughout the City to reduce costs, expand services and increase efficiency.
- ◆ 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.
 - Expand the use of alternative fuels within the City's fleet.
 - Continue the air quality inspection and maintenance programs.
 - Continue to explore the use of special alternative fuel vehicles for use in City operations.
 - Explore the use of a Shuttle Service in the Motor Pool.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

GOALS & OBJECTIVES CONTINUED

- Continue to enhance automated system capabilities to provide better control of inventory, vehicle fleet availability and management of mechanic hours and productivity.
- Review contracts utilized in the Fleet Maintenance & Operations Division for proper contents to ensure vendor compliance and maximize service delivery from outside contractors.
- Review specifications on vehicles and equipment in order to utilize more efficient automotive technology to reduce maintenance repair costs.
- Provide positive incentives for mechanics that obtain Automotive Service Excellence (ASE) certifications and/or fleet maintenance training.
- Monitor the Parts and Fuel sections to ensure the integrity of physical inventories and cost of operations.
- ♦ Focus on departmental fiscal operations, establish and improve cost control measures.
 - Complete the departmental billing system with emphasis on increased accountability.
 - Centralize department billing processes through Fiscal Operations.
 - Promote staff development in all fiscal operations.
 - Investigate strategies for cost-saving measures that benefit the department.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Customer	Improve Community Outreach					
	Procure products and services at the best price and quality in a timely fashion	Avg. Time to Process informal Bids (days) ¹	15	10	15	14
		Avg. Time to Process Formal Bids (days)	61	60	60	55
	Support City Departments by providing printing, mail services and office supplies in an efficient, convenient and cost-effective manner	% of Work Orders Completed in Less Than Eight Hours	47%	N/A	47%	50%
		Quality of Service - % Central Stores Customer Satisfaction Rated Good or Excellent ²	91%	85%	85%	87%
	Improve Air Quality					
	Expand the use of alternative fuels within the City's fleet	No. of Vehicles & Equipment Using Alternative Fuels ³	319	370	298	318
Financial	Continue the air quality inspection and maintenance programs	No. of "4 Gas Tests" Performed on City Vehicles	1,842	N/A	2,150	2,200
	Provide Accountability to the Public					
	Provide City Departments with vehicle maintenance at the lowest possible cost	Avg. Cost of Car/Light Truck Oil Change ⁴	\$14.75	\$15.00	\$16.20	\$16.37
		Avg. Maintenance Cost per Mile – Police Cars (ICMA measure) ⁵	\$0.14	\$0.08	\$0.15	\$0.16
	Increase opportunities for participation in the Small Business Economic Advisory Program	% of Total Dollars Awarded to AABEs	3.5%	1.7%	2.0%	1.7%
		% of Total Dollars Awarded to MBEs	14.6%	11.7%	11.7%	11.7%
		% of Total Dollars Awarded to WBEs	8.0%	12.8%	12.8%	12.8%

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 01	Rev. Bud. FY 02	Estimated FY 02	Adopted FY 03
Internal Processes	Innovative and Proactive City Government					
	Expand the Purchasing Card Program	No. of Transactions on Purchasing Card	604	4,100	4,500	11,250
		Total Dollars Spent by Using Purchasing Card (millions) ⁶	\$0.088	\$3.000	\$0.898	\$2.194
		Avg. Dollars per Transaction for Purchasing Card	\$145	\$732	\$195	\$195
	Provide professional fleet management by incorporating high employee safety standards, quality fleet service and unprecedented customer satisfaction while protecting the environment	Avg. Age of Fleet in Replacement Program (months)	39	38	39	39
		Fleet Availability (ICMA Measure) ⁷	92%	94%	93%	94%
		% of City Fleet in Replacement Program	74%	79%	74%	74%
		Quality of Service - % Auto. Maintenance Rated Good or Excellent	N/A	85%	85%	87%
Employee Learning & Growth	Improve Information Service Delivery					
	Provide positive incentives for mechanics that obtain automotive service excellence (ASE) certifications and/or fleet maintenance training	% of Mechanics with ASE Certifications	18%	N/A	20%	22%
		No. of Master Mechanics (minimum of 7 ASE certifications required)	N/A	5	4	5

EXPLANATORY INFORMATION

- ¹ Lower projections in FY 2002 and FY 2003 due to effects of new Administrative Directive for purchasing items.
- ² Customer service questionnaires are still in progress; results will be available before the end of FY 2002.
- ³ Projected number for Revised Budget FY 2002 was overstated due to retiring alternative fuel vehicles, which had not been subtracted.
- ⁴ The City's average is still below the market cost, currently estimated at \$25.52.
- ⁵ Calculation matches ICMA computation. COSA was reported as a Top Performer by ICMA for FY 2000. ICMA average is \$0.20 per mile.
- ⁶ FY 2002 Purchasing Card projections were for all City departments; pilot program was extended to only four departments.
- ⁷ Yearly average % of vehicles available for use, for all causes. ICMA average is 94% for cities over 500,000.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

PROGRAM CHANGES

♦ REDIRECTION/REDUCTIONS

\$405,529

NON-STRATEGIC ISSUE – ELIMINATE ONE AUTOMOTIVE INSTRUCTOR POSITION

This *reduction* will eliminate one vacant Automotive Instructor 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 savings of \$34,262.

NON-STRATEGIC ISSUE – ELIMINATE SEVEN ADMINISTRATIVE POSITIONS

This *reduction* will eliminate seven administrative positions: one vacant Secretary I position, one vacant Administrative Aide position, and five filled Office Assistant positions. This Department will be able to absorb the workload currently assigned to these positions due to increased efficiencies in operations. No decrease in level of service is expected from this reduction. This reduction will provide savings of \$185,166.

NON-STRATEGIC ISSUE – MANAGE VACANT POSITIONS

This *reduction* will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in total savings of \$104,047 in FY 2003.

NON-STRATEGIC ISSUE – OPERATIONAL SAVINGS IN CONTRACTUAL SERVICES, COMMODITIES, AND OTHER EXPENDITURES

This *reduction* will provide savings of \$43,584 as a result of increased efficiencies in operations. No decrease in level of service is expected from this reduction.

NON-STRATEGIC ISSUE – CITYWIDE LINE ITEM EXPENSE REDUCTION

This *reduction* will result in \$38,470 in savings in several line item budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

♦ IMPROVEMENTS

\$15,720

CUSTOMER SERVICE – LIVING WAGE

The policy of the City since FY 2001 is to maintain a living wage for all City employees, including temporaries. The 2002 Federal Guidelines indicate that the approximate living wage hourly income guideline is \$8.70 per hour. This *improvement* will increase the City's living wage standard from \$8.50 to \$8.75 per hour, surpassing the Federal poverty guideline. The cost of this improvement in FY 2003 is \$15,720.

PURCHASING & GENERAL SERVICES

PURCHASING & GENERAL SERVICES FUND

PROGRAM CHANGES CONTINUED

♦ **MANDATES** **\$237,597**

CUSTOMER SERVICE – ENTERPRISE RESOURCE MANAGEMENT

This **mandate** will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$46,377.

ENVIRONMENT – FUEL TANK REMOVAL AND CLEAN-UP

This **mandate** will provide \$115,500 in FY 2003 for required services relating to fuel tank removal and cleanup at the North Loop Service Center, which is scheduled to be vacated in March 2003. The Texas Natural Resource Conservation Commission (TNRCC) mandates that fuel tanks be removed and that various environmental tests be performed at the site. Recurring costs for this mandate are \$20,000 per year for continual soil monitoring through FY 2006. This mandate will be funded out of the Equipment Renewal & Replacement Fund.

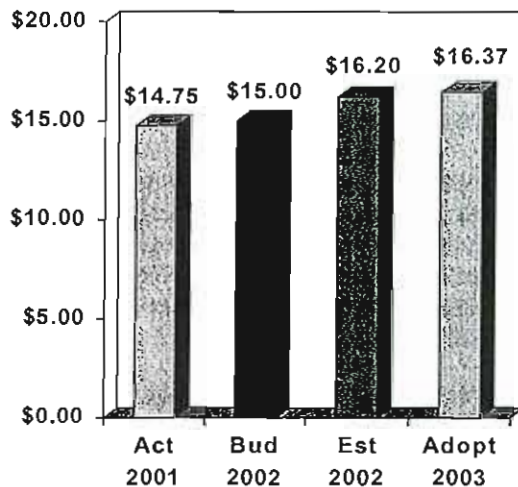
ENVIRONMENT – PNEUMATIC VALVES FOR PROPANE INSTALLATIONS

This **one-time mandate** will provide \$60,000 in FY 2003 for required services relating to fitting propane stationary installations with pneumatic valves. The Railroad Commission of Texas (RCT) requires that by February 1, 2003, all liquid petroleum gas (propane) stationary installations with individual or aggregate capacities of 4,001 gallons or more be fitted with pneumatic emergency shut-off valves and pneumatically operated internal valves with remote operating systems. Propane locations affected by this mandate are the Northwest, Southeast, and Zarzamora Service Centers. This mandate will be funded out of the Equipment Renewal & Replacement Fund.

PURCHASING & GENERAL SERVICES FUND EXPENDITURES BY CHARACTER

	ACTUAL FY 2000-2001	REVISED BUDGET FY 2001-2002	ESTIMATED FY 2001-2002	ADOPTED FY 2002-2003
PERSONAL SERVICES	\$8,265,259	\$8,746,153	\$8,212,176	\$8,638,313
CONTRACTUAL SERVICES	1,502,080	1,501,208	1,314,822	1,456,098
COMMODITIES	236,341	260,001	150,727	222,265
OTHER EXPENDITURES	144,453	151,888	126,644	215,196
CAPITAL OUTLAY	218,410	217,995	182,244	102,877
INVENTORIES	15,173,324	15,003,598	14,079,919	14,516,448
TRANSFERS	566,519	614,554	614,459	722,445
TOTAL EXPENDITURES	\$26,106,386	\$26,495,397	\$24,680,991	\$25,873,642
 AUTHORIZED POSITIONS	 230	 229	 229	 220
FULL-TIME EQUIVALENTS	230.00	229.00	229.00	220.00

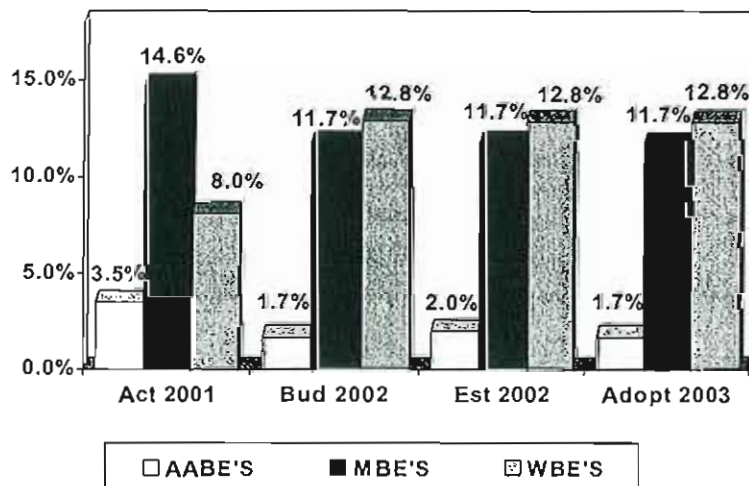
AVG. COST OF CAR/ LIGHT TRUCK OIL CHANGE



» 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 \$25.52.

% OF TOTAL DOLLARS AWARDED TO AABE'S, MBE'S AND WBE'S





Other Appropriations

NON-DEPARTMENTAL/NON-OPERATING

	<u>ACTUAL</u> <u>2000-2001</u>	<u>REV. ADOPTED</u> <u>2001-2002</u>	<u>ESTIMATED</u> <u>2001-2002</u>	<u>ADOPTED</u> <u>2002-2003</u>
Accrued Annual, Personal and Sick Leave	\$3,007	\$150,000	\$147,000	\$156,000
Street Lighting Energy Charges	9,419,309	9,603,651	9,825,790	10,155,815
Traffic Signal Light Charges	929,852	980,981	935,000	963,050
Professional Fees	682,880	644,388	677,339	616,622
Bexar County Detention Contract	5,700	500,000	200,000	200,000
Outside Auditor Contract	253,550	263,000	262,560	280,000
Sales Tax Collection Fees	2,732,769	2,878,760	2,840,000	2,961,268
S.A. City Employee Star Program	27,690	30,000	30,000	0
Reserve for Fringe Benefits Adjustments	239,833	235,000	240,000	597,580
Police Assessment Center	143,103	251,990	245,000	255,000
Fire Assessment Center	72,254	138,870	135,000	140,000
Reserve for Salary Adj./ Bilingual Pay	84,000	3,722,910	671,885	4,556,879
Lease of Office Space	609,147	1,806,402	1,800,000	1,812,000
Association Dues	445,870	543,000	543,000	555,000
Downtown Imp. Dist./PID Assessment	0	75,500	75,500	75,500
Economic Development Initiatives	55,895	60,000	60,000	22,000
SAHA Lighting	6,778	6,660	6,050	6,125
City Council City Hall & Constituent Offices Reserve	0	0	0	128,500
City Council City Hall & Constituent Offices Reserve	0	0	0	795,956
Council Chamber Operations & Maint.	93,491	30,130	30,130	30,130
Palo Alto Pool Maintenance	0	0	49,000	49,000
Bexar Appraisal District	1,786,499	1,907,847	1,910,847	1,998,355
TOTAL	\$17,591,626	\$23,829,089	\$20,684,101	\$26,354,780

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2003

♦ **Accrued Annual, Personal & Sick Leave** **\$156,000**

This amount represents the General Fund portion of FY 2003 estimated liability for payment of accrued annual, personal and sick leave.

♦ **Street Lighting Energy Charges** **\$10,155,815**

♦ **Traffic Signal Light Energy Charges** **\$963,050**

These budgets provide for the energy costs of the traffic signals and the energy costs and equipment amortization of street lighting.

