

2ND QUARTER REPORT

PROVIDING SERVICES/
MEASURING RESULTS
24/7



FY 20 22



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

About this Report: The San Antonio 24/7 performance report is a set of performance indicators across seven service categories that provide an overview of how the City is delivering key services to residents. It provides current and past performance to show how the City has responded to different challenges, opportunities, and requests.

It is the City's hope that by making this information more accessible and transparent, citizens will be informed how their tax dollars are being spent and monitor the effectiveness of various City programs.

Development of San Antonio 24/7: The seven service areas were selected because they align with components of a number of the City's strategic plans, including SA2020 Vision, the City of San Antonio Strategic Goals, and issues of high concern by City Council members. Following identification of the seven service areas, City staff worked with each department to identify measures that: Are understandable and relevant to citizens, policy makers, and city management, Have data that can be collected on either a monthly or quarterly basis, Have goals and targets associated with the service that performance can be measured against



Reading the Report: The following pages outline each of the performance measures that comprise this report. Below is a guide to the report.

Each measure features a description along with an annual target and the city department responsible for this measure. In addition the status of each measure is indicated.

Status Key

- On Target
- Caution
- Not on Target
- Informational Measure

Where available, a comparison to other similar cities is provided.

Measures have been divided into 7 Service Categories. The Service Category is listed for each measure.

Prior year performance results are graphed along with current year performance. Color of current year corresponds to status.

Quarterly performance for the current year is graphed to allow for comparison by quarter. Color of current quarter corresponds to status.

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SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

1. FIRE RESPONSE TIME (NON MEDICAL CALLS) ✓

Target: 8:05

About this measure:
Response time measures the time elapsed from when a call to 9-1-1 is received by the San Antonio Fire Department (SAFD) dispatch center to when the first emergency unit arrives on scene to initiate action to control the incident.

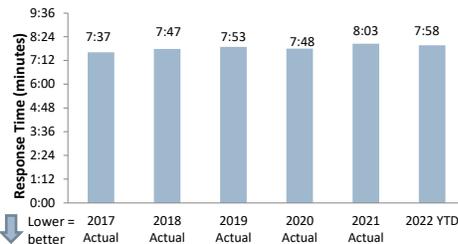
Why it is important:
Reducing response time means that firefighters are reaching the scene faster to minimize injury and loss to people, property and the environment.

What is being done:
Computer Aided Dispatch (CAD) with Automatic Vehicle Locator (AVL) dispatches the closest available unit. The SAFD continues to analyze ways to reduce overall response times through its Strategic Planning Initiative.

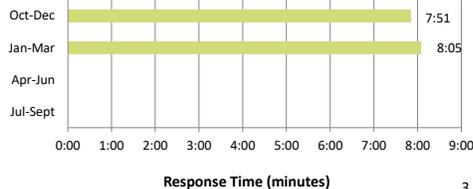
Responsible Department: Fire



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

2. FIRE RESPONSE TIME (MEDICAL CALLS)

Target: 8:05

About this measure:

Response time measures the time elapsed from when a call to 9-1-1 is received by the Fire Department dispatch center to when the first emergency unit arrives on scene to initiate action to control the incident. This could be an EMS unit staffed with Paramedics, or other Fire Department units manned by trained Emergency Medical Technicians or Paramedics. Many Fire Department Engines and Ladder Trucks have EMTs trained to the paramedic level. These units respond to medical calls with a Paramedic on board approximately 50% of the time.

Why it is important:

Reducing response time means that Emergency Medical Technicians and Paramedics are reaching the patient faster in an emergency.

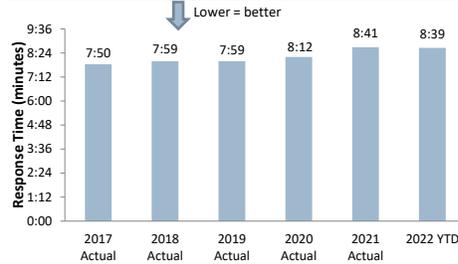
What is being done:

In addition to our normal EMS resources, the Fire Department staffs up to an additional eight Peak Medic Units to provide EMS service during periods of expected high call volume. Computer Aided Dispatch (CAD) with Automatic Vehicle Locator (AVL) dispatches the closest available unit. The SAFD continues to analyze ways to reduce overall response times through its Strategic Planning Initiative.

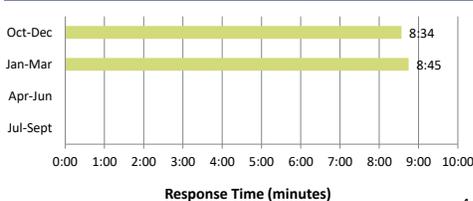
Responsible Department: Fire



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



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SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

3. STRUCTURE FIRES PER 1,000 RESIDENTS

About this measure:

This measure indicates the number of actual structure fires that were responded to by the Fire Department per 1,000 residents.

Why it is important:

This measure provides a relative indicator of structure fires within a community. The measure reflects the impact that the fire code and the community safety education programs have on the community.

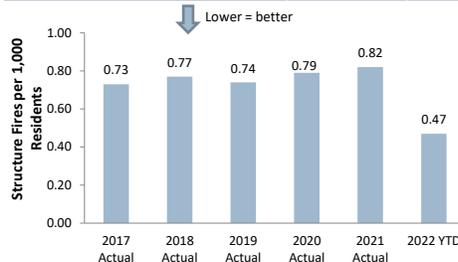
What is being done:

The Fire Prevention Division minimizes potential fire and environmental damage through inspections and enforcement of the Fire Code.

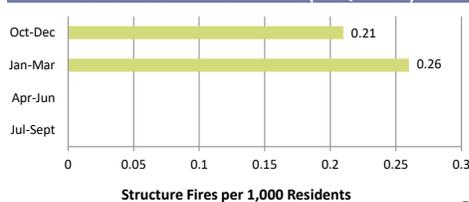
Responsible Department: Fire



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



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SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

4. MEDICAL INCIDENTS PER 1,000 RESIDENTS

About this measure:

This measure indicates the number of medical incidents per 1,000 residents that were responded to by the San Antonio Fire Department (SAFD).

Why it is important:

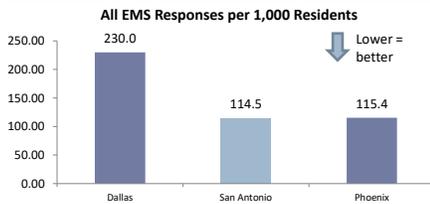
This measure provides a relative indicator of medical incidents within a community. The measure reflects the progress in efforts towards health and wellness throughout the City. It is also an indication of the workload for the Department in terms of medical calls.

What is being done:

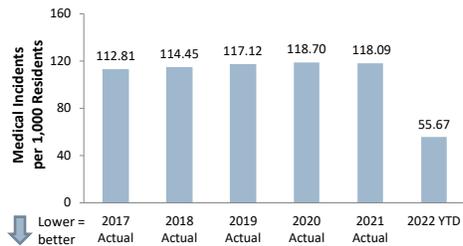
The SAFD Emergency Medical Services Division has initiated a Mobile Integrated Health pilot program with the goal of reducing the number of repeat customers to the EMS system through education, wellness checks, and partnerships with hospitals and healthcare providers.

Responsible Department: Fire

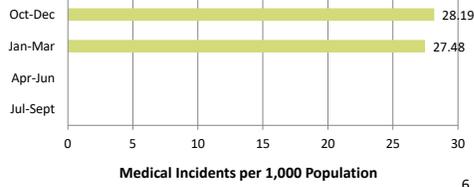
COMPARATIVE ANALYSIS (ICMA 2018 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



5. POLICE EMERGENCY RESPONSE TIME— PRIORITY CALLS

Target: 6:35

About this measure:

This measure calculates the time from receipt of a priority emergency call to the arrival of an officer on scene. Emergency calls include robbery in progress, Police Officer in trouble, rape in progress, and shooting in progress.