♦ **Professional Fees** **\$616,622**

This budget provides for fees paid to arbitrators to conduct hearings arising from grievances filed under the collective bargaining agreements with the San Antonio Police Officers Association and the San Antonio Professional Firefighters Association. The City Manager's Management Assistant program is also funded in this activity. The budget also includes fees paid for language skills testing to determine employee eligibility for monthly language skills pay.

♦ **Bexar County Detention Contract** **\$200,000**

The amount represents the payment by the City to the Bexar County Jail for housing Class C Misdemeanor violators after magistration.

♦ **Outside Auditor Contract** **\$280,000**

This budget provides for the independent audit of the City's financial records.

♦ **Sales Tax Collection Expense** **\$2,961,268**

This budget contains the estimated administrative fee charged by the State Comptroller for collection of the local sales tax. The amount is two percent of the anticipated revenues for FY 2003. In addition, the City contracts with a local law firm to collect delinquent property taxes.

♦ **Reserve for Fringe Benefits Adjustments** **\$597,580**

This budget includes the annual requirement under state law for the City to fund annual cost-of-living increases for pre-1971 retired police officers and firefighters. A reserve amount is also included to offset potential additional liabilities for unemployment compensation.

♦ **Police and Fire Promotional Assessment Centers** **\$395,000**

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** **\$4,556,879**

The Adopted Budget continues the City's policy to provide a "living wage" for all employees. Specifically, the budget includes increasing the salaries of all employees currently making less than \$8.75 per hour. In February of each year the Federal Government releases an official income level for poverty. The 2002 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 \$8.70 per hour. By establishing the \$8.75 per hour

NON-DEPARTMENTAL/NON-OPERATING HIGHLIGHTS - FY 2003

minimum effective October 1, 2002, the City will maintain its commitment to a living wage standard.

The City recently began negotiations for a new collective bargaining agreement with the San Antonio Police Officers Association. The Adopted Budget sets aside \$4 million to accommodate up to a potential 3% wage adjustment for police officers similar to that provided for in FY 2003 under the terms of the recently approved firefighter association contract.

◆ Lease of Office Space \$1,812,000

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 \$555,000

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 \$22,000

The budget includes funds to promote San Antonio as a location for businesses to move or expand their operations.

◆ San Antonio Housing Authority Lighting \$6,125

This amount will finance the monthly charges assessed by City Public Service for street lighting at four San Antonio Housing Authority (SAHA) projects. These expenditures will be reimbursed by SAHA as per the City's agreement with SAHA.

◆ Council Chamber Operations & Maintenance \$30,130

This budget represents the non-personal services costs of supporting the operation of the City Council Chamber and associated equipment. Recurring costs for operating the telephones, fax machines, public address system and copying machines associated with the Council Chamber are included.

◆ Council City Hall & Constituent Reserve \$924,456

This budget represents four months of funding for City Council City Hall and Constituent Office Budgets. It is set aside in this account to be used after the May, 2003 Elections.

◆ Bexar Appraisal District \$1,998,355

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 2003

◆ **City Council District Human Development Services Fund** **\$1,200,000**

In FY 2002, each Council District had \$70,000 in resources available to support human development programs such as senior services, childcare programs, youth services programs, scholarship programs and job training programs. Included in the FY 2003 Adopted Budget are funds that will allow each Council District to have a total of \$120,000 each available to support these types of programs.

◆ **Southside Texas A&M Campus** **\$500,000**

The FY 2003 Adopted Budget sets aside \$500,000 to conduct environmental and infrastructure requirements assessments for a future Texas A&M four-year campus in the southside of the community.

GENERAL FUND TRANSFERS

	<u>ACTUAL</u> <u>2000-2001</u>	<u>REV. ADPT.</u> <u>2001-2002</u>	<u>ESTIMATED</u> <u>2001-2002</u>	<u>ADOPTED</u> <u>2002-2003</u>
Actuarial Report	\$0	\$14,000	\$14,000	14,000
Transfer to Public Health Spt. Fund/Animal Fund	182,000	182,000	182,000	87,378
Criminal Justice Grant Projects	38,022	38,022	38,022	45,493
Retired Employees Health Insurance Program	2,243,900	2,521,594	2,521,594	2,521,594
Diez y Seis Celebration	15,000	15,000	15,000	15,000
Streets Maintenance & Improvement Fund	30,554,261	31,054,297	31,138,316	29,203,200
Emergency Medical Services Fund	27,018,447	28,280,922	28,652,197	27,298,427
Parking Facilities Fund	369,344	349,762	349,762	349,762
Arson Information Reward Program	500	500	500	500
CASA San Antonio (Hotel/Motel Fund)	343,989	332,369	332,369	332,369
Auto Theft Prev. Grant Match (REACT)	387,873	424,407	424,407	451,634
Transfer to Building Maintenance Fund	407,603	0	0	0
Capital Improvements Reserve Fund	559,012	0	0	331,044
Martin Luther King, Jr. Celebration	15,000	15,000	15,000	15,000
Transfer to International Center Fund	34,002	34,002	28,835	0
Transfer to Fire Ladder Truck Buy-In Project	0	615,000	615,000	0
COPS Universal Hiring Grant	872,275	1,787,447	1,787,447	1,385,614
COPS MORE Grant	113,598	0	0	0
Selective Traffic Enforcement Projects	0	5,663	5,663	5,663
Transfer De Zavala Rd. Traffic Signal Interconnect	35,000	0	0	0
Transfer to Inf. Svcs. Fund/GIS Program	735,493	478,398	478,398	0
Transfer to Purchasing Fund	7,479	14,524	0	0
Transfer to on call agreement for transfer study	50,000	0	0	0
Transfer to Project SAVE 1999-2000	4,000	0	0	0
Transfer to District 6 SW Library Branch	42,999	0	0	0
Transfer to LLEBG 1999-2001	113,560	0	0	0
Transfer to Cuellar Parks Improvement	165,000	0	0	0
Transfer to Fire Ladder Truck Payment	615,000	0	0	0
Transfer to Neighborhood Improvement Program	81,972	0	0	0
Transfer to Pearsall Road Improvement Program	43,290	0	0	0
Transfer to Fire Station #24 Re-Roofing Project	5,888	0	0	0
Medical at Fredericksburg Traffic Signal Preemption	29,611	0	0	0
Transfer to Lackland Terrace Security Lighting	80,000	0	0	0
Transfer to Housing Asset Recovery Program	100,000	0	0	0
Transfer to ASCEND Grant Program	0	20,000	20,000	20,000
Transfer to San Antonio Natatorium Project	200,000	0	0	0
Transfer to 1999 Price Ave. Reconstruction Project	100,000	0	0	0
Transfer to Science Park Drainage Project	73,000	0	0	0
Transfer to One Stop Service Center Project	1,423,750	0	0	0
Transfer to UTSA Biotechnology Center Match	0	0	0	0
Transfer to Human Development Fund	3,040,781	3,983,995	3,983,995	3,983,995
Transfer to TxDot Police Grant	0	0	0	127,274
Transfer to Brook City-Base Fund	342,182	653,387	649,847	1,054,359
Transfer to ERM Hardware & Maintenance Cost	0	0	0	370,000
GRAND TOTAL	\$70,443,831	\$70,820,289	\$71,252,352	\$67,612,306

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2003

◆ 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	\$87,378
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 \$87,378 from the General Fund to the Public Health Support Fund to support the provision of Animal Care Services.	
◆ Criminal Justice Grant Projects	\$45,493
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	\$29,203,200
This transfer provides the estimated General Fund requirement necessary to support the Streets Maintenance and Improvement Fund.	
◆ Emergency Medical Services Fund	\$27,298,427
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.	
◆ 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.	

TRANSFERS TO OTHER FUNDS HIGHLIGHTS - FY 2003

♦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 \$451,634

This transfer represents the General Fund contribution for the REACT Automobile Theft Prevention Grant program administered by the state.

♦Martin Luther King, Jr. Celebration Project \$15,000

This appropriation continues the support of the Martin Luther King, Jr. Memorial City/County Commission to plan and coordinate a week-long celebration honoring the memory of Martin Luther King, Jr.

♦COPS Universal Hiring Grant \$1,385,614

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.

♦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

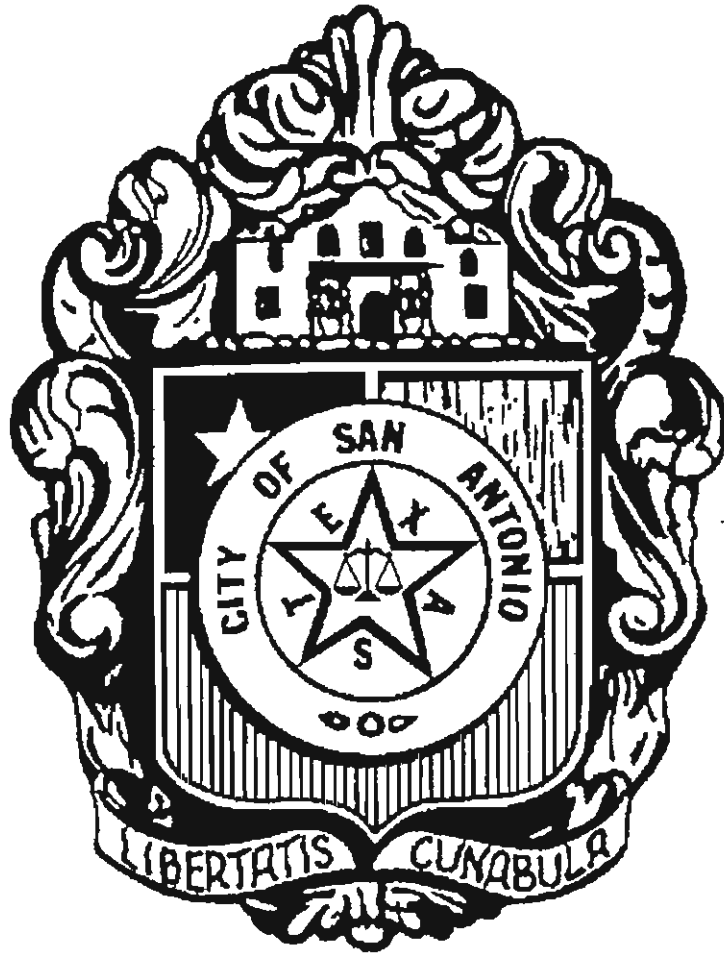
The Human Development Fund was established in FY 1998 to initiate a separate accounting of City expenditures, which support training, education, social and support services to disadvantaged residents. The amount shown here represents three General Fund-funded grant matches to be made from the fund. First, 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.

♦Transfer to Brooks City-Base \$1,054,359

This transfer will provide funding for the recurring and one-time cost associated with the development of the Brooks City-Base office.

♦Transfer to ERM Hardware & Maintenance Cost \$370,000

This transfer would provide funding for the recurring cost associated with the implementation of the City's Integrated Enterprise Resource System Hardware and Software Maintenance. Funds would support the annual maintenance agreement cost associated with ERM three areas: Development Services, Enterprise Resource Planning and Customer Relationship Management.



CONTRIBUTION TO GENERAL FUND DELEGATE AGENCIES

The Adopted Budget for FY 2003 continues the City's strong commitment to strengthening long-term economic viability in San Antonio through investment in human capital development. The Adopted FY 2003 Budget for Delegate Agencies totals \$4,888,914, which includes a redirection of \$500,000 from Project Quest to the Human Development Funds for the respective City Council Districts. Also, it includes an additional \$455,400 redirection from Project Quest to restore \$400,000 of library materials budget and to restore \$55,400 for the Reagan High School Library contract that were proposed to be reduced within the FY 2003 Proposed Budget. 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 2003 budget concentrates funding on those strategies that promote long-term workforce development through early childhood education and family strengthening, school completion, job training and adult literacy. In addition, the City will continue to support the community safety net through investment in elderly and disabled services, emergency assistance, and family counseling. This budget will provide partial funding for 35 delegate agencies. The Department of Community Initiatives, Parks and Recreation, and Housing and Community Development each administer portions of the delegate agency budget.

**GENERAL FUND DELEGATE AGENCY
FY 2002-2003**

SERVICE CATEGORIES

	Actual FY 2000-2001	Revised Budget FY 2001-2002	Estimated FY 2001-2002	Adopted FY 2002-2003
Family Strengthening				
Avance Parent/Child Ed. Prgm	\$ 322,385	\$ 336,104	\$ 336,104	\$ 336,104
Avance Career Readiness Prgm	-	51,069	51,069	56,069
Family Service Assoc.- FAST	120,109	127,511	127,511	127,511
MAUC Child/Family Mental Health	209,298	186,995	186,995	136,189
YWCA - PACT	-	51,789	51,789	51,789
Healthy Families - STAR	33,803	-	-	-
Healthy Families-Teen Parent Connect	-	69,411	69,411	-
MAUC La Escuela - Parenting Skills	33,204	35,390	35,390	80,390
Respite Care	27,484	57,209	57,209	57,209
Healthy Families - PEP	3,157	-	-	-
Total Family Strengthening	\$ 749,440	\$ 915,478	\$ 915,478	\$ 845,261
Youth Development				
Hispanas Unidas	\$ 71,495	\$ 70,780	\$ 70,780	\$ 70,780
Big Brothers Big Sisters-Mentoring	24,513	24,268	24,268	30,000
Boys and Girls Clubs-Positive Youth	74,346	75,312	75,312	75,312
Communities in Schools	20,538	-	-	-
Ella Austin Community Center	190,793	173,238	173,238	173,238
Good Samaritan Center	160,727	159,124	159,124	159,124
JOVEN	53,634	50,134	50,134	-
UTSA PREP	16,305	40,095	40,095	40,095
YWCA - Teen Volunteer	41,875	45,279	45,279	45,279
Healy Murphy Center	370,257	357,110	357,110	357,110
PRESA	53,485	49,546	49,546	49,546
El Centro del Barrio - CATC	101,981	100,887	100,887	-
YMCA - Davis-Scott Branch	38,652	-	-	-
Total Youth Development	\$ 1,218,601	\$ 1,145,773	\$ 1,145,773	\$ 1,000,484
Workforce Development				
Project Quest	\$ 2,832,257	\$ 3,003,386	\$ 3,003,386	\$ 1,945,690
Total Workforce Development	\$ 2,832,257	\$ 3,003,386	\$ 3,003,386	\$ 1,945,690
Safety Net Services				
Family Violence Prevention	\$ 52,217	\$ 56,246	\$ 56,246	\$ 56,246
Rape Crisis Center	71,495	70,780	70,780	70,780
St Peter St Joseph	41,260	62,926	62,926	70,000
Roy Maas Youth Alternatives	52,320	54,248	54,248	54,248
Father Flanagan's Boys Town	64,260	82,510	82,510	82,510
Guadalupe Community Center	2,584	-	-	-
Any Baby Can	-	69,300	69,300	72,543
Helping Hands	27,649	49,000	49,000	49,000
Patrician Movement	83,671	-	-	-
Total Safety Net	\$ 395,455	\$ 445,010	\$ 445,010	\$ 455,327

**GENERAL FUND DELEGATE AGENCY
FY 2002-2003**

SERVICE CATEGORIES CONTINUED

	Actual FY 2000-2001	Revised Budget FY 2001-2002	Estimated FY 2001-2002	Adopted FY 2002-2003
<i>Elderly and Disabled Services</i>				
Catholic Charities - RSVP	\$ 9,162	\$ 52,895	\$ 52,895	\$ 52,895
Catholic Charities-Foster Grandparents	25,782	27,812	27,812	27,812
OASIS	22,192	24,268	24,268	24,268
Ella Austin Community Center - Meals	11,858	-	-	-
El Centro del Barrio Activity Center	52,170	50,023	50,023	50,023
Project Mend	-	15,000	15,000	24,840
Total Elderly and Disabled Services	\$ 121,163	\$ 169,998	\$ 169,998	\$ 179,838
<i>Other</i>				
San Antonio Zoo	\$ 459,781	\$ 459,781	\$ 459,781	\$ 49,781
Avenida Guad. Assoc. Com. Dev.	116,109	110,013	110,013	110,013
Avenida Guadalupe	33,039	35,879	35,879	35,879
Comm. Econ. Rev. Agency (CERA)	71,062	71,250	71,250	71,250
Neighborhood Housing Services	158,276	190,962	190,962	190,962
San Antonio Development Agency	3,348	4,429	4,429	4,429
Total Other	\$ 841,615	\$ 872,314	\$ 872,314	\$ 462,314
<i>Agencies Not Applying for Funds in FY 2003</i>				
Project Learn to Read	\$ 137,028	\$ 157,806	\$ 157,806	\$ -
Other Agencies	388,669	-	-	-
Total Agencies Not Applying in FY 2003	\$ 525,697	\$ 157,806	\$ 157,806	\$ -
Total Budget Amount	\$ 6,684,228	\$ 6,709,765	\$ 6,709,765	\$ 4,888,914
Unspent Allocations			\$ (50,000)	
TOTAL	\$ 6,684,228	\$ 6,709,765	\$ 6,659,765	\$ 4,888,914

DELEGATE AGENCIES

AGENCY TITLE:

ANY BABY CAN

PROGRAM DESCRIPTION

Any Baby Can provides short-term crisis intervention services and direct assistance to families with infants or children ages birth to 12 years who are either medically fragile, chronically ill, developmentally delayed, or disabled. The program provides case management to ensure client's needs are met directly or by referrals to appropriate agencies in securing early intervention assistance. Social services professionals who help families access community resources that meet their special health care needs coordinate support services.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$0	\$69,300	\$72,543
Total	\$0	\$69,300	\$72,543

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Full-time Case Managers	2	2	2	2
Amount Budgeted for Eligible Families	\$6,565	\$6,565	\$4,505	\$4,302
No. of Unduplicated Clients	249	239	216	243
Output:				
No. of Assessment Interview/Service Plans	257	257	216	251
No. of Referrals	1,233	1,320	1,080	1,490
No. of Crisis Assistance Units	479	763	432	1,212
Efficiency:				
No. of Unduplicated Cases & Home	259	249	216	239
No. of Visits by Case Managers	139	151	126	150
Cost per Unit of Assistance	\$45.00	\$13.63	\$10.43	\$9.33
Effectiveness:				
% of Clients with Crisis Needs Met	80%	82%	80%	97%
% of Satisfied Clients	90%	90%	90%	100%

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
CAREER READINESS PROGRAM

PROGRAM DESCRIPTION

The Career Readiness Program consists of life skills training and workplace competencies through educational experiences and opportunities. Services are geared for introduction to the workplace environment. Participants develop life skills through both classroom instruction and job shadowing activities. Transportation and child care are also provided.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – Career Readiness	\$0	\$51,069	\$56,069
CCDS General Fund Match – Career Read.	0	180,000	175,000
Total	\$0	\$231,069	\$231,069

	Contracted FY2000-2001	Actual FY2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	N/A	N/A	13	9
No. of Participants (Parents)	N/A	N/A	70	119
No. of Unduplicated Clients	N/A	N/A	70	119
Output:				
No. of Educational Service Hours	N/A	N/A	14,640	11,608
No. of Career Readiness Service Hours	N/A	N/A	3,206	1,814
Efficiency:				
Avg. Cost per Month of Service Hours	N/A	N/A	\$12.94	\$10.00
Effectiveness:				
% Participants Complete Program	N/A	N/A	50%	40%
% Participants Enroll Higher Ed.	N/A	N/A	75%	80%
% Participants Transition Workplace	N/A	N/A	75%	75%

DELEGATE AGENCIES

AGENCY TITLE:

AVANCE – SAN ANTONIO, INC.
PARENT – CHILD EDUCATION PROGRAM

PROGRAM DESCRIPTION

Avance Parent-Child is a bilingual community based program designed to enhance parenting skills among primarily low-income, high risk families, with children three years of age and younger. Services provided to parents during the nine-month program include classes in parenting, toy making and community awareness. Children participate in age appropriate activities that stimulate their cognitive, social, emotional, and physical abilities. The Literacy component enhances the parent-child education program by providing child care services through four Avance child care providers while parents attend literacy classroom hours conducted by Region XX instructors at Avance centers. Services are provided at Mirasol, Southside, and Lincoln Heights Courts.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – Parent Child/Basic Literacy	\$322,385	\$336,104	\$336,104
CSBG	96,000	85,000	0
CDBG	0	0	20,000
Total	\$418,385	\$421,104	\$356,104

	Contracted FY 2000-2001	Actual FY2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	19	18	17	18
No. of Participants (Adults)	N/A	N/A	283	304
No. of Participants (Children)	N/A	N/A	367	336
No. of Unduplicated Clients	600	567	650	640
Output:				
No. of Educational Classroom Hours	63,620	49,850	68,710	46,755
No. of Supportive Outreach Svc Units	2,200	3,910	3,850	4,601
Efficiency:				
Cost per Educational Classroom Hours	\$4.01	\$4.68	\$4.99	\$3.18
Cost per Supportive Services Unit	\$41.99	\$14.37	12.53	11.29
Effectiveness:				
% of Parents that Complete Program with Increased Knowledge	75%	86%	75%	77%
% of Parents that Complete Program with a Higher Education	75%	91%	80%	85%
% of Children Advancing in KRG	N/A	N/A	80%	100%

DELEGATE AGENCIES

AGENCY TITLE:

AVENIDA GUADALUPE ASSOCIATION COMMUNITY DEVELOPMENT

PROGRAM DESCRIPTION

The Avenida Guadalupe Association is a 501(c)(3) incorporated in December 1979 to assist in the revitalization and attraction of neighborhood businesses to improve economic conditions and living standards of residents and merchants in the AGA neighborhood. Since 1979 the AGA has been given ground lease rights to three city properties: the El Progreso Community Center, three houses known as Artist Studios and the Plaza Guadalupe. The El Parian Market was constructed in 1991 and houses businesses that benefit the community (i.e. adult day care, girl and boy scout programs) and allows area entrepreneurs a chance to start their own business. In 1996 the AGA headed the way to build the San Jacinto Senior Housing Development which provides low income seniors with adequate and affordable housing. Over the past year the AGA has initiated a homebuyer counseling program which addresses all aspects of buying and owning a home. The AGA partnered with UTSA to develop a master plan that will set forth the AGA's goals to the year 2020. The AGA also organizes several cultural community events such as the Diez y Seis activities which are broadcast throughout the Southwest US.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$116,109	\$110,013	\$110,013
Total	\$116,109	\$110,013	\$110,013

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$33,039	\$35,879	\$35,879
Total	\$33,039	\$35,879	\$35,879

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	3	3	3	3
Output:				
No. of Events	13	18	13	9
No. of Pro Bono Events	6	11	6	6
No. of Days to Eradicate Graffiti	2.00	1.10	2.00	1.06
Efficiency:				
Avg. Number of Business Days to Approve Rental Agreements	2.00	0.85	1.00	1.00
Effectiveness:				
% Rental Agreements Reviewed Within 2 Days	95%	100%	95%	100%
No. of Days to Clean Plaza After Event	1.25	0.67	1.25	0.97

DELEGATE AGENCIES

AGENCY TITLE:

**BIG BROTHERS AND BIG SISTERS
MENTORING**

PROGRAM DESCRIPTION

The Big Brother and Big Sisters mentoring program fosters emotional stability and growth in children and youth, ages seven to seventeen, who come primarily from single parent homes. This program matches the youth with carefully screened adult volunteers to provide companionship and friendship with a positive adult role model the child may not otherwise have in his or her life. Professional on staff caseworkers assess the children, screen volunteers, establish relationships and provide ongoing support.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$24,513	\$24,268	\$30,000
One-Time Allocation	9,000	0	0
YO - CASASTART	0	20,000	0
START - Juvenile Accountability Grant	0	30,000	0
Total	\$33,513	\$74,268	\$30,000

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff (FTE)	9	9	9.75	9.75
No. of Unduplicated Clients	750	447	310	416
Output:				
No. of Volunteer Hours	30,000	28,293	31,000	23,908
No. of Matches	450	498	700	549
No. of Training Hours	1,000	1,056	1,250	707
Efficiency:				
Cost of Volunteer Hours	\$168,000	\$212,198	\$255,750	\$199,716
Effectiveness:				
% Graduating from High School	N/A	N/A	80%	92%
% of Successful Matches	N/A	N/A	70%	66%

DELEGATE AGENCIES

AGENCY TITLE:

BOYS & GIRLS CLUB OF SAN ANTONIO
POSITIVE YOUTH DEVELOPMENT

PROGRAM DESCRIPTION

The program provides youth, ages 13 to 18, the opportunity to engage in diverse activities with adults, peers and family members. Program activities include goal setting, structured educational enrichment, tutoring, technological skills development and job/career preparation.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund ~ DCI	\$74,346	\$75,312	\$75,312
CDBG	360,000	345,000	330,000
Total	\$434,346	\$420,312	\$405,312

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	24	26	35	30
Unduplicated Clients	2,700	2,975	3,050	2,156
Output:				
No. of Computer Lab Hours	2,400	13,500	2,400	9,900
No. of Collaborative Youth Projects	10	12	8	8
No. of Service Units	22,332	40,900	42,000	33,400
Efficiency:				
Unduplicated Clients Served per Staff	113	88	100	72
Effectiveness:				
% of Club Member Progressing	95%	95%	95%	95%
% of Club Members Reflecting a Letter Grade Improvement	50%	50%	60%	50%

DELEGATE AGENCIES

AGENCY TITLE:

CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
FOSTER GRANDPARENTS PROGRAM

PROGRAM DESCRIPTION

The Foster Grandparent Program recruits low-income adults, 60 years or older, as direct care providers to provide individual attention and care to children who reside at the Children's Shelter of San Antonio during periods of family crisis. The program currently has eight Foster Grandparents who receive a modest stipend.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund- Foster Grandparent Program	\$25,782	\$27,812	\$27,812
Total	\$25,782	\$27,812	\$27,812

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Volunteers	8	8	8	8
Stipends Budgeted for Volunteers	\$21,298	\$21,300	\$21,298	\$15,771
No. of Unduplicated Clients	180	181	176	88
Output:				
No. of Volunteer Service Hours	6,032	5,800	8,352	3,624
No. of Service Days	2,004	1,497	2,080	864
No. of Children Served	180	181	176	88
No. of Training Hours	384	276	384	288
Efficiency:				
Avg. Number of Unduplicated Children per Grandparents	2	3	3	4
Avg. Number of Volunteer Hours per Grandparent per Year	63	66	87	65
Effectiveness:				
% Grandparents Indicate Program has Positive Influence	90%	100%	90%	94%

DELEGATE AGENCIES

AGENCY TITLE:

CATHOLIC CHARITIES, ARCHDIOCESE OF SAN ANTONIO, INC.
RETIRED SENIOR VOLUNTEER PROGRAM (R.S.V.P.)