Why it is important:

The San Antonio Police Department covers approximately 518 sq. miles. This measure reflects the Department's ability to leverage internal resources to respond to priority calls quickly, while ensuring officer safety.

What is being done:

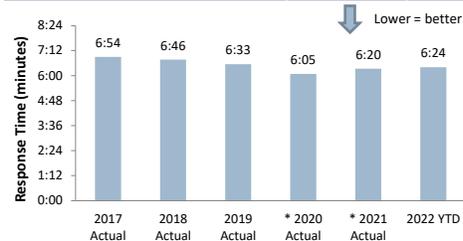
In FY22, all available resources continue to be assigned to patrol. In FY21, response times fluctuated, with emergency response times increasing slightly by 15 seconds. Despite continued growth in geography and population, the target was decreased to 6:35 for FY22. To address vacancies, the Police Academy has maintained a rigorous cadet class schedule of 15 classes between FY18-FY21, graduating 581 cadets in 14 of those; the 15th class graduated 24 cadets in March 2022. There are currently 83 cadets in two of the 4 planned classes for FY22, with 2 remaining classes starting in April and July 2022.

Responsible Department: Police

COMPARATIVE ANALYSIS (ICMA 2020 DATA)

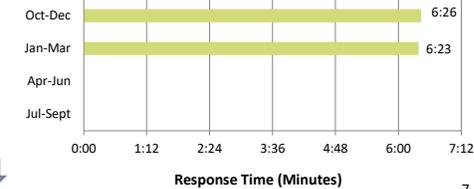


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*The lower response time in FY 2020 and FY 2021 is a result of fewer vehicles due to the pandemic.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

6. VIOLENT CRIME RATE PER 100,000 RESIDENTS

About this measure:

The FBI's Uniform Crime Reporting (UCR) Summary Violent Crime category includes 4 offenses: murder/non-negligent manslaughter, forcible rape, robbery, aggravated assault. It is reported per 100,000 population. In FY21, the SAPD began collecting data per the National Incident Based Reporting System, NIBRS, which counts every offense rather than the most egregious. This was a major shift in reporting methodologies; data shown remains in the Summary format but will transition to NIBRS after more data is collected in this format.

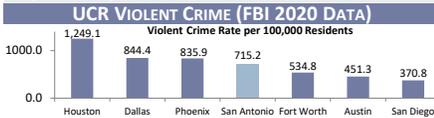
Why it is important:

Other cities are listed as informational. The FBI advises caution in comparisons to other cities as variations in reporting could "lead to simplistic and/or incomplete analyses that often create misleading perceptions." Violent crime rates are a tool for internal comparisons and self assessment.

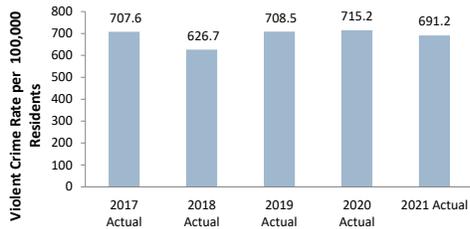
What is being done:

In FY22, all available resources continue to be assigned to patrol. In FY21, response times fluctuated, with emergency response times increasing slightly by 15 seconds. Despite continued growth in geography and population, the target was decreased to 6:35 for FY22. To address vacancies, the Police Academy has maintained a rigorous cadet class schedule of 15 classes between FY18-FY21, graduating 581 cadets in 14 of those; the 15th class will graduate 25 cadets in March 2022. There are currently 90 cadets in two of the 4 planned classes for FY22.

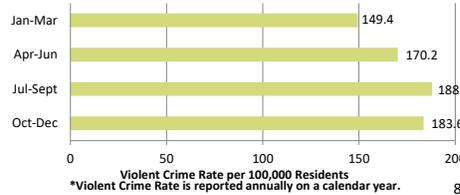
Responsible Department: Police



HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



2021 PERFORMANCE (BY CALENDAR YEAR)*



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

7. DRIVING WHILE INTOXICATED (DWI) ARRESTS & ALCOHOL-RELATED TRAFFIC ACCIDENTS

Target: 3,292 arrests/1,484 accidents

About this measure:

This measure reflects the total number of people arrested for driving while intoxicated compared to the number of alcohol-related traffic accidents.

Why it is important:

High numbers of DWI arrests demonstrate the San Antonio Police Department's commitment to safety in our community and emphasize the proactive approach to addressing the issue of drunk driving in the City.

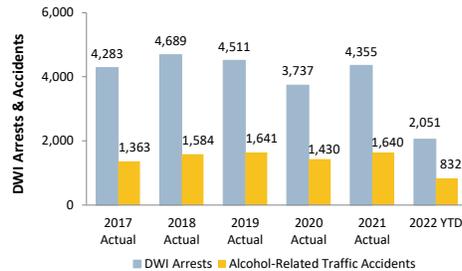
What is being done:

The Department continues to maximize the use of the DWI Unit as well as grant-funded DWI STEP officers to deploy resources at peak times during the week and on specific holidays using a data-driven approach. San Antonio Fear Free Environment officers promote the message of not drinking and driving with community outreach; social media is used to spread the message and encourage followers to stay sober and plan ahead. Fewer DWI arrests are attributed in part to increased community outreach efforts to spread the message of not drinking and driving.

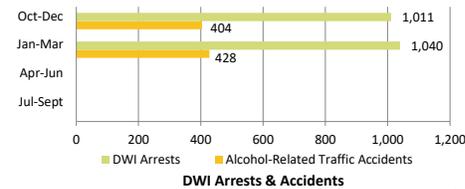
Responsible Department: Police



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 1: PUBLIC SAFETY

8. TOTAL CALLS FOR POLICE SERVICE

About this measure:

This measure tracks all calls for service from the San Antonio Police Department (SAPD). In FY2021, continued to grow and SAPD responded to over 1.65 million calls for service. Calls for service have steadily increased yearly, in part due to overall population increase of the City and annexations.

Why it is important:

The majority of police services begin with a call for service which includes reported crimes, traffic accidents, and other requests.

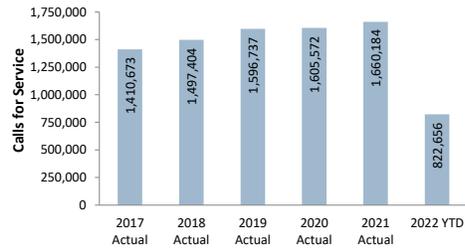
What is being done:

Demand for police services grew by over 3% from FY20 to FY21. SAPD implemented online reporting for some limited types of police calls, including burglary of vehicles and thefts. The system went live in November 2021 and has generated 1,600 online reports since then, saving time and expense for the City's residents and SAPD.

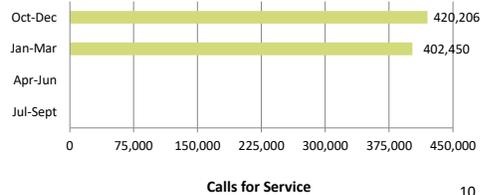
Responsible Department: Police



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



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SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

9. PERCENTAGE OF 2017 BOND PROJECTS COMPLETED OR UNDER CONSTRUCTION

Target: 97%

About this measure:

In May 2017, residents approved the \$850 million 2017-2022 General Obligation Bond Program consisting of 180 projects. This measure shows progress toward fulfilling the Public Works Department's commitment to have all 2017 Bond Program projects in construction or substantially completed by 2021.

Why it is important:

Completing the 2017 Bond Program in a timely manner fulfills the commitment made to voters and provides much needed street, drainage, park, library and other facility improvements.

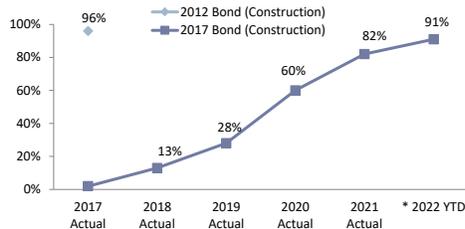
What is being done:

Each project is assigned to a project management team and is carefully tracked through the design, right of way acquisition, environmental review, utility coordination, procurement and construction. Regular meetings are held with the City Bond Oversight Commission to track the schedule, budget and client satisfaction on projects.

Responsible Department: Public Works

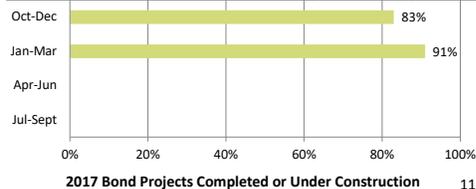


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*By September 30, 2022, 94% of projects will be completed or under construction.

CURRENT YEAR PERFORMANCE (BY QUARTER)



2017 Bond Projects Completed or Under Construction 11

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

10. PERCENTAGE OF 2017 BOND PROJECTS ON-TIME

Target: 85%

About this measure:

This metric measures how closely the current project is to the original timelines for each step in the project. The schedules include all phases of the project including real estate acquisition, environmental review, design, contract execution, utility work coordination and construction.

Why it is important:

This measure ensures transparency on the current City Bond Program, which is the largest to date. The City made a commitment to voters to keep the Bond Program on-time. This measure shows the City is fulfilling that commitment. It also allows potential problems and solutions to be identified early in projects.

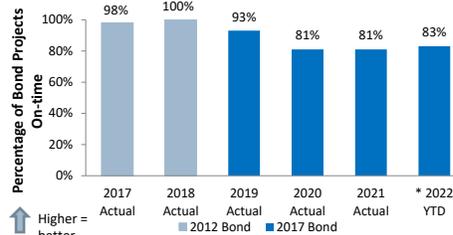
What is being done:

The design phase in several projects are overdue: primarily due the following: Utility issues, community impact, project scope and coordination efforts. Meetings are held on a monthly basis to review all projects and identify delays and potential solutions. In addition, quarterly meetings are held with all the utilities to ensure progress.

Responsible Department: Public Works



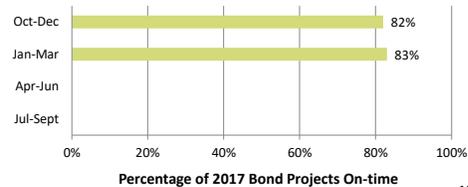
HISTORICAL PERFORMANCE (BY FISCAL YEAR)



↑ Higher = better

*By September 30, 2022, estimating 85% of projects will be on time.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

11. ACRES APPROVED BY COUNCIL AND PROTECTED UNDER EDWARDS AQUIFER PROTECTION PROGRAM

Target: 5,000 acres

About this measure:

This measure shows how much acreage the City has protected through acquisition or with a conservation easement that is established within the Edwards Aquifer recharge and contributing zones as part of the voter approved Edwards Aquifer Protection initiative. To date there have been four elections related to the Edwards Aquifer Program. This measure tracks all of the programs:

- 2000 Prop 3: Acquired 6,538 acres
- 2005 Prop 1: Acquired 90,042 acres
- 2010 Prop 1: Acquired 51,078 acres
- 2015 Prop 1: Acquired 25,030 acres

Why it is important:

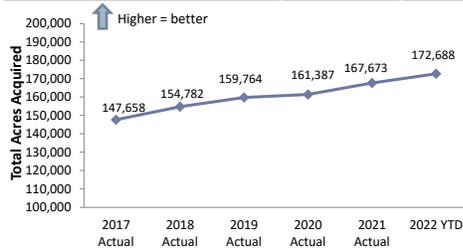
The best way to protect the aquifer is to protect sensitive and irreplaceable land located over its recharge and contributing zones. The Edwards Aquifer provides San Antonio with a pure source of water vital to the livelihood of a growing population and an expanding economy.

What is being done:

Through a 1/8-of-a-cent sales tax, extended in the May 2015 election, the City is collecting \$90 million to acquire and preserve land or land interests in the aquifer's recharge and contributing zones inside Bexar County and other nearby counties. Landowners' participation in the program is voluntary.

Responsible Department: Parks & Recreation

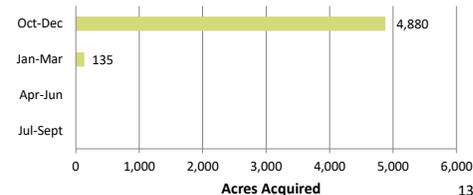
HISTORICAL PERFORMANCE (BY FISCAL YEAR)*



↑ Higher = better

*Measure shows cumulative acres

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

12. MILES OF STREETS MOVING FROM BAD TO EXCELLENT CONDITION

Target: 108.00 miles of streets will be improved

About this measure:

When street pavements are re-surfaced, the pavement condition index score (PCI), a standard measurement of street quality, increases and its categorization changes from bad to excellent. The PCI score ranges from 0 (bad) to 100 (excellent).

Why it is important:

This measure focuses on street rehabilitation and demonstrates the City's efforts in improving the street network. It is the City's goal to increase the percentage of streets having a "good" or better rating while providing desirable standards of safety, appearance, and convenience to residents.

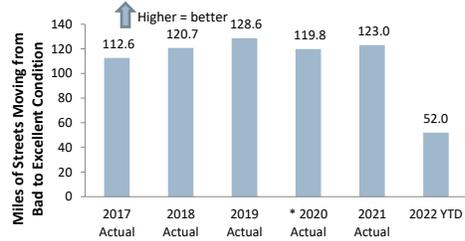
What is being done:

Every year, Public Works develops a five-year maintenance plan for the street network through the Infrastructure Management Program and other City funding mechanisms. Projects identified for a rehabilitation application will be improved from bad to excellent.

Responsible Department: Public Works

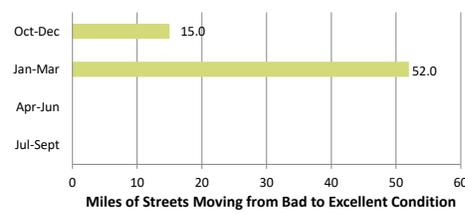


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

13. PERCENTAGE OF POTHOLES FILLED WITHIN 2 BUSINESS DAYS

Target: 97%

About this measure:

This measure reports the percentage of potholes filled within 2 business days of receiving notification.

Why it is important:

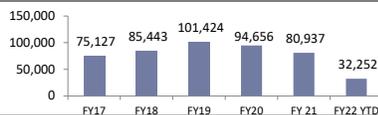
Potholes are safety hazards on the roadway, consequently, it is critical that any known hazards are mitigated immediately. Not only that, potholes also accelerate the deterioration of the roadway, because they allow water intrusion into the underlying base layer. Potholes are a nuisance to drivers and a major concern of the community as evidenced in the past Community Surveys (2010 – 2018). Hence the reason the Public Works Department (PWD) has a targeted rapid response program for the repair of potholes.

What is being done:

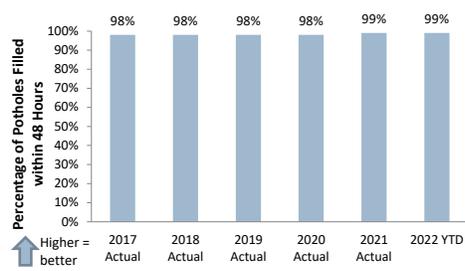
Through a combination of the Street Maintenance Program and pothole patching activities, the City aims to significantly reduce the incidence of potholes on City roadways and improve service delivery by increasing the number of potholes repaired pro-actively.