PROGRAM DESCRIPTION

This program recruits and places retired persons, in the San Antonio area who are 55 years and older, in volunteer assignments that address social and economic issues faced by the city. R.S.V.P. provides approximately 3,000 volunteers per year to non-profit charitable or governmental agencies and groups. The direct service is beneficial and useful to both senior citizens and the organizations served.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – RSVP	\$9,162	\$52,895	\$52,895
Total	\$9,162	\$52,895	\$52,895

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Inputs:				
Stipends Budgeted for Volunteers	\$6,555	\$6,703	\$6,000	\$4,760
No. of Workstations	240	216	240	200
No. of Volunteer Enrollment	2,850	2,726	1,450	1,376
No. of Unduplicated Clients	3,550	3,167	3,550	2,959
Outputs:				
No. of Volunteers Recruited	3,550	3,167	3,550	2,959
No. of Volunteer Hours Provided	600,000	456,364	600,000	301,447
Efficiencies:				
Avg. Number Hours per Volunteer per Year	30	28	36	24
Cost Savings	\$3,090,000	\$2,350,266	\$3,090,000	\$1,465,039
Effectiveness:				
% of Clients in Target Area Recruited	90%	100%	90%	100%
% of Volunteers Respond Program Provides Meaningful Role	90%	100%	90%	76%

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$71,062	\$71,250	\$71,250
Total	\$71,062	\$71,250	\$71,250

DELEGATE AGENCIES

AGENCY TITLE:

EL CENTRO DEL BARRIO
ACTIVITY CENTER FOR THE FRAIL AND ELDERLY

PROGRAM DESCRIPTION

This program provides a bilingual/bicultural elderly day care in which low-income elderly persons 60 years or older, who are physically and mentally frail or incapacitated, engage in supervised socialization, recreation and educational activities that promote social and physical functioning and emotional well being.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - Frail & Elderly	\$52,170	\$50,023	\$50,023
Total	\$52,170	\$50,023	\$50,023

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Direct Service Staff	3	3	2	2
No. of Unduplicated Clients	35	21	22	20
Output:				
No. of Attendance Units	4,416	2,808	4,320	2,846
No. of Activity Units	11,136	5,283	11,136	8,591
No. of Health Screenings & Immunizations	336	287	420	278
Efficiency:				
Avg. Number of Clients Served per Day	25	17	22	19
Effectiveness:				
% of Clients/families Indicating Prevention of Isolation or Premature Institutionalization	85%	100%	85%	100%

DELEGATE AGENCIES

AGENCY TITLE:

ELLA AUSTIN COMMUNITY CENTER
YOUTH AND FAMILY SERVICES

PROGRAM DESCRIPTION

The Youth and Family Services program enhances positive growth by promoting positive self-esteem and strengthening family relationships. The program educates and trains adolescents who are pregnant, and/or already have a small child, to become effective parents; to reduce the possibility of child neglect or abuse; to improve their decision making skills; to decrease further pregnancy; and to help adolescent parents attain their educational/vocational goals.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$190,793	\$173,238	\$173,238
Total	\$190,793	\$173,238	\$173,238

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff (FTE)	6	6	6	6
No. of Unduplicated Clients	350	265	300	214
Output:				
No. of Counseling Hours	1,990	1,613	1,700	1,235
No. of Educational Units	5,840	6,815	6,000	6,220
No. of Case Assessments	300	344	300	334
No. of Recreational Units	1,290	2,326	2,000	2,698
Efficiency:				
Average Number of Counseling Hours per Caseworker	42	57	47	55
Average Number of Education Units per Caseworker	139	221	167	157
Average Number of Recreation Units per Caseworker	42	68	56	127
Effectiveness:				
% of Youth Maintaining or Improving Academic Performance	75%	91%	75%	76%
% of Youth with Reduction in Problem Behavior	75%	88%	85%	86%
% of Clients Satisfied with Program Services	N/A	N/A	85%	97%

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY SERVICE ASSOCIATION
FAMILIES AND SCHOOLS TOGETHER

PROGRAM DESCRIPTION

The Family and Schools Together (FAST) Program provides families a safe environment to strengthen relationships and build support systems while establishing an affiliation with their child's school.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – FAST	\$120,109	\$127,511	\$127,511
Total	\$120,109	\$127,511	\$127,511

Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY2001-2002	9 Mo. Actual FY2001-2002

Input:

No. of Staff & Collaborative Partners

Trained Monthly to Implement
Program

13

10

12

11

No. of Individual Children & Family

Members, Parents & Siblings

Recruited to Participate

375

362

520

680

No. of Unduplicated Clients

375

358

520

680

Output:

No. of Program Session Hours

Provided

125

126

521

408

No. of Participants/Monthly FU

Sessions

200

300

275

226

No. of Participants/Counseling

Services

20

9

12

22

Efficiency:

Avg. Monthly Cost per Contact Hour

N/A

N/A

\$13.15

\$20.00

Effectiveness:

% of Increase/Positive Behavior

15%

26%

15%

35%

% of Increase/Parental Involvement

80%

95%

80%

87%

DELEGATE AGENCIES

AGENCY TITLE:

FAMILY VIOLENCE PREVENTION SERVICES, INC.
THE BATTERED WOMEN'S SHELTER OF BEXAR COUNTY

PROGRAM DESCRIPTION

The Battered Women's Shelter of Bexar County provides temporary shelter, counseling, and case management services to women and children who have been victims of physical, emotional, or sexual abuse.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$52,217	\$56,246	\$56,246
Total	\$52,217	\$56,246	\$56,246

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	2	2	2	2
Budget for Program Services	\$47,356	\$47,356	\$42,185	\$42,843
No. of Unduplicated Clients	1,211	1,078	1,094	1,049
Output:				
No. of Shelter Bed Nights	15,244	16,312	13,716	14,613
No. of Casework Hours	2,007	2,208	1,206	1,324
Efficiency:				
Counseling Hours per Counselor	38	56	67	74
Cost per Bed Night	\$4.33	\$2.90	\$3.28	\$3.18
Effectiveness:				
% of Clients Demonstrating Greater Understanding	N/A	N/A	85%	88%

DELEGATE AGENCIES

AGENCY TITLE:

FATHER FLANAGAN'S BOYS TOWN OF SAN ANTONIO
YOUTH EMERGENCY SHELTER

PROGRAM DESCRIPTION

The Youth Emergency Shelter provides short-term emergency shelter to abused, neglected, dependent, homeless, and emotionally disturbed youth's age six to seventeen. Clients are referred to the shelter by both the Community Initiatives Department and the San Antonio Police Department.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$64,260	\$82,510	\$82,510
DCI-Supportive Housing-HUD/3 Years	0	259,157	0
Total	\$64,260	\$341,667	\$82,510

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	30	25	28	26
No. of Unduplicated Clients	80	46	80	55
Output:				
No. of Bed Nights	1,389	657	1,375	973
Efficiency:				
Cost per Bed	\$60.00	\$60.00	\$60.00	\$60.00
Effectiveness:				
% of Clients Satisfied	89%	89%	89%	89%
% of COSA Referrals Admitted to Program	N/A	N/A	70%	67%

DELEGATE AGENCIES

AGENCY TITLE:

GOOD SAMARITAN CENTER
MODELO PROGRAM

PROGRAM DESCRIPTION

The MODELO program is a college preparation and career exploration program for low-income, high achieving youth who do not meet the Alamo Workforce Development eligibility requirements. These targeted youth are excellent role models, some of their time in the program will be spent tutoring and mentoring at-risk six to twelve years olds who have exhibited anti-social or pre-delinquent behavior.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI – MODELO	\$160,727	\$159,124	\$159,124
One-Time Allocation	27,000	0	0
Total	\$187,727	\$159,124	\$159,124

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	4	4	3	3
No. of Schools in Program	2	2	2	2
No. of Unduplicated Clients	100	408	100	348
Output:				
No. of 14-18 Youth in Program	50	253	40	240
No. of 6-13 Youth in Program	50	342	60	309
No. of Career/College Plans	50	253	40	276
No. of Assessments	100	595	100	554
Efficiency:				
Avg. Cost per Participants	\$143.25	\$143.25	\$133.00	\$154.25
Youth per Staff	25	19	33	29
Avg. Stipend per Participant	\$73.83	\$73.83	\$85.58	\$350.21
Effectiveness:				
% of First Year Seniors Graduating From High School	50%	10%	50%	50%
% of First Year's Senior Participants Attending 2 to 4 Years of College	50%	10%	50%	50%
% w/ GPA of 80	75%	89%	75%	75%
% Attending 85% of School Days	75%	93%	75%	75%
% of (6-13) Showing Social Improvement	50%	52%	50%	50%
% of (6-13) Showing Improvement in Age Appropriate Behavior	50%	52%	50%	52%

DELEGATE AGENCIES

AGENCY TITLE:

HEALY – MURPHY CENTER
YOUTH TRAINING PROJECT

PROGRAM DESCRIPTION

The Youth Training Project is designed to assist high school students, who have dropped out or are no longer accepted in the public school system, complete their graduation requirements. This program provides students with academic and/or vocational training, which enables them to return to the public school system or enter the labor market. This program targets high school non-graduates, ages 14 to 20, who are high-risk, pregnant, and/or inner-city residents.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$370,257	\$357,110	\$357,110
YO GRANT	62,325	48,000	77,890
Total	\$432,582	\$405,110	\$435,000

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No of Staff	19	22	19	20
No. of School Days	175	175	175	142
No. of Eligible YO Members	25	23	25	33
No. of Healy Murphy Staff	5	5	5	6
No. of Unduplicated Clients	375	324	375	230
Output:				
No. of Attendance Days	21,525	20,898	21,525	15,831
No. of Diagnosis Tests	320	187	320	95
No. of Nutrition Units	20,987	19,242	20,987	14,909
No. of Counseling Hours	2,220	3,430	2,220	1,662
No. of Successful Completions	170	156	170	79
No. of YO Youth in Classes	25	26	25	185
No. of Instructional Hours	1,500	2,176	1,500	15,460
Efficiency:				
Avg. Daily Attendance (Students)	123	132	123	103
Avg. Monthly Enrollment	158	124	158	149
Avg. Cost per Youth	2,393	5,666	1,920	1,920
Avg. Number of Instruction Hours per Youth	120	150	120	1,404
Effectiveness:				
% Earning 80% Grade or Better	95%	100%	95%	100%
% of Students Cont. Employment 4+ Months	70%	83%	70%	100%
% of Students Pregnancy/Parenting	45%	42%	45%	53%
% of Graduates Continuing Education, Military or Employed FT	90%	94%	90%	95%

DELEGATE AGENCIES

AGENCY TITLE:

HELPING HANDS LIFELINE FOUNDATION
EMERGENCY ASSISTANCE PROGRAM

PROGRAM DESCRIPTION

The Emergency Assistance Program provides one-time financial assistance grants to pay utilities, rent, medical and/or food assistance to eligible low-income families/individuals, who reside within the San Antonio city limits, in a financial crisis. A minimum of 75% of the funds allocated to this contract is utilized for direct assistance payments on behalf of clients.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$27,649	\$49,000	\$49,000
Total	\$27,649	\$49,000	\$49,000

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Volunteer Staff	91	97	120	166
Direct Assistance	N/A	N/A	\$15,502	\$20,415
No. of Unduplicated Clients	259	249	1,483	1,176
Output:				
No. of Utility & Rent Assistance Units	184	160	178	194
No. of Food Assistance Units (Vouchers)	1,926	1,483	1,617	1,618
Efficiency:				
Avg. Cost of Services/Client	\$10.56	\$8.24	\$10.46	\$18.23

DELEGATE AGENCIES

AGENCY TITLE:

HISPANAS UNIDAS
ESCUELITAS PROJECT

PROGRAM DESCRIPTION

The Escuelitas Project is an early intervention educational program aimed at preventing teen pregnancy among young Latinas. The key elements of the programs after-school sessions, include: 1) culturally sensitive curriculum designed to reinforce basic reading, writing, and arithmetic skills, to develop self-esteem and promote personal development; 2) a pool of over 60 Hispanic women (all professions) as mentors/role models; and 3) direct ties to the public school system, creating a model that may be replicated locally, statewide and nationally.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$71,495	\$70,780	\$70,780
Total	\$71,495	\$70,780	\$70,780

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of After School Agencies	4	12	5	19
No. of Program Staff	30	64	32	40
No. of Unduplicated Clients	70	92	72	112
Output:				
No. of Assessments	70	159	280	206
No. of Mother/Daughter Sessions	28	45	56	31
No. of Activity Hours	155	344	294	288
No. of Tutoring Sessions	50	63	108	106
Efficiency:				
Avg. Number of Structured Activities per Staff	6	3	13	23
Avg. Hours per Tutor	5	5	5	7
Value of Volunteer Hours per Month	\$319	\$1,235	\$1,027	\$2,774
Effectiveness:				
% of Girls Showing Improvement	75%	83%	75%	85%
% of Girls Satisfied with Program	80%	83%	80%	90%
% of Parents Satisfied with Program	80%	83%	80%	85%
% Completing Program	75%	83%	75%	75%

DELEGATE AGENCIES

AGENCY TITLE:

MEXICAN-AMERICAN UNITY COUNCIL
CHILD & FAMILY MENTAL HEALTH

PROGRAM DESCRIPTION

This program is a bilingual/bicultural mental health center that provides short-term therapy to children, adolescents and families who are experiencing psychological family and social adaptation problems. The services provided include counseling, psychiatric consultations, clinical assessments, medical screenings/follow-ups, and supportive services.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – Child & Family Mental Health	\$209,298	\$186,995	\$136,189
Total	\$209,298	\$186,995	\$136,189

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff/Consultants	10	11	16	16
No. of Participants in Parenting Classes	150	180	3,000	750
No. of Psychiatric/Psychological Eval.	100	185	115	197
No. of Unduplicated Clients	300	984	455	750
Output:				
No. of Training Contact Hours	N/A	N/A	2,280	2,402
No. of Counseling Contact Hours	N/A	N/A	4,835	5,061
Efficiency:				
Avg. Cost per Service Unit	\$39.19	\$26.54	\$36.68	\$27.91
Effectiveness:				
% Parents Complete Treatment Plans	N/A	N/A	75%	49%
% Parents Improving Pre-Post Test Scores	75%	93%	75%	93%

EXPLANATORY INFORMATION

Note: Number of participants in parenting classes in FY 2001 included number of families. FY 2002 includes number of individuals attending, all family members participating. Contracted number for FY 2002 over projected are agency requested reduction.

DELEGATE AGENCIES

AGENCY TITLE:

MEXICAN AMERICAN UNITY COUNCIL
LA ESCUELA – PARENTING SKILLS

PROGRAM DESCRIPTION

This program assists families by providing them the necessary tools to develop and build leadership skills. The program consists of activities and instruction that strengthens communication skills, interpersonal skills, decision-making skills, provides life-long learning skills and effective parenting skills which will strengthen the family unit.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI: La Escuela – Parenting Skills	\$33,204	\$35,390	\$80,390
CCDS General Fund Match	50,000	45,000	0
Total	\$83,204	\$80,390	\$80,390

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo Actual FY 2001-2002
Input:				
No. of Staff	N/A	N/A	6	3
No. of Participants	87	80	283	147
No. of Unduplicated Clients	87	91	60	55
Output:				
No. of Training Contact Hours	N/A	N/A	1,170	829
No. of Support Contact Hours	N/A	N/A	1,600	2,141
Efficiency:				
Avg. Cost per Unit of Service	N/A	N/A	\$68.70	\$80.19
Effectiveness:				
% of Participants Completing Program	N/A	N/A	75%	80%
% of Participants with Improved Parenting Skills thru Pre-Post Tests	75%	89%	75%	83%

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$158,276	\$190,962	\$190,962
Total	\$158,276	\$190,962	\$190,962

DELEGATE AGENCIES

AGENCY TITLE:

OASIS
OLDER ADULT SERVICES & INFORMATION SYSTEM

PROGRAM DESCRIPTION

OASIS provides services to older adults by offering programs in the arts, humanities, wellness and volunteer services enabling them continue their personal growth and service to the community. OASIS also services an intergenerational tutoring component that provides reading skills assistance to children in grades one through three. OASIS membership is free to anyone 55 years of age or older.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund -- DCI	\$22,192	\$24,268	\$24,268
Total	\$22,192	\$24,268	\$24,268

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Instructors	650	684	650	666
No. of Volunteers	2,130	1,976	2,500	1,924
No. of Unduplicated Clients	11,500	11,672	12,000	11,916
Output:				
No. of Volunteer Hours	23,000	22,968	24,500	21,805
No. of OASIS Classes/Event Enrollment	38,000	29,789	38,000	30,324
No. of Intergenerational Tutor Students	280	297	315	258
Efficiency:				
Cost Savings of Volunteer Services	\$118,450	\$118,384	\$126,175	\$112,112
Effectiveness:				
% of Elderly Satisfied with Program Services ¹	85%	98%	85%	97%

EXPLANATORY INFORMATION

¹Satisfaction survey to be completed in July 2002.

DELEGATE AGENCIES

AGENCY TITLE:

PRESA COMMUNITY CENTER
DELINQUENCY AND SUBSTANCE ABUSE PREVENTION

PROGRAM DESCRIPTION

This program provides supervised recreational and counseling activities for community youth, ages six to sixteen, for the purpose of preventing delinquency and substance abuse. Activity areas are age specific and focus on building a positive self-image as well as enhancing social, educational, physical, and mental development. The program also seeks to promote self-worth and high standards of citizenship. Youth are from low and moderate-income families who live immediately south of the downtown area.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$53,485	\$49,546	\$49,546
DCI - CNP	273,849	0	0
CDBG	32,000	0	0
Total	\$359,334	\$49,546	\$49,546

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	5	5	5	4
No. of Unduplicated Clients	536	494	540	257
Outputs:				
No. of Counseling Hours	1,800	2,003	1,500	1,050
No. of Educational Units	1,740	2,701	1,540	1,201
Efficiencies:				
Avg. Number of Counseling Units	37.5	22	31.25	35
Avg. Number of Educational Units	36.25	25	32.08	34
Effectiveness:				
% of Clients/Parents Satisfied	85%	87%	85%	98%
% Averaging a Grade of "C" or Better	85%	63%	85%	82%

DELEGATE AGENCIES

AGENCY TITLE:

PROJECT MEND

PROGRAM DESCRIPTION

Project Mend helps low-income, disabled individuals achieve greater mobility and self-sufficiency by lending them medical equipment as well as providing repair services. Having access to medical equipment allows participants to engage in the daily activities of life such as walking, cooking, and bathing. Ninety five percent of participants report an increase in mobility and self-sufficiency.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - DCI	\$0	\$15,000	\$24,840
Total	\$0	\$15,000	\$24,840

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Inputs:				
No. of Medical Equipment Donated	N/A	N/A	665	788
No. of Clients Assessed	N/A	N/A	333	276
No. of Unduplicated Clients	N/A	N/A	333	266
Outputs:				
No. of Medical Equipment Repaired	N/A	N/A	645	584
No. of Clients Receiving Equipment	N/A	N/A	333	276
Efficiencies:				
% of Repairable Donated Equipment	N/A	N/A	97%	74%
Avg. Value of Equipment per Client	N/A	N/A	\$288	\$297
Effectiveness:				
% of Clients Reporting Increased Mobility, Independence and Self- Sufficiency	N/A	N/A	90%	90%
Value of Redistributed Medical Equipment	N/A	N/A	\$95,904	\$80,890

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$2,832,257	\$3,003,386	\$1,945,690
CSBG: BET	82,000	80,000	0
CDBG - Public Service	350,000	350,000	350,000
Supportive Housing	300,000	0	0
Youth Opportunity Grant	64,382	150,000	0
Total	\$3,628,639	\$3,583,386	\$2,295,690

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	37	38	39	38
No. of Unduplicated Clients	843	863	912	606
No. of Unduplicated YO Clients	50	27	50	24
Output:				
No. of Job Placements	180	151	191	94
No. of YO Job Placements	2	1	3	1
No. of Program Completions	255	294	173	85
No. of YO Program Completions	30	9	21	12
Salary Wage	\$9.25	\$11.46	\$10.00	\$12.96
YO Salary Wage	\$8.50	\$10.98	\$8.50	\$12.00
Efficiency:				
Annual Cost per Client ¹	\$2,490	\$2,432	\$3,293	\$3,500
Effectiveness:				
% Placements Earning Above \$10 per Hour	N/A	N/A	80%	85%
% Enrolled in Demand/High Wage Occupations	N/A	N/A	85%	90%

EXPLANATORY INFORMATION

¹ The FY 2001 annual cost per client was based on the General Fund revenues allocated for delivery of services. The FY 2002 annual cost per client was based on General Fund revenues allocated for delivery of services and administration. In addition, the FY 2002 annual cost per client includes childcare costs that are not being covered by CCDS since March 2002.

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$71,495	\$70,780	\$70,780
Total	\$71,495	\$70,780	\$70,780

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Survivors Requiring Hospital Accompaniment	763	862	725	746
No. of Hotline Callers Requesting Services	558	630	185	250
No. of Unduplicated Clients	766	934	725	1,384
Output:				
No. of Survivors Receiving Accompaniment	N/A	N/A	711	749
No. of Hotline Referrals	824	2,044	1,689	2,108
No. of Clients Receiving Case Management Services	N/A	N/A	83	221
No. of Correct/Timely VOCA Applications	724	862	687	748
Efficiency:				
Yearly Cost Savings Using Volunteers	N/A	N/A	\$13,029	\$6,011
% of Hotline Clients Requesting Additional Services	50%	37%	40%	61%
Effectiveness:				
% Repeat Hotline Callers	N/A	N/A	30%	30%
% of Advocate Case Evaluation Forms Indicating Measurable Client Behavior Changes	95%	96%	75%	86%
% of Survivors Receiving Accompaniment Services	95%	98%	99%	99%
% of Clients Receiving Referrals	95%	99%	85%	94%

DELEGATE AGENCIES

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 who are homeless and cannot be housed in other city shelters. Services include food, shelter, clothing, necessary medical supplies, equipment and appropriate or adaptive educational and recreational activities. The average length of stay is 30 days; however, there are no limits.

FUNDING SOURCES AND AMOUNTS

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - The Davidson House	\$27,484	\$57,209	\$57,209
CDBG	75,000	0	150,000
Total	\$102,484	\$57,209	\$207,209

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Nursing Staff	6	5	7	9
No. of Clients	N/A	N/A	28	23
No. of Unduplicated Clients	100	112	125	98
Output:				
No. of Clients Child Care Days per Month	N/A	N/A	400	299
No. of Medical Exams & Treatments	750	2,027	2,167	1,452
Efficiency:				
Cost per COSA Shelter Bed Night	\$9	\$11	\$12	\$17
Effectiveness:				
% Families Satisfied w/Shelter Services	90%	99%	90%	98%
% of Individuals w/ Improved Health Profile	90%	55%	65%	53%

DELEGATE AGENCIES

AGENCY TITLE:

ROY MAAS' YOUTH ALTERNATIVE, INC.
ALTERNATE SENTENCING

PROGRAM DESCRIPTION

The Alternative Sentencing program provides temporary shelter and counseling for juveniles, ages 10 to 17, who have been taken into custody by the police for misdemeanor offences and for youth who are experiencing some type of major crisis. The Community Initiatives Department and the San Antonio Police Department make referrals to this program.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$52,320	\$54,248	\$54,248
Total	\$52,320	\$54,248	\$54,248

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	19	20	20	20
No. of Unduplicated Clients	200	120	100	80
Output:				
Bed Nights	685	655	678	464
Efficiency:				
Avg. Cost per Bed	\$80	\$80	\$80	\$80
Effectiveness:				
% of Client Satisfaction	90%	90%	86%	90%

DELEGATE AGENCIES

AGENCY TITLE:

SAN ANTONIO DEVELOPMENT AGENCY

PROGRAM DESCRIPTION

The program provides administrative support to the San Antonio Development Agency (SADA). The program provides staffing for the implementation and management of City sponsored Urban Renewal activities. The San Antonio Development Agency ensures compliance with applicable local, State, and Federal regulations.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$3,348	\$4,429	\$4,429
Total	\$3,348	\$4,429	\$4,429

DELEGATE AGENCIES

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 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI	\$459,781	\$459,781	\$49,781
Total	\$459,781	\$459,781	\$49,781

DELEGATE AGENCIES

AGENCY TITLE:

ST. PETER ST. JOSEPH
PROJECT AYUDA

PROGRAM DESCRIPTION

Project Ayuda provides low-income families in crisis with emergency assistance allowing them to empower themselves and regain control over their lives while strengthening their families. By assessing family skills and identifying new skills, which will promote the growth necessary to achieve change, the program helps participants create the most functional and independent lifestyle possible.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – DCI: Project Ayuda	\$41,260	\$62,926	\$70,000
Total	\$41,260	\$62,926	\$70,000

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Families Referred to Program	66	57	63	606
No. of Direct Service Staff (FTE)	1.00	1.00	1.50	1.50
No. of Unduplicated Clients	54	57	57	80
Output:				
No. of Families Completing Three Months	46	21	45	59
Efficiency:				
Families per Staff	57	57	28	55
Service Hours per Family	12	12	135	166
Avg. Total Cost per Family	\$400	\$88	\$150	\$135
Effectiveness:				
% of Families w/Improved Stress-Coping Skills	N/A	N/A	80%	100%
% of Families w/Improved Income	N/A	N/A	90%	98%
% of Families Indicating Program Very Good/Excellent	90%	100%	90%	100%

DELEGATE AGENCIES

AGENCY TITLE:

UTSA PREP

PROGRAM DESCRIPTION

The U.T.S.A. Pre-freshman Engineering Program (PREP) is an intense, mathematics-based, summer program conducted at college and university campuses throughout the City of San Antonio. During the eight-week summer academic enrichment program, efforts are directed towards the reinforcement of mathematics and college level topics not offered in high school or middle school. A major objective is to strengthen the participants' abstract reasoning skills and problem solving skills. The program identifies high achieving middle and high school students with the potential to become scientists or engineers, and reinforces them in the pursuit of these fields.

FUNDING SOURCES AND AMOUNTS

(CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund - U.T.S.A. PREP	\$16,305	\$40,095	\$40,095
One-Time Allocation	50,000	0	0
Total	\$66,305	\$40,095	\$40,095

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Program Staff	173	173	172	167
No. of Unduplicated Clients	1,300	1,311	1,300	1,392
Output:				
No. of PREP Students	1,300	1,311	1,300	1,392
No. of PREP Students Receiving Travel Assistance	500	446	500	1,232
Efficiency:				
Cost per Participant	\$916	\$809	\$921	\$894
Avg. Number of Staff per Participant	2.2	2.2	2.2	2:20
Effectiveness:				
% Agree Program Helped Math Skills	80%	94%	70%	88%
% Agree Program Improved Problem Solving	75%	85%	70%	86%
% Agreeing PREP Helped Organize and Be Responsible Academically	70%	82%	70%	70%
% Knowing Requirements for College	85%	93%	70%	86%

DELEGATE AGENCIES

AGENCY TITLE:

YWCA OF SAN ANTONIO
PARENTS AND CHILDREN TOGETHER (PACT)

PROGRAM DESCRIPTION

The goal of Parents and Children Together (PACT) is to increase families' abilities to support healthy brain development in their children from birth to age three, by focusing on engaging parents or guardians holistically in developing the skills needed to foster their child's healthy intellectual, emotional and physical development.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
General Fund – PACT	\$0	\$51,789	\$51,789
Total	\$0	\$51,789	\$51,789

Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002

Input:

No. of Staff	6	6	3	3
No. of Participants	N/A	N/A	200	82
No. of Unduplicated Clients	170	609	200	238

Outputs:

No. of Direct Educational Hours Provided in Early Brain Development	3,000	3,144	3,610	2,573

Efficiency:

Avg. Cost per Training Hour	N/A	N/A	\$14	\$14

Effectiveness:

% of Participants Involved in Family Early Brain Development Activities	85%	33%	85%	100%
% of Participants with Increased Knowledge of Early Brain Development	85%	89%	85%	90%

DELEGATE AGENCIES

AGENCY TITLE:

YWCA
TEEN VOLUNTEER PROGRAM

PROGRAM DESCRIPTION

The Teen Volunteer program serves teens ages 13 to 19, by providing pre-employment training as well as placement in various organizations and work environments throughout San Antonio. In order to ensure participants are provided a beneficial and productive placement training is also provided to employers.