Responsible Department: Public Works

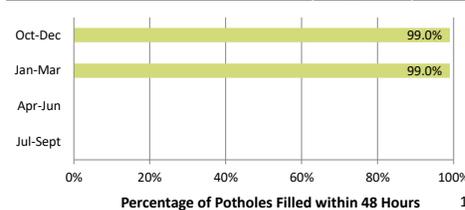
NUMBER OF COMPLETED POTHOLE REPAIRS



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 2: INFRASTRUCTURE

14. FLEET AVAILABILITY

Target: 97% Fleet Availability for Light Vehicles; 90% Fleet Availability for Heavy Equipment

About this measure:

This measures the performance of fleet maintenance activities for light vehicles, which are serviced by the Building & Equipment Service Department (BESD) and include San Antonio Police vehicles, as well as heavy equipment, which are serviced by the Solid Waste Management Department (SWMD). Goals are based on the complexity of repairs by vehicles and equipment type.

Why it is important:

This measure reports the amount of time vehicles and equipment are available to City departments who use the equipment to provide core services to the citizens of San Antonio.

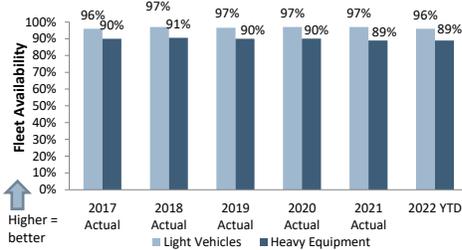
What is being done:

Preventive Maintenance for vehicles and equipment are monitored to ensure vehicles and equipment are operating in good condition. Reducing vehicle repair time minimizes the amount of time equipment is not available to departments.

Responsible Department: Building & Equipment Services; Solid Waste Management

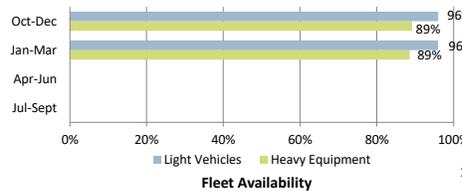


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



Beginning in FY 2015, SWMD assumed responsibility for heavy vehicles & equipment, while BESD continues to service light vehicles. Pre-2015 data reflects combined performance prior to separation of fleet service centers.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

15. LIVE RELEASE RATE

Target: 90%

About this measure:

This measure shows the percentage of live outcomes (animals that are adopted by a citizen, rescued by a non-profit group, trapped-neutered-returned [TNR], or returned to their owner) compared to the total shelter outcomes.

Why it is important:

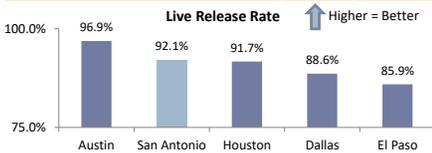
The way a community treats its most vulnerable populations is a reflection of the values of the community. San Antonio is committed to maintaining its live release rate of 90% in FY 2021.

What is being done:

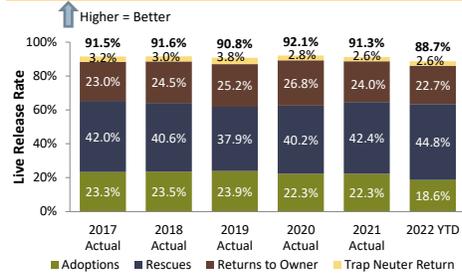
In FY 2021, Animal Care Services will continue highly successful partnerships with non-profit organizations who committed to rescuing approximately 12,000 animals this year. ACS will also continue the High Volume Pet Program (HVPP) that provides additional funding to offset expenses related to the rescue of harder-to-place pets such as pets with mange, ringworm, or other injuries or illnesses.

Responsible Department: Animal Care Services

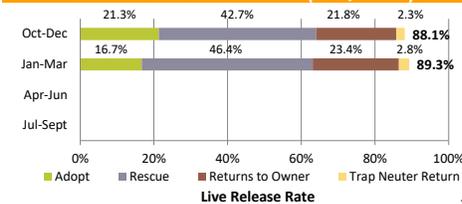
COMPARATIVE ANALYSIS (FY 2020)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



16. ANIMAL SHELTER INTAKE



Target: 30,000

About this measure:

Animal shelter intake is the number of dogs and cats that enter the City's care each year. Animals enter the shelter either as stray or roaming dogs picked up by Animal Care Services (ACS) Officers, are brought in by the public, or are surrendered by their owners.

Why it is important:

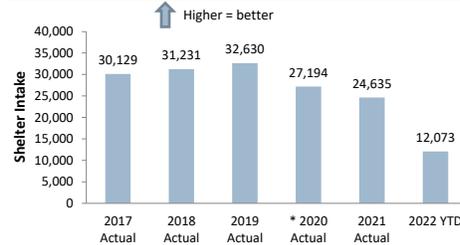
ACS receives over 100,000 calls for service annually. In order to improve public health and safety, the City must be able to respond to these calls and have capacity to impound animals when necessary.

What is being done:

ACS continues to develop innovative solutions to increase kennel capacity. Examples include allowing approved rescue organizations to house impounded animals (at the Paul Jolly Adoption Center at Brackenridge Park and the ACS Stray Kennels Animal Defense League campus), implementing a City-wide Trap Neuter Return (TNR) program for cats, and expanding participation in the Diversion and Foster programs. Additionally, the required registered microchip ordinance and increased department focus on reuniting microchipped pets with their owners alleviates shelter capacity and allows the department to bring in additional animals.

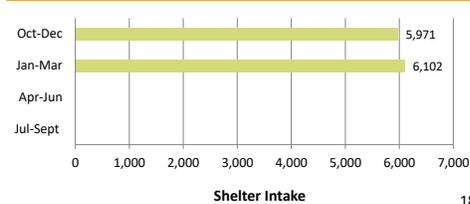
Responsible Department: Animal Care Services

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID, more people were at home due to the pandemic thus taking care of their animals.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



17. SPAY & NEUTER SURGERIES PERFORMED



Target: 45,088 Surgeries

About this measure:

This measure shows the number of spay and neuter surgeries performed city-wide as a direct result of City funding, grant funding awarded to the City, and through City-owned spay/neuter clinics at Brackenridge Park and Brooks that are operated by Animal Care Services (ACS) partners. These surgeries may take place at either the ACS clinic prior to animals being released to adopters and rescue partners, or at one of the City's partner agencies and clinics to provide free or low-cost surgeries in targeted areas.

Why it is important:

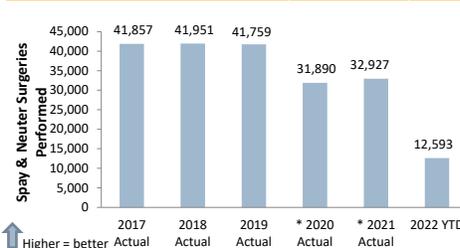
ACS receives nearly 100,000 calls for service annually and impounds approximately 31,000 pets annually. Controlling the stray and roaming animal population is one of the strategic priorities of ACS.

What is being done:

In FY 2021, ACS is providing direct funding for approximately 12,500 free spay/neuter surgeries occurring in the community. The areas targeted for these surgeries are those with the greatest volume of 311 calls-for-service requests and animal impoundments. Additionally, the City of San Antonio is currently collaborating with four organizations (Animal Defense League, Humane Society of San Antonio, Pet Spots, and Spay-Neuter-Inject-Protect San Antonio) to perform these types of surgeries. The facilities for these four organizations are located throughout the city to provide San Antonio residents with more affordable options to spay/neuter their pet.