FUNDING SOURCES AND AMOUNTS (CITY SUPPORT ONLY)

	Actual 2000-2001	Authorized 2001-2002	Adopted 2002-2003
DCI-Teen Volunteer	\$41,875	\$45,279	\$45,279
	40,800	0	0
Total	\$82,675	\$45,279	\$45,279

	Contracted FY 2000-2001	Actual FY 2000-2001	Contracted FY 2001-2002	9 Mo. Actual FY 2001-2002
Input:				
No. of Staff	3	3	3	3
No. of Unduplicated Clients	350	353	350	363
Output:				
No. of Volunteer Hours	12,000	12,936	12,000	5,462
No. of Placements	700	708	700	490
No. of Training Hours	6,000	7,097	6,000	4,110
Efficiency:				
Avg. Number of Volunteer Hours per Teen at Work Site	17	33	17	11
Value of Volunteer Hours	\$61,800	\$66,616	\$66,000	\$45,303
Effectiveness:				
% Improved Communication	85%	100%	85%	100%

NON-DEPARTMENTAL**HOTEL/MOTEL FUND****EXPENDITURES BY CHARACTER**

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
PERSONAL SERVICES	\$192,891	\$205,907	\$169,337	\$171,234
CONTRACTUAL SERVICES	610,422	402,475	401,221	3,132,353
COMMODITIES	1,259	1,000	1,000	1,000
OTHER	378,617	390,339	356,318	331,343
CAPITAL OUTLAY	5,949	6,060	5,961	4,000
TOTAL EXPENDITURES	\$1,189,138	\$1,005,781	\$933,837	\$3,639,930
 AUTHORIZED POSITIONS	 2	 2	 2	 2
FULL-TIME EQUIVALENTS	2.00	2.00	2.00	2.00

NON-DEPARTMENTAL/NON-OPERATING EXPENDITURE DETAIL

	ACTUAL 2000-2001	REVISED BUDGET 2001-2002	ESTIMATED 2001-2002	ADOPTED 2002-2003
Administration—Personnel				
Services	\$192,891	\$205,907	\$169,337	\$171,234
Administration—Contractual	610,422	25,907	123,201	2,785,353
Hosting Obligations	0	376,568	278,020	347,000
Administration—Commodities	1,259	1,000	1,000	1,000
Collection Expense	360,020	330,531	330,531	330,011
Liability Insurance - Majestic				
Theater	18,597	59,808	25,787	1,332
Capital	5,949	6,060	5,961	4,000
TOTAL	\$1,189,138	\$1,005,781	\$933,837	\$3,639,930

PROGRAM CHANGES

♦ **REDUCTION/REDUCTIONS** **\$21,737**

NON-STRATEGIC ISSUE - CITYWIDE LINE ITEM EXPENSE REDUCTION

This **reduction** will result in \$662 in savings in several line item expense budgets. The total savings reflect a 20% reduction in the department's cellular phone budget and a 50% reduction in each of the following line items: expense allowance, subscriptions to publications, travel, education, membership dues, food, recreation supplies, and software. The Department will manage its resources to minimize the impact of this reduction on its current level of service.

NON-STRATEGIC ISSUE - MANAGE VACANT POSITIONS

This **reduction** will increase turnover savings. This savings will be accomplished through the management of vacant positions. This reduction will result in a total savings of \$21,075 in FY 2003.

♦ **IMPROVEMENTS****\$3,039,000*****MAINTENANCE OF EXISTING INFRASTRUCTURE – MISSION TRAILS***

The *one-time improvement* of \$400,000 is additional funding to provide design enhancements to Mission Trails project on the southern portion of the San Antonio River to further enhance the visitor experience.

ECONOMIC DEVELOPMENT– HEADQUARTERS HOTEL

The *one-time improvement* of \$300,000 will fund costs associated with the Convention Headquarters Hotel Project. Expenses include administrative consultant and legal fees associated with the solicitation and the negotiation of contracts and related matters.

ECONOMIC DEVELOPMENT– WITTE MUSEUM

The *one-time improvement* of \$400,000 is to aid the Witte Museum to secure the "American Originals Treasure from the National Archives" exhibit as a visitor attraction. These funds will be used to provide improvements to the facility in order to properly host the exhibit.

ECONOMIC DEVELOPMENT– HERTZBERG MUSEUM

The *one-time improvement* of \$125,000 is to provide support for the preservation of the Hertzberg Circus Collection and the development of the Hertzberg History Museum as a visitor attraction.

ECONOMIC DEVELOPMENT– VISITATIONS AND TOURISM

The *one-time improvement* of \$1,564,000 is to provide for event development funding to increase visitations and to increase media exposure to the City.

ECONOMIC DEVELOPMENT– PERFORMANCE ARTS CENTER

The *one-time improvement* of \$100,000 is to provide funding for a Performing Arts Center feasibility study to enhance the cultural tourism programs currently provided in the community.

ECONOMIC DEVELOPMENT– BLUE STAR ARTS PROJECT

The *one-time improvement* of \$50,000 is to provide funding for a match of non-City funding to assist in the development of the "Contemporary Art Splendors of Mexico" exhibit at the Blue Star Arts Project as an attraction for regional, national and international visitors.

ECONOMIC DEVELOPMENT– CULINARY ARTS PROGRAM

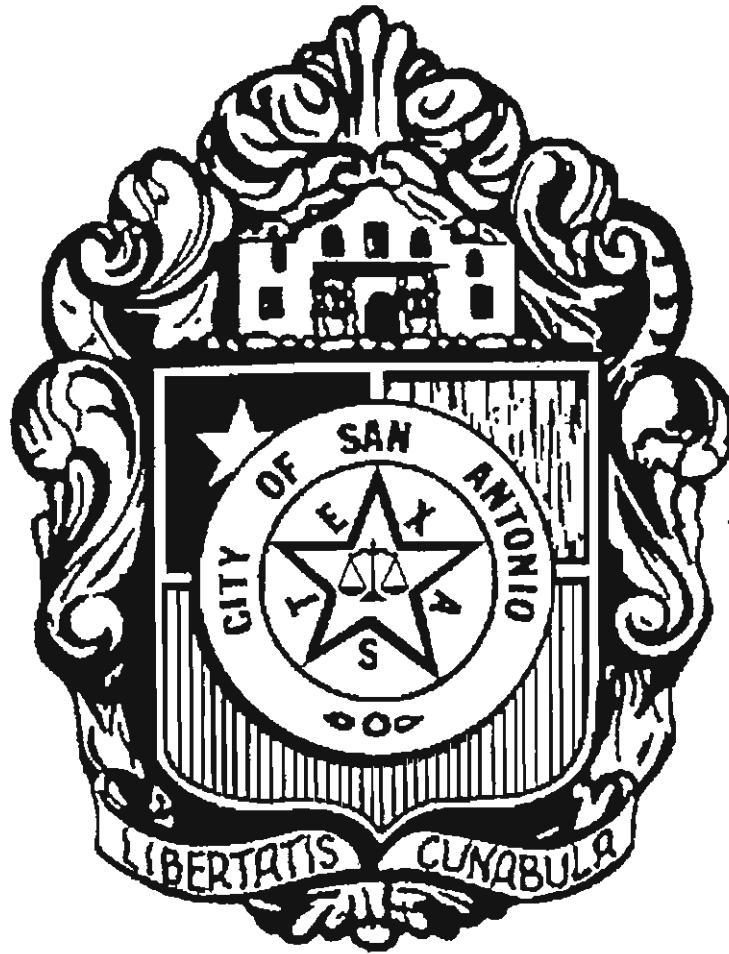
The *one-time improvement* of \$100,000 is to provide funding for support to a Culinary Arts Program study that will lay out a plan to make San Antonio a world-recognized center for culinary arts.

♦ **MANDATES****\$378,804*****ECONOMIC DEVELOPMENT – GENERAL HOSTING OBLIGATIONS***

This *mandate* for \$347,000 will fund one-time costs associated with hosting the 2003 National Collegiate Athletic Association (NCAA) Men's Basketball Regional Tournament. Expenses include costs associated with providing additional seating, electrical services, security and decorations. These hosting obligations were required in order to secure these events for San Antonio.

PROGRAM CHANGES CONTINUED***CUSTOMER SERVICE- ENTERPRISE RESOURCE MANAGEMENT***

This *mandate* will provide for the recurring costs associated with implementing the City's Integrated Enterprise Resource Management (ERM) System Hardware and Software Maintenance. Funds will support the annual maintenance agreement cost associated with ERM three functional areas: Development Services, Enterprise Resource Planning and Customer Relationship Management. The cost of this mandate in FY 2003 is \$31,804.



Statistical Data

City of San Antonio

Demographic Statistics Last Ten Fiscal Years

Fiscal Year	Population ¹	Per Capita Income ¹	Median Age ¹	Education Levels In Years Of Formal Schooling ¹	School Enrollment ²	Unemployment Rate ³
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%
2001	1,226,250	20,200	31.8	13.9	267,184	4.1%

Notes: ¹Fiscal year-end estimates by City of San Antonio, Texas Planning Department for all years except 1990 population figure. The 1990 population figure obtained from the 1990 Census Bureau

²Information from Individual School Districts Annual Census

³Information from Texas Workforce Commission

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2001)

Date of Incorporation	December 14, 1837
Date of Adoption of City Charter	October 2, 1951
Form of Government	Council-Manager
Area	430.02 square miles
Miles of Sewer:	
Storm	377.6
Sanitary	4,868
Building Permits:	
Permits Issued	18,379
Estimated Cost	\$1,675,846,820
Fire Protection and Emergency Medical Services:	
Number of Fire Stations	48
Number of EMS Units	25
Number of EMS Paramedics	323
Number of Firefighters	1,085
Police Protection:	
Number of Stations	6
Number of Police Officers	1,317
Number of School Crossing Guards	253
Recreation:	
Parks Acreage	11,209
Number of Parks and Recreation Areas over One Acre	179
Number of Municipal Golf Courses	6
Number of Municipal Swimming Pools	23
Number of Recreation Centers - All Year	26
Number of Recreation Centers - Summer	73
Sewer Service:	
Number of Sewer Customers	296,562
Estimated Number of Persons Served	1,115,073
Water Service:	
Number of Water Customers	296,513
Estimated Number of Persons Served	1,114,889

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2001)

Education:

(Twelve School District Wholly or Partly Within San Antonio City Limits)

Number of Schools	350
Number of Teachers	18,093
Number of Students Registered	267,184
Average Daily Attendance	250,812

City Employees:

Unclassified:

Regular	106
Part-Time (Annual)	8

Classified:

Regular	9,696
Temporary	2,706
Seasonal	139
Part-Time (Seasonal)	260
Part-Time (Annual)	289

Total	13,204

City of San Antonio

Miscellaneous Statistical Data

(For Fiscal Year Ended September 30, 2001)

Election:

Registered Voters	680,236 ⁽²⁾
Number of Votes Cast Last City Regular Election	100,313 ⁽²⁾
Percentage of Registered Voters voting	14.70% ⁽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	28.6%
2001	1,226,250 ⁽¹⁾	1.6%

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, 2001.

⁽²⁾Information taken from last City Election held May, 2001.

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	\$ 445,181,480	1.24%
H.E. Butt Grocery Stores	Retail / Grocery	433,546,130	1.20%
United Services Automobile Association	Insurance/Banking/Real Estate	315,047,137	0.87%
Marriott Corporation	Hotels	183,851,550	0.51%
Humana/Methodist Healthcare System	Hospital/Healthcare Provider	143,156,270	0.40%
Hyatt Regency	Hotels	122,394,350	0.34%
Philips Semiconductors Inc.	Manufacturing/Semi-Conductors	120,019,276	0.33%
North Star Mall	Shopping Center	106,670,220	0.30%
Time Warner	Cable Television	102,711,940	0.29%
Simon Property Group (Texas)	Shopping Centers	99,782,790	0.28%
TOTALS		\$ 2,072,361,143	5.76%



Glossary

Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, a budget glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: A basis of accounting in which revenues are recognized in the period in which they are earned and became measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting a revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Activity: A special unit of work or service performed.

Administrative Transfer: See Transfer

Adopted Budget: See Budget

Ad Valorem Tax: The tax is based "according to value" of property and is used as the source of revenue to pay general obligation debt and to support the General Fund.

African-American Business Enterprise (AABE): A sole proprietorship, partnership, or corporation owned, operated, and controlled by a minority group member(s) who have at least 51% ownership.

All Funds Summary: The comprehensive summary of all budgeted funds.

Allotment: To allot is to divide an appropriation into amounts that may be encumbered or expended during a time period.

Amended Budget: Represents the original adopted budget plus any amendments passed as of October 1, 2000. This figure does not include prior year encumbrances or re-appropriation.

Appropriation: A legal authorization granted by the City Council to establish legal authority for city officials to make expenditures/expenses or incur obligations for specific purposes. It does not include prior year encumbrances or re-appropriation. An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically granted for a one-year period.

Approved Budget: As used in fund summaries and department summaries within the budget document, it represents the budget as originally adopted by the City Council. It does not include prior year encumbrances or re-appropriation.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. An assessed valuation represents the appraised valuation less any exemptions. (Note: Property values are established by the Bexar Appraisal District.)

Assets: Property owned by the City, which has monetary value.

Audit: A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An accounting audit is intended to ascertain whether financial statements fairly present financial position and results of operations.