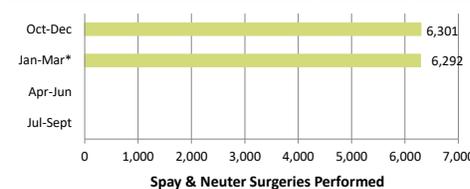
Responsible Department: Animal Care Services

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID.

CURRENT YEAR PERFORMANCE (BY QUARTER)



*Due to reporting delays from partner agencies, Q2 results include estimates.

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



18. AVERAGE RESPONSE IN DAYS FROM INITIAL CODE ENFORCEMENT COMPLAINT TO FIRST INSPECTION

Target: Tier 1 in 2 business days; Tier 2 in 3 business days

About this measure:

This measure tracks the average number of business days it takes to respond to Tier 1 and 2 code enforcement complaints. Violations marked with "*" were escalated to Tier 2 status in FY 2015.

Why it is important:

Responding to cases quickly is an important indication of the level of customer service that is provided to impacted residents.

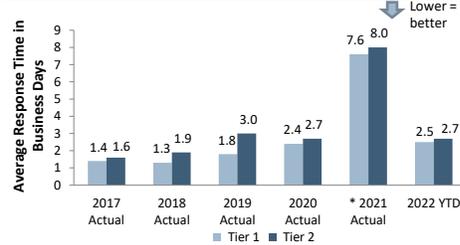
What is being done:

Response times in FY 2021 exceeded goal due to (1) re-direction of 26 Code Officers dedicated to enforcing the Mayor's Emergency Declaration due to COVID-19 rather than addressing 311 calls for first six months; (2) operating with vacant positions; and (3) learning new case management system. Additional positions have been hired and are in training. Department is on track to meet response time goal in FY 2022.

Responsible Department: Development Services/Code Enforcement

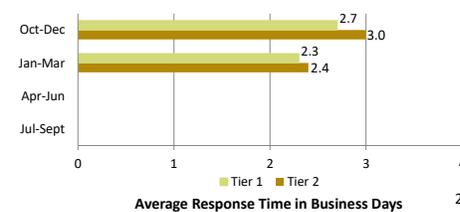
Tier 1 Violations Key Health/Safety Issues	Tier 2 Violations Property Uses & Building Maintenance
<ul style="list-style-type: none"> Visual obstructions Insecure structures Overgrown yards/lots Illegal dumping Emergency demolitions Broken sewer lines 	<ul style="list-style-type: none"> Building maintenance Certificate of Occupancy Work without permit Zoning (improper use of property) Substandard structures Graffiti Junked vehicles Garage sales* Oversized vehicles* Front/side yard parking*

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Increase in FY 2021 was due to code enforcement staff being redirected to emergency declaration enforcement.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



19. CODE ENFORCEMENT COMPLIANCE RATES – TIER 1 & 2

Target: 90% compliance of Tier 1 & 2 violations within 45 calendar days

About this measure:

This measure tracks the percentage of Tier 1 & 2 violations in compliance within 45 days. Compliance is achieved when the violation has been resolved by the owner or the City has abated the nuisance. In FY 2015, three additional violation types escalated from Tier 3 to Tier 2: Oversized vehicles, Front/Side Parking and Garage Sale Permits.

Why it is important:

Prioritizing violations for health, safety & quality of life results in quicker compliance, safer communities & greater resident satisfaction.

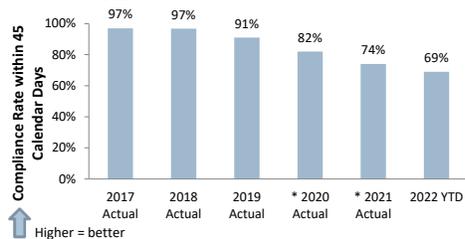
What is being done:

During the first quarter, Code focused on closing out older cases from a backlog which resulted when nearly 30 staff were re-directed to EDE enforcement which ended in March 2021. In addition, compared to FY 2021, Code Enforcement has experienced an increase of 52% in the number of cases tracked for compliance during the first quarter.

Responsible Department: Development Services/Code Enforcement

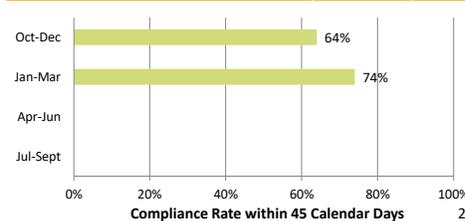


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decrease in FY 2020 and FY 2021 was due to code enforcement staff being redirected to enforce emergency declaration enforcement, and therefore could not address cases.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

20. DAYS FOR INITIAL REVIEW OF RESIDENTIAL PLANS

Target: 3 Business Days

About this measure:

This measure tracks the average number of days it takes for initial review of a residential plan by Development Services including review of all new single-family development, single-family additions/renovations and townhome development projects.

Why it is important:

Prompt turnaround time to perform initial review of plans is an important indication of the level of customer service.

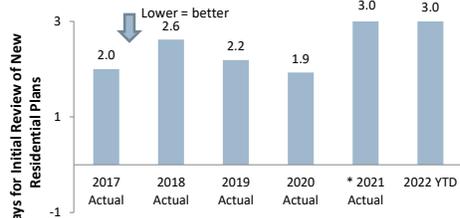
What is being done:

Development Services has seen an increase in the number of permits submitted for new residential homes in the past few years. In FY 2022, three additional positions were approved to be able to keep up with demand and to meet turnaround time for permitting of new residential homes. The new staff have been hired and are undergoing training.

Responsible Department: Development Services

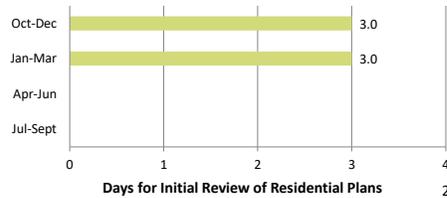


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*FY 2021 had a record number of residential permits submitted causing the number of days to increase.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

21. PERCENTAGE OF BUILDING-RELATED INSPECTIONS PERFORMED AS SCHEDULED

Target: 95%

About this measure:

This measure tracks the percentage of building code inspections performed by the scheduled date. These inspections include electrical, mechanical, and plumbing for residential and commercial buildings.

Why it is important:

Customers schedule inspections based on construction schedules. Performing inspections as scheduled is important to ensure customers do not encounter delays.

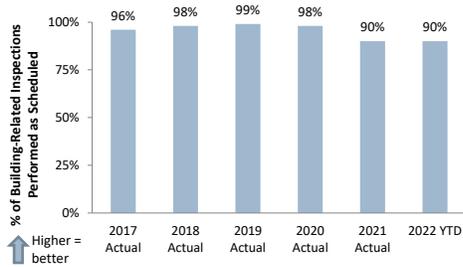
What is being done:

The 95% goal was missed in first quarter due to operating with 15+ vacant positions and experiencing a 4% increase in inspections compared to last fiscal year. The City continues to actively recruit and attract qualified applicants and utilize overtime to conduct these inspections while vacancies are filled.

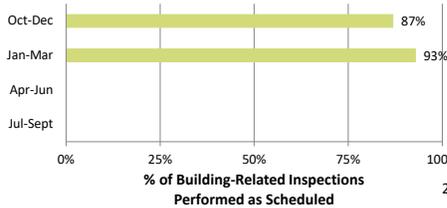
Responsible Department: Development Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



22. PERCENTAGE OF REQUIRED ROUTINE INSPECTIONS COMPLETED

Target: 96%* by 9-30-2022

About this measure:

This measures the effectiveness of the Food and Environmental Health Program by showing the rate at which inspections are being conducted at medium and high risk food serving establishments.

Why it is important:

A food establishment's inspection frequency is determined by the risk of foodborne illness based on the types of foods served, preparation techniques, numbers of employees, number of meals served, and the populations served.

What is being done:

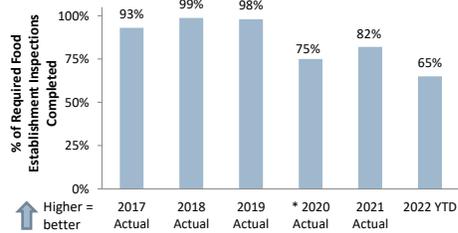
The program streamlines the inspection process and reduces the number of required annual inspections for lower risk establishments, allowing inspectors to concentrate their efforts on medium and high risk food establishments. This measure correlates to the Department of State Health Services requirements and gives management a meaningful method to determine the overall effectiveness of the program. In FY22, the Food and Environmental Health Program continues to focus on medium and high risk food establishments.

Responsible Department: Health

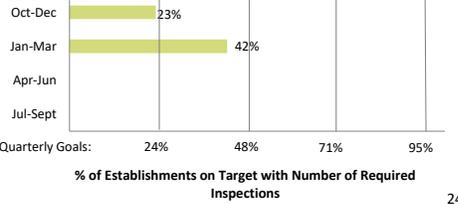


*Why not 100% inspections? Some establishments have a license but cannot receive an inspection because they are: 1) Not open for business; 2) Closed due to a fire code violation; 3) Closed due to a building code violation; 4) Closed due to a fire or other catastrophic event.

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (CUMULATIVE BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



23. NUMBER OF PARTICIPANTS IN PRESERVATION OUTREACH PROGRAMS

Target: 12,000 Participants

About this measure:

This is a measure of the total number of participants in Education & Outreach Programs conducted by the Office of Historic Preservation (OHP).

Why it is important:

OHP holds a range of events and initiatives which provide opportunities that focus on building communities, providing educational opportunities, celebrating heritage, and facilitating neighborhood revitalization.

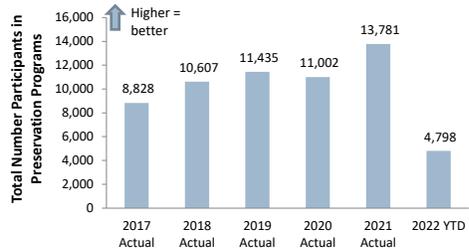
What is being done:

OHP continually looks for collaboration opportunities with other City departments and local groups in order to expand total reach and target new audiences. Staff also promotes events through the use of social media and a regular e-newsletter. OHP maintains a goal to increase Facebook subscribers by 10% each quarter.

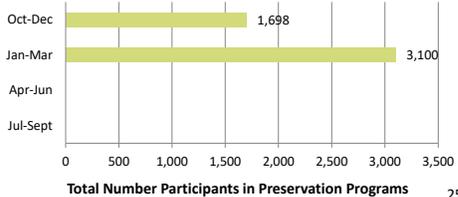
Responsible Department: Office of Historic Preservation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

24. CAFÉCOLLEGE PARTICIPANTS & FAFSA COMPLETION

Target: 30,000 participants and 4,800 students assisted in completing a Free Application for Federal Student Aid (FAFSA)

About this measure:

In an effort to increase college awareness, San Antonio Education Partnership (SAEP) is contracted by the Department of Human Services to operate and manage cafécollege, a one-stop facility that increases college awareness and assists in college enrollment. This measure reflects the number of participants who visit cafécollege and complete a FAFSA/TAFA form.

Why it is important:

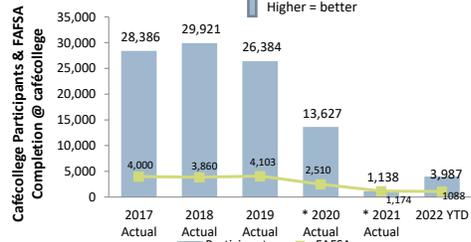
In an effort to increase the number of San Antonio residents that enroll in college, cafécollege opened in September 2010. Although not all cafécollege participants are seeking help with financial aid applications, FAFSA/TAFA completion is an indication of intention to attend college.

What is being done:

Cafécollege collaborates with local schools and San Antonio residents of all ages to provide tailored programming to meet the needs of San Antonio students. The five key services provided by cafécollege include helping students with short- and long-term academic and career goals; increasing awareness of career opportunities and planning a career path; informing about higher education opportunities and assisting with college entry and enrollment; assisting with financial aid applications; and providing guidance and coaching as students transition from high school to college. Student Aid San Antonio events are held to increase awareness. FAFSA/TAFA completion rates are cyclical in nature, with an increase towards the end of the fiscal year.

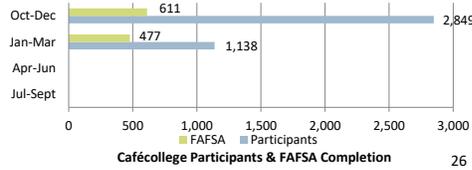
Responsible Department: Human Services

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 is due to school closures and revised school services due to COVID-19 that impacted in person services at the site as well as the senior centers still being closed in FY 2021.

CURRENT YEAR PERFORMANCE (BY QUARTER)



Cafécollege Participants & FAFSA Completion 26

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

25. PROSPECTS COURTYARD & HAVEN FOR HOPE GRADUATES

Target: 1,260 Prospects CY, 620 Haven for Hope graduates

About this measure:

These measures reflect the number of individuals who are transitioning from Prospects Courtyard, an outdoor safe – sleeping environment, to the Haven for Hope Campus or other appropriate housing or shelter, and from the Haven for Hope campus into Permanent Housing.

Why it is important:

The Haven for Hope Campus provides a range of services to individuals, male and females, experiencing homelessness in San Antonio and Bexar County. Transformation is achieved through the provision, coordination, and delivery of an efficient system of care. These measures reflect individuals who are beginning a pathway to self-sufficiency.

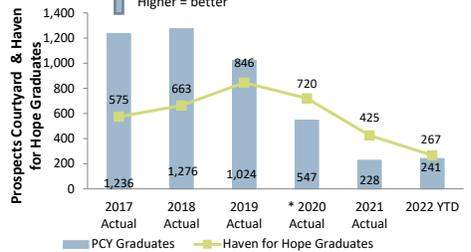
What is being done:

In FY19, the City invested \$7.6 million in Haven for Hope and campus partners. This funding is used to support program operations, security, peer navigators, the Prospect Courtyard, mental health residential care and supportive services for homeless individuals and families.

Responsible Department: Human Services

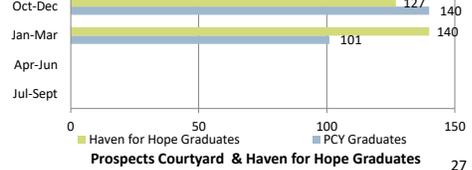


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 is due to closed homeless shelters due to COVID-19.

CURRENT YEAR PERFORMANCE (BY QUARTER)



Prospects Courtyard & Haven for Hope Graduates 27

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



26. NUMBER OF SENIOR CENTER PARTICIPANTS



Target: 30,000 participants

About this measure:

The Department of Human Services (DHS) provides nutrition, health, social, and other support services to encourage older adults to lead active and engaged lives in the community. Services are provided at various locations throughout the City, Monday-Friday. The measure reflects the number of participants, aged 60 and older, who attend Senior Centers.

Why it is important:

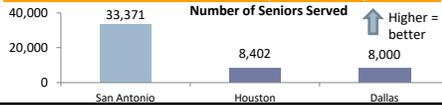
The Program provides an opportunity to inform older adults of available resources and services which focus on improving quality of life for seniors. The centers offer activities which lead to increased socialization, mobility, fitness, and learning opportunities.