Bad Debt: In the United States, The National Bank Act defines a bad debt as an unsecured debt on which interest or payment is past due and unpaid for six months (and which is not in process of collection). Some businesses set aside a reserve on their books to offset losses from bad debts.

Balanced Scorecard: Helps to translate an organization's mission and strategy into a comprehensive set of performance measures that provide the framework for a strategic measurement and management system.

Bank Depository Agreement: A contract between a municipality and a depository, negotiated and entered into in accordance with the specifications of the Local Government Code, which sets forth the agreements between the parties regarding banking services.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Base Budget: On-going expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain current service levels previously authorized by the City Council.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bond: A debt instrument embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, such as buildings, streets, and bridges, or utility expansion/repair.

Bond -- General Obligation (G.O.): A bond which is secured by the full faith and credit of the issuer. G. O. bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. They are usually issued to pay for general capital improvement projects such as parks and streets. In Texas, G.O. bonds must be authorized by public referendum.

Bond -- Proceeds: Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond -- Revenue: Bonds whose principal and interest are paid from earnings of an enterprise fund.

Budget: A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes it designates the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative (proposed) or whether it has been approved by the appropriating body (adopted).

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. City staff has the prerogative to adjust expenditures within a department budget.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council. The adopted budget document presents the authorization made by the City Council for City officials to obligate and expend resources.

Budget Message (City Manager's Transmittal Letter): The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment by the City Council established the legal authority for the City officials to obligate and expend resources.

Budgetary Control: The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures: Budgetary expenditures are decreases in net assets. In contrast to conventional expenditures, budgetary expenditures exclude amounts represented by non-current liabilities.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The proposed budget document that is submitted for Council approval is composed of budgeted funds.

Capital Assets: Assets of significant value and having a useful life of 10 years or more. Capital assets are also referred to as fixed assets.

Capital Equipment Budget (Capital Outlay): The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items such as salaries, utilities, and office supplies. The Capital Outlay Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers, and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a period of six future years setting forth each capital project, its scope of work and City Council District location, the amount to be expended in each year, and the method of financing those expenditures, to provide long-lasting physical improvements.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a plan separated from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects includes new streets, buildings, recreational facilities, and large scale remodeling.

Capital Improvement Project Activity: A capital improvement project activity is one of the following groups:

- *Planning and Engineering:* Inclusive of this group are architectural and engineering professional services, cultural resource surveys, real estate appraisal services, and special studies which may include cost-benefit analysis, and conceptual design alternatives
- *Right-of-Way Acquisition:* Inclusive of this group is the purchase or acquisition of easements, land for right-of-way, sites for construction, appraisal costs, relocation costs, and demolition for site clearance.
- *Construction:* Inclusive of this group are costs for construction or reconstruction of capital improvements, such as: buildings, streets, bridges, curbs, sidewalks, storm drainage, flood control facilities, and recreation facilities.

- *Other*: Inclusive of this group are costs for initial capital equipment, such as fire-fighting apparatus, major recreational equipment, and library books normally associated with development of a municipal facility.

Cash Accounting (Cash Basis): A basis of accounting which recognizes revenues when received and expenditures when paid.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Certificate of Obligation (C.O.): Debt instruments secured by the ad valorem taxing power of a city. Short-term or long-term debt (pending on the project) which is authorized by the City Council and does not require prior voter approval.

Character Code: A basis for distinguishing types of expenditures; the five major characters used by the City of San Antonio are: Personal Services--01, Contractual--02, Commodities--03, Other--04, Capital Outlay--05. A five digit account code used to identify line items. The first two numbers identifying the major category and the last three numbers identifying the object code.

Charts of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter. Unless otherwise stated, the Mayor is considered part of the City Council.

City Manager: The individual appointed by the City Council who is responsible for the administration of the affairs of the City.

City Public Service: San Antonio municipally-owned electric and gas systems. San Antonio acquired its gas and electric utilities in 1942 from the American Light and Traction Company which had been ordered by the Federal Government to sell properties under provisions of the Holding Company Act of 1933. The Trust Indenture established management requirements and provides that the complete management and control of electric and gas systems, shall be vested in a Board of Trustees consisting of five citizens of the United States of America permanently residing in Bexar County, Texas, to be known as the "City Public Service Board of San Antonio". The Mayor of the City of San Antonio is a permanent ex officio member. A major revenue source to the General Fund is the City's 14% share of City Public Service (CPS) revenues, which represent a return to the City of its equity investment in the utility.

Closing Ordinance: A document detailing the closure of all funds and accounts and to provide for necessary adjustments at the Department level at the end of a fiscal budget year.

Commercial Paper: A short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity of one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and motor fuel are examples of Commodities.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under contract the City receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Competitive Bidding Process: The process following State law requiring that for purchases of \$10,000 or more a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Council's Goals and Objective Session: The methods by which a government plans to achieve its service objectives. This session(s) is the basis upon which the annual budget is prepared. Also referred to as Council's Priorities.

Council Priorities: Together with the Financial Forecast serves as the foundation for the development of the Proposed Annual Budget.

Current: Designates the operation of the present fiscal period as opposed to past or future periods. It usually means items likely to be used up or converted into cash within one year.

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The City's obligation to pay the principal and interest of all outstanding debt instruments according to a predetermined payment schedule.

Debt Service Rate: See Property Tax Rate

Debt Services Reserve: The debt service reserve is the fund which may be used to pay debt services of revenue bonds if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements. The reserve fund is either funded in whole or in part from the proceeds of the bonds, or is allowed to gradually accumulate over a period of years through required payments from the pledged revenues. If the reserve fund is used in whole or in part to pay the debt service, the issuer usually is required to replenish the reserve fund from the first available funds or revenues. A typical reserve requirement might be the maximum annual debt service requirement for any year remaining until the bonds reach maturity.

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes 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 or 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 (PCB's), Mandates, and Reductions found in the budget document.

Positions Authorized: Full Time and Part Time positions budgeted in the personnel services category and included in the Departmental Position List.

Program: A program is a plan outlining funding for personnel and capital under which action may be taken toward specific goals and objectives.

Program Improvement: A program improvement is the addition of new equipment, personnel, or other expenditures aimed at improving the level of service or expanding services.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Property Tax (also known as Ad Valorem tax): Property taxes are levied on both real and personal property according to the property's value and the tax rate. Property values are established by the Bexar County Appraisal District.

Property Tax Rate: The property tax rate consists of two elements. The first is the maintenance and operation rate. Revenues received from this element are deposited in the General Fund and can be used for any public purpose. The maintenance and operation rate is subject to the provisions of state statute and an increase in the effective rate in excess of 8% is subject to a voter initiated rollback election. The second element is the debt service rate. This rate is set based on the City's debt service requirements. Funds received from this rate are deposited in the Debt Service Fund and are used solely to pay the principal and interest on present and projected debt. These two elements added together yield a total property tax rate for the current fiscal year.

Proposed Budget: See Budget

Proprietary Funds: A proprietary fund is an account that shows actual financial position and operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Purchase Order System: A City's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Rating: The creditworthiness of a City as evaluated by an independent agency such as Moody's or Standard and Poor's.

Re-appropriation: By City Council action, an Operating Budget spending authorization lapses on September 30 of each fiscal year. Any authorization not expended or encumbered is no longer legally allowed to be expended, and the dollars associated with the authorization "fall" to the ending balance. Those items that are deemed important are brought to the City Council to be "re-appropriated" in the new fiscal year.

Reconciliation: A detail analysis of changes of revenue or expenditure balances within a fund.

Reduction: To reduce line items due to budgetary constraints.

Refunding: Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest cost or to remove a

burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds," or the "prior issue."

Replacement Cost: The cost of a property, as of a certain date, which can render similar service (but which need not be of the same structural form) as the property to be replaced.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Reserve: 1) An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is therefore not available for general appropriations (designated). 2) An account used to indicate a portion of a fund's equity is legally restricted but, not for a specific purpose (undesignated).

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The equity account reflecting the accumulated earnings of the Utility Funds.

Revenue: 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

2) The term designates an increase to a fund's assets which:

- . does not increase a liability (e.g., proceeds from a loan);
- . does not represent a repayment of an expenditure already made;
- . does not represent a cancellation of certain liabilities; and
- . does not represent an increase in contributed capital.

3) (Resources) An increase in assets due to the performance of a service 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, Building Inspections, Planning).

Services -- Current Budget Level: Represents the cost of providing service at the present level before mandates, reductions or improvements are considered and without considering increases in population of service demand.

Sinking Fund: A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefore are determined by the terms of the bond contract.

Small Business Enterprise (SBE): A corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit which is independently owned and operated and which is less than 20 percent of the U.S. Small Business Administration (SBA) size standard for a small business, except in cases where the reduced definition drops below \$1 million average gross receipts (as based on three years of sales) or less than 100 employees. All firms meeting these thresholds will be considered a SBE.

Sole Proprietorship: A legal entity that is 100 percent owned, operated and controlled by one or more minority group members. For MBE purposes, minority group member partners must have a proportionate interest in the control, operation, and management of the partnership affairs.

Source of Revenue: Revenues are classified according to their source or point of origin.

Surplus: A surplus is the amount by which revenues exceed outlays.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The term also does not include charges for services rendered only to those paying such charges as sewer service.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance as determined by the Bexar County Appraisal District.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purpose.

Transfers: 1) Transfers are the authorized exchanges of cash or other resources between funds. 2) The General Funds supports central services for other funds or departments, the reimbursement of these services to the General Fund is an Administrative Transfer.

Trust Funds: Accounting entities used to account for monies held by the City in a trustee capacity for organization, programs, or other funds.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unit Cost: The cost required to produce a specific product or unit of service (i.e., the cost to purify one thousand gallons of water).

User Charges (also known as User Fees or User Based Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

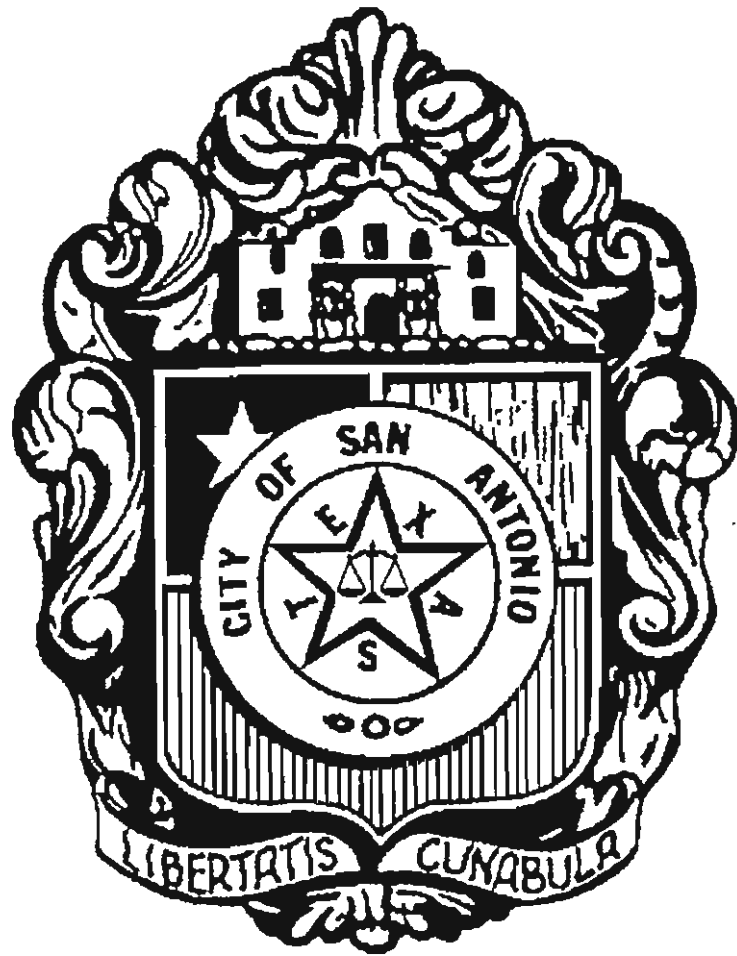
Utility Funds: The funds used to account for operations of the City's electric, water, sanitary sewer, and solid waste disposal activities.

Undesignated Fund Balance: That portion of fund balance that is unencumbered from any obligation of the City.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Women Business Enterprise (WBE): A sole proprietorship, partnership, or corporation, owned, operated, and controlled by women who have 51% ownership. The women must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of women ownership. To qualify as a women business enterprise, the enterprise shall be headquartered in Bexar County for any length of time, or shall be doing business in a locality or localities from which the City regularly solicits, or receives bids on or proposals for, City contracts within the women business enterprise's category of contracting for at least one year.

Yield: The rate earned on a monetary investment.



Performance Measure Definitions

DEPARTMENTAL PERFORMANCE MEASURE DEFINITIONS

This list of definitions reflects selected key performance measures for each department. It is not a complete list of all measures covered in the Departmental Appropriations Section of this document.

ALAMODOME

Average Operating Cost per Attendee: calculated by dividing the total attendance by the operating budget for the Alamodome.

Average Operating Revenue per Attendee: calculated by dividing the total attendance by the revenues collected for the Alamodome.

AVIATION

Airline Costs per Passenger: includes landing fees, terminal building rental, loading bridges fees and other fees and charges 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.

Non-Airline Revenue Per Passenger: all revenues other than those received by airline divided by enplaned passengers.

Number of Cargo Tons: all arriving and departing freight and mail on a tonnage basis.

Retail Concession Revenue per Passenger: revenue received from airport retail outlets (food and sundries, etc.) and advertising divided by enplaned passengers.

CITY ATTORNEY

Percent of Lawsuits Tried with Favorable Disposition: in a favorable disposition, Motion for Summary Judgement is granted to the City, Motion to Dismiss is granted for the City, or a verdict is rendered for the City.

Red Flag Cases: high-priority cases that usually involve code violations. Red Flag cases are cases where the City is seeking civil enforcement by way of injunctive relief of violations of its codes that affect public health safety or welfare. They are primarily cases where criminal enforcement has proved ineffective. They may also include cases from Public Works relating to flood plain violations and cases from Historic Preservation relating to violation of the demolition-by-neglect ordinance.

CITY AUDITOR

Estimated Savings of External Audit Costs: the number of staff hours provided to external auditors (input) multiplied by the hourly savings rate of external auditors (output).

OFFICE OF THE CITY CLERK

Number of Ceremonial Items Processed per Month: the number of ceremonial items processed during the year divided by the number of months in a year.

Number of Walk-in Customers Service Contacts Assisted per Employee per Day: average number of customers visiting the City Clerk's Office per day divided by the number of employees serving them.

CODE COMPLIANCE

Average Response Time in Days: average number of days it takes for a complaint to be received and entered into the computer system by a Complaint Intake Officer until a Code Compliance Investigator arrives to conduct the first inspection.

Total Inspections (All Categories): number of inspections conducted to include, vacant lots, dangerous premises, minimum housing (unsanitary premises) and alleys and right of ways.

Voluntary Compliance Rate: percentage of city code violations brought into compliance as a result of a city notice being issued but without the need of City prosecution or abatement action.

COMMUNITY INITIATIVES

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.

Average Cost per Senior Meal: total program expenditures divided by actual meals served for the year.

Average Monthly Cases per Youth Worker: these figures represent the total number of cases divided by the number of caseworkers per month.

Case Management Services: these figures include childcare, counseling, employment assistance, education assistance, housing services, health-related services, and other self-sufficiency projects.

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.

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.

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.

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.

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.

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.

Number of Family Members Served at Dwyer: these figures represent the number of family members served through the Transitional Housing Program at the Dwyer.

One Way Transportation Trips: these figures represent the total annual number of one-way trips provided to elderly clients.

Percent of 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.

Percent of 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.

Percent of 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.

Percent of 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.

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.

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.

CONVENTION FACILITIES

Occupancy Rate: calculated by using move-in/move-out and show days.

CONVENTION & VISITORS BUREAU

Direct Film Expenditures: actual amount of film dollars spent in the city.

Monetary Value 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 where charged at the same level they where printed this becomes the monetary value.

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.

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.

CULTURAL AFFAIRS

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.

Average Attendance at Agency-Funded Events: calculated by dividing the "Number of Audience members" by the "No. of Art Agency events funded."

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

Cost per Job Created/Retained: this measure divides the department's budget by the number of jobs created/retained.

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.

ENVIRONMENTAL SERVICES

Waste Collected per Household per Year: waste collected by City crews and Contractors per household per year. Waste collected is broken down to waste, which is recycled, and waste, which is landfilled.

Waste Tonnage Collected per Crew per Week: average waste tonnage collected by City crews on a regular workweek.

EXTERNAL RELATIONS

Average Cost per Municipally Related Legislation Monitored: the average monthly fees paid by contract to representative of City interests lobbying and monitoring the State Legislature for legislation which may have some impact on the City, either positively or negatively.

Average Monthly Revenue Received from Interlocal Agreements: average monthly revenue for all interlocal contracts with the City.

Federal Funds Related to Federal Initiatives Program: appropriations requests are a significant component of the City's Federal Initiatives program. This is a measure of the success of obtaining federal funding through the appropriations process.

Interlocal Agreements Administered/Managed: agreements with outside agencies to receive and/or provide services.

Media Training: training conducted by the Communications Division to other departments and outside agencies on how to deal with the media.

Municipally Related State Legislation Monitored: state legislation filed during the session which may have some impact on the City, either positively or negatively, that is being monitored.

State Program Initiatives Enacted: initiatives adopted by the City Council, which were passed and signed into law by the Governor.

State Legislative Initiatives: prior to the biennial legislative session, the City Council adopts a program of legislative priorities. This is a measure of the success of the program.

FIRE

Percent of city blocks able to be reached within 4.25 minutes travel time: this measure represents a San Antonio Fire Department goal regarding station location in reference to travel time. The Department utilizes a goal of 4.25 minutes travel time to reach 90% of city blocks from dispatch to arrival on fire responses.

Percent of frontline fire suppression vehicles with LMDT capabilities of interaction with the dispatch and AVL systems: this measure captures the percentage of all fire suppression vehicles that have laptop mobile data terminals that allow for data communication to both the dispatch center as well as the automobile vehicle location system.

Percent of total fire calls with a response time of 8 minutes and under from call entry to arrival: this measure represents the percentage of the total fire calls that remain under an ICMA recognized benchmark of 8 minutes from the time a call enters the dispatch center to scene arrival.

FIRE-EMERGENCY MEDICAL SERVICES

Average Reported to Arrival Time: the average number of minutes elapsed from the time a call enters the dispatch center to scene arrival, which consists of: 1) call Reported to Dispatch, 2) Dispatch to Response, and 3) Response to Arrival.

Number of Incident Responses Per Full-time Unit: the average number of times each full-time ambulance is dispatched on an emergency call per year.

Number of Incident Responses Per Peak Period Unit: the average number of times each peak ambulance is dispatched on an emergency call per year.

Number of Units Dispatched: actual number of ambulances dispatched on Emergency Calls per year.

FINANCE

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.

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

Indirect Funds: includes both direct and indirect administration costs, as well as general project expenses not allocated to a specific property/client.

Percent of Timeliness Expenditures: reflects the total unexpended balance of CDBG funds as of July 30th compared to the current annual CDBG Entitlement grant allocation.

Replacement: includes those substantial rehabilitation cases where demolition and temporary relocation is required, as well as those activities requiring acquisition, relocation, demolition and disposition of property.

Total Housing Expenditures: includes both program and indirect costs.

Total Neighborhood Revitalization Expenditures: includes costs associated with all construction projects costs incurred by other City Departments [Parks & Recreation; Library], and sub-grantees [neighborhood facility renovations].

HUMAN RESOURCES

Average Number of Human Resource Workdays Required to Fill a Vacant Position (outside agencies): includes time required to perform background and driving status verifications, drug screening and physicals.

Average Turnaround Time for Evaluation of In-Lieu-of/Reclassification Requests: includes only the period of time spent from receipt of Classification Action Form to Analyst recommendation.

HR Analysts Average Number of Workdays Required to Fill a 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.

Percent 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.

INTERNATIONAL AFFAIRS

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.

Dollar Value of Business Generated by CASA Program: based on yearly survey of CASA clients. This dollar value is the total value of verifiable bilateral trade.

Rate of Return per \$1 Invested in CASA Program: rate of return from each dollar invested by the City in the CASA San Antonio program.

LIBRARY

Materials Budget per Capita (General Fund): this number is an indication of the amount of City funds budgeted per person for library materials in Bexar County (print and non-print). This calculation is made by dividing the budget amount for Library Resources by the population of Bexar County.

Number of Electronic Access Uses and Home Page Hits: this number indicates the total number of Library Home page visits.

Number of Items Borrowed: total number of items "circulated" (i.e. borrowed for use outside the library facilities) to the public during the current fiscal year. This figure is recorded monthly from the CARL Circulation report, and the total year-to-date is cumulated by Library Administration.

Number of Registered Borrowers: total number of persons to whom a Library Borrower's Card has been issued within the last four years, excluding "expired" cards without delinquencies. This figure is taken from the CARL (computer) patron database.

Percent of Eligible Users Registered: an indication of the depth of market saturation, this figure is a comparison of the number of registered borrowers to the estimated total number of persons residing in Bexar County. This calculation is made by dividing the number of registered borrowers by the current estimate of the population of Bexar County.

MUNICIPAL ELECTIONS

Turnaround Time for Release of Election Results: the total amount of time calculated from the close of the polls until the results of election are released to the media by the Office of the City Clerk.

NEIGHBORHOOD ACTION

Additional Property Tax Valuation from Projects: increased taxes provided to the City as a result of housing units assisted with down payment and closing costs.

Average Cost per Sweep: number represents cost of service delivery from all departments contributing to sweep activities.

Average Number of partnerships per sweep: outside organizations coordinated with and assisted in painting and cleanup projects requested by neighborhoods.

Number Affordable Housing Units Constructed: housing units constructed through the Department's housing programs.

OFFICE OF MANAGEMENT & BUDGET

Cost of Risk: includes administrative costs, retained losses, uninsured losses, and excess insurance premiums.

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

Hours Worked by Restitution and Volunteer Participants: all hours worked for the benefit of the Parks and Recreation Department without cost to the City. The Restitution Program involves individuals who are assigned to work community service hours through the Municipal Courts and County Courts systems. The individuals serve their time by maintaining park property.

Number of After School Program Sites: total number of schools that participate in the After School Challenge Program. The After School Challenge Program is a school-based program whereby Parks and Recreation Department staff work in conjunction with school district staff in providing tutoring, homework assistance, recreation activities and a safe place for students to assemble after school Monday through Friday during the school year.

PARKS AND RECREATION - GOLF OPERATIONS

Earnings per Round Based on Revenues and Operating Expenses: shows the current profit margin for each round. However, from that profit margin indirect costs, loan expenses, and debt service payments must be made.

Rounds Played, 18 Hole Equivalent: total number of rounds played if the rounds were played in full. Two 9-hole rounds are equivalent to one 18 hole round.

PLANNING

Average Number of Days for GIS Posting or approved Zoning Cases: illustrates maximum amount of time from approval by City Council to posting in mapping system. Zoning Division prepares information for GIS posting (5 days). GIS Division takes 5 days to post to system and verify.

Cumulative City Square Miles Included in Plans approved by City Council: new "output" figure to illustrate total number of city square miles covered by Neighborhood, Community, and Perimeter Plans.

Cumulative Population Included in Plans approved by City Council: new "output" figure to illustrate total population included in all completed Neighborhood, Community, and Perimeter Plans.

Number of Neighborhood Conservation Districts approved by City Council: new "output" figure to illustrate proposed districts for Council action. The enabling ordinance for Number of Conservation Districts was approved by City Council during FY 2000-2001.

Number of Urban Design Plans: new "output" figure to illustrate requested services by other Departments and agencies for site and development plans with urban design component. Re-Estimate includes the following projects: Highlands, Apache, Brooks (Actual 6 months), Fredricksburg, Alameda, Captain, Austin Highway Project, and Joe Banks. Proposed includes Five Points Urban Renewal Plan, and 4 Parade of Homes sites, and Delta and Castroville Road, Menefee Blvd./Highway 90, Weir Road/General McMullen, Thompson Road/General McMullen, and Medina Base Rd. and I.H. Loop 410.

Percent of Demolition Requests reviewed within 3 days: these are mainly routine cases that take less time to process.

Percent of Historic Cases processed within 10 days: processing of Historic Cases from the application deadline to the HDRC meeting. Showing a marginal decrease in percentage due to an increase in the number of cases and the implementation of the River Overlay Zones.

Percent of Proposed Parcels in Neighborhood Conservation Districts Approved by City Council: new "output" figure to illustrate the percentage of parcels proposed by staff actually approved by Council.

Residents Included in Neighborhood Plans per Planner: average number of residents living in the neighborhoods and/or communities where the Planning Department has completed neighborhood and/or community plans.

Total Number of Maps Posted on the Internet: new "output" figure to illustrate the maps available on the Internet to the customer. Includes type of maps available through the Map Web Application as well as Zoning Maps posted as part of the agenda packets.

Total Numbers of Neighborhood Groups registered with City: cumulative number that gives an idea of potential and actual demand placed on this division.

Total Private Funds Leveraged for NICP Project Fund: new "output" figure to illustrate private matches to city funds for NICP Project Fund projects.

POLICE

Average Total Number of Minutes to Respond to Code 3 Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Average Total Number of Minutes to Respond to Regular Calls: combination of average number of minutes to dispatch and average number of minutes to arrive at scene.

Formal Complaint: formal complaint is one that warrants a full investigation by the Department's Professional Standards Unit.

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

Capital Improvement Projects (CIP) Under Construction: total number of City projects planned to be designed and constructed to improve the value of governmental assets.

Traffic Studies Conducted: number of studies performed on City streets to determine the level of usage. Traffic studies are conducted in an attempt to improve traffic flow and safety.

PUBLIC WORKS - PARKING

Parking Garage & Lot Revenue per Space: total of all revenues collected for garages and surface lots divided by the total number of parking garage & surface lot spaces maintained by the Parking Facilities Division.

Parking Meter Revenue per Space: total of all revenues collected for parking meters divided by the total number of parking meters maintained by the Parking Facilities Division.

Spaces in Parking Garages & Lots: total number of parking spaces maintained in parking garages and surface lots by the Parking Facilities Division. It should be noted that this calculation includes the partial demolition of spaces at the HemisFair Parking Garage. This figure also includes the addition of 704 spaces from the St. Mary's Parking Garage.

PUBLIC WORKS - STREET MAINTENANCE

Percent of Potholes Repaired Within 48 Hours: percentage of all requests placed to Public Works regarding pothole repair which are resolved within 48 hours of the request. Resolution includes survey of the site and action to conclude the situation.

Total City Force Street Resurfacing & Rehabilitation: center line miles of street which are resurfaced or rehabilitated through various methods within the City limits each year by City Crews.

PURCHASING & GENERAL SERVICES

Average Cost of Car, Light Truck Oil Change: measure of the average cost to City departments for automobile and light duty truck oil changes. The Police Department's Crown Victoria is the most common vehicle in use by the City and is used in the cost calculation for automobiles. The Ford ½ ton pickup truck is used for the calculation of the cost for light duty trucks.

Percentage of Total Dollars Awarded to AABE's, MBE's and WBE's: reflects the relationship between the total overall contract dollars awarded and the total dollars awarded to Women-Owned Business Enterprises (WBE's), Minority-Owned Business Enterprises (MBE's) and African-American-Owned Business Enterprises (AABE's).

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