What is being done:

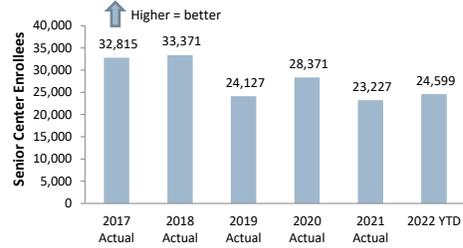
Senior sites have been strategically located to provide services within a 5-mile radius for all City residents. Additionally, the nutrition program was automated at all Senior Centers and Nutrition Sites in FY18. In an effort to ensure sites offered inclusive services, Comprehensive Senior Centers offer equipment, including exercise and computer equipment that is accessible for seniors with varied needs. All staff and contractors also received disability and diversity training in FY17.

Responsible Department: Human Services

COMPARATIVE ANALYSIS (2018 DATA)

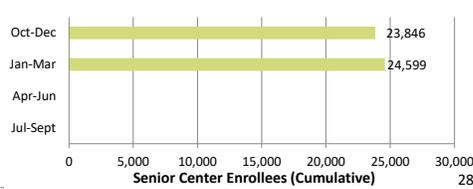


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2019 is due fully to launching an automated system that better tracks participants at the service centers.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



27. PERCENTAGE OF SENIORS SATISFIED WITH SERVICES



Target: 97%

About this measure:

The Department of Human Services (DHS) provides nutrition, health, social, and other support services to encourage seniors to lead active and engaged lives in the community. Services are provided at various locations throughout the City, Monday-Friday. The measure reflects the percent of seniors who have indicated that they are satisfied with services offered at the City of San Antonio's 52 Senior Center locations.

Why it is important:

The centers offer activities which lead to increased socialization, mobility, fitness, and learning opportunities. Through participant input, DHS is able to gauge the successfulness and quality of program services. This input is used to modify programming and services on an annual basis, as needed.

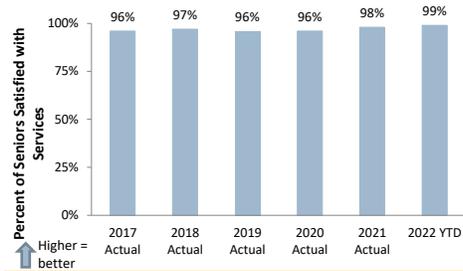
What is being done:

Senior sites have been strategically located to provide services within a 5-mile radius for all City residents. Additionally, the nutrition program was automated at all Senior Centers and Nutrition Sites in FY18. In an effort to ensure sites offered inclusive services, Comprehensive Senior Centers offer equipment, including exercise and computer equipment that is accessible for seniors with varied needs. All staff and contractors also received disability and diversity training in FY17.

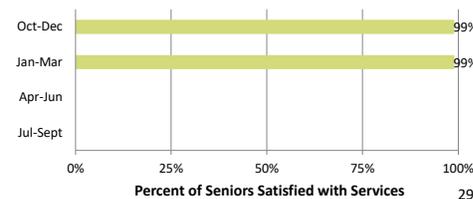
Responsible Department: Human Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



28. ANNUAL VISITS TO LIBRARY



Target: 2,466,449 Visits

About this measure:

This measure shows the number of visits to all library locations to access books, technology, programs, to vote and for other library services.

Why it is important:

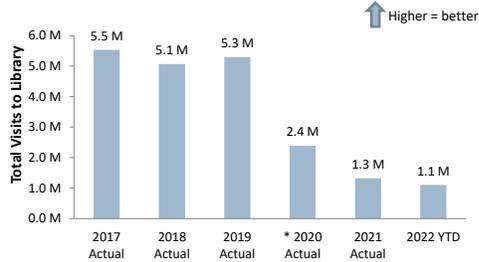
Visits to libraries provide access to educational, cultural, self-directed learning, entertainment, and civic engagement resources and services.

What is being done:

Seven day operations at library locations have been restored in Fiscal Year 2022. The library is providing full services to the public, including: contact-free pickup, Wi-Fi in library parking lots, and access to public computers continues to be available. In addition, the library continues to provide access to digital content and virtual programming for all age groups.

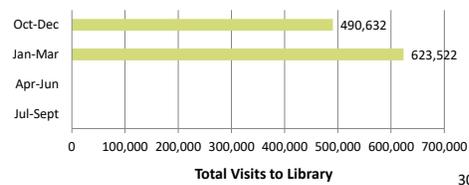
Responsible Department: Library

HISTORICAL PERFORMANCE (BY FISCAL YEAR)

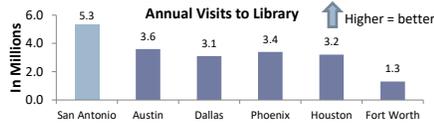


*Decline in FY 2020 is due to Library closures city-wide that took place March 14, 2020.

CURRENT YEAR PERFORMANCE (BY QUARTER)



COMPARATIVE ANALYSIS (FY 2019)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 3: NEIGHBORHOODS



29. ANNUAL LIBRARY CIRCULATION



Target: 6,480,996 Items

About this measure:

This measure indicates the number of items checked out by customers of the San Antonio Public Library. Items include physical and digital resources such as print books, eBooks, magazines, CDs and DVDs.

Why it is important:

Access to over two million physical and digital materials help advance literacy development, school readiness, self-directed learning, and the transfer of knowledge.

What is being done:

Seven day operations at library locations have been restored in Fiscal Year 2022. The library is providing full services to the public, including: contact-free pickup, Wi-Fi in library parking lots, and access to public computers continues to be available. In addition, the library continues to provide access to digital content and virtual programming for all age groups.

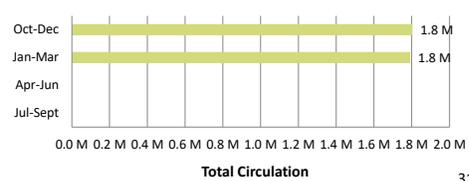
Responsible Department: Library

HISTORICAL PERFORMANCE (BY FISCAL YEAR)

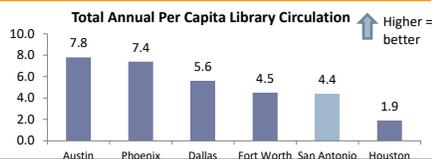


* Decline in FY 2020 is due to Library closures city-wide that took place March 14, 2020.

CURRENT YEAR PERFORMANCE (BY QUARTER)



COMPARATIVE ANALYSIS (FY 2019)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

30. HOURS OF COMPUTER & WI-FI USAGE

Target: 1,163,280

About this measure:

This measure reports the number of hours that individuals are utilizing the Library's computers & Wi-Fi at all locations.

Why it is important:

The community is provided consistent and convenient access to public computers and Wi-Fi throughout the library system, which consists of 30 locations. This digital inclusion strategy is available to all in the community and helps bridge the digital divide.

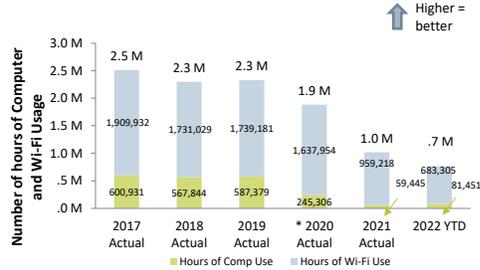
What is being done:

Seven day operations at library locations have been restored in Fiscal Year 2022. The library is providing full services to the public, including: contact-free pickup, Wi-Fi in library parking lots, and access to public computers continues to be available. In addition, the library continues to provide access to digital content and virtual programming for all age groups.

Responsible Department: Library

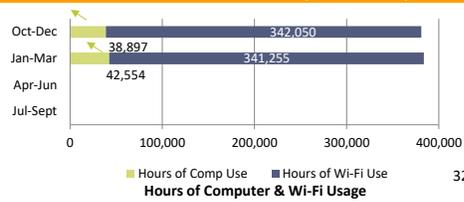


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 is due to Library closures city-wide that took place March 14, 2020.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 3: NEIGHBORHOODS

31. RECREATION FACILITY ATTENDANCE

Target: 404,281

About this measure:

The measure reflects the total number of visits by adults and youth at City community center facilities.

Why it is important:

The measure is important to recognize how many residents are utilizing community center facilities. The facility attendance is a measure that staff can use when making recommendations for improvements to facility programs and operations.

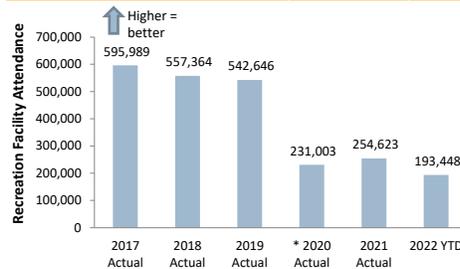
What is being done:

The Department currently uses a variety of methods to promote various programs and events at facilities. The Department uses attendance data to determine the community response to programs and events as well as to analyze facility needs.

Responsible Department: Parks & Recreation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



* In FY 2020, reduced attendance counts was a result of facility closures due to COVID-19.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 4: SUSTAINABILITY

32. MUNICIPAL FACILITY AVOIDED UTILITY COSTS (SAVINGS) ✓

Target: \$76,200 Avoided (Saved) Annually

About this measure:

This measure shows the utility costs that will be avoided (saved) each year as a result of energy conservation projects completed in municipal facilities.

Why it is important:

In accordance with the SA Climate Ready Climate Action and Adaptation Plan (CAAP), the City has committed to improving the efficiency of municipal buildings and facilities with a goal of Net Zero by 2040. The Office of Sustainability implements energy conservation projects to reduce the City's utility costs, improve air quality, and promote environmental stewardship and awareness. Staff select projects that will generate utility cost savings (over the useful life) greater than the project cost.

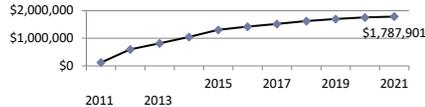
What is being done:

During FY 2022 the following municipal energy projects will be completed:

1. Phase 2 Exterior LED Lighting Retrofit at Apache Creek Linear Park.
2. Interior LED Lighting Retrofit at selected municipal buildings.
3. HVAC Retro-commissioning at selected municipal buildings.

Responsible Department: Office of Sustainability

CUMULATIVE ANNUAL AVOIDED COST

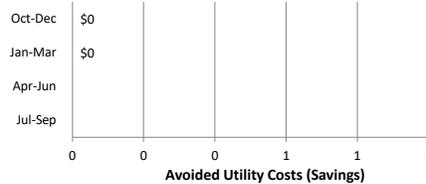


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Energy projects are currently underway and projected to be completed by the end of the 4th quarter.

CURRENT YEAR PERFORMANCE (BY QUARTER)*



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 4: SUSTAINABILITY

33. RECYCLING RATE (LANDFILL DIVERSION RATE) ✓

Target: 40% in FY 2022, 60% by 2025

About this measure:

This measures the percent of solid waste, collected from approximately 368,000 customers, that is recycled. The City's single-family recycling programs include weekly curbside recycling and organics collection, semi-annual curbside brush collection, and two brush recycling drop-off sites.

Why it is important:

Recycling promotes environmental stewardship and long-term sustainability. It is a cost-effective alternative to burying waste in landfills.

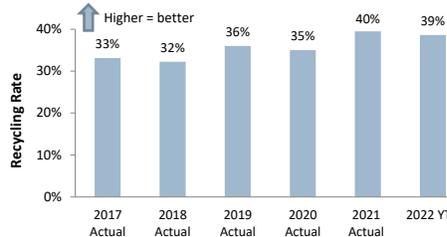
What is being done:

The City continues to offer a lower rate for customers that select a smaller garbage cart. This is an incentive for customers to throw away less and hopefully recycle more. It has become increasingly important for customers to recycle properly. The City promotes recycling properly with a simplified messaging and a robust outreach and educational campaign.

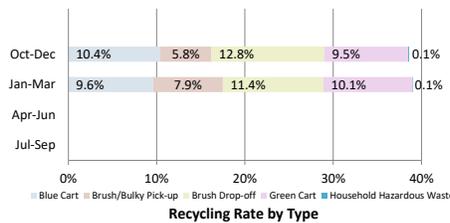
Responsible Department: Solid Waste Management



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 4: SUSTAINABILITY

34. REFUSE AND RECYCLING COLLECTION MISSES PER 10,000 COLLECTION POINTS

Target: 8.50 or Fewer Misses per 10,000 Collection Points

About this measure:

The department provides weekly garbage, recycling, and organics collection services to approximately 368,000 single-family households. This measure tracks the percentage of missed collections for all single-family homes serviced by City crews.

Why it is important:

Ensuring all refuse is collected provides for cleaner neighborhoods. If a collection is missed, customers can call 3-1-1 to report the missed collection and the department will respond accordingly.

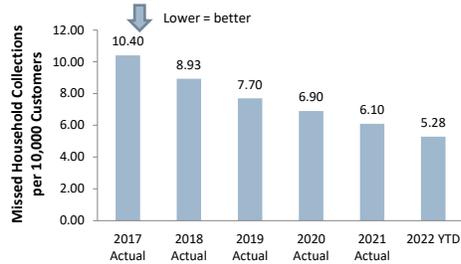
What is being done:

To ensure that the material is collected on time, the department added additional resources and rebalanced the Organics routes. Additionally, the department completed several initiatives to fill driver vacancies, including job fairs and a driver apprentice program.

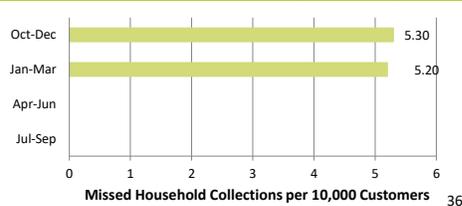
Responsible Department: Solid Waste Management



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 5: ECONOMIC DEVELOPMENT

35. AFFORDABLE HOUSING UNITS FACILITATED THROUGH GENERAL FUND INCENTIVES

Target: 875 housing units

About this measure:

In FY 2019, this measure was implemented to show the number of affordable housing units incentivized through fee waivers and inner city incentive grants/loans. The COSA Fee Waiver Program took effect in January 2019, offering fee waivers for affordable housing units.

Why it is important:

Everyone deserves quality, affordable housing options. Fee waivers provide one tool for incentivizing affordable housing in the city.

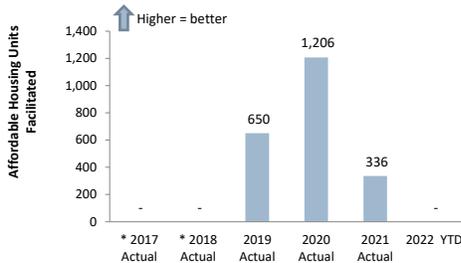
What is being done:

FY2022 budget allocates \$1,430,000 in City fee waivers, \$2,000,000 in SAWS waivers, and \$400,315 in Inner City Incentive Funds for affordable housing projects. This funding is often layered with other City incentives, including tax increment financing and federal grant programs, for increased impact.

Responsible Department: Neighborhood and Housing Services Department



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*This measure was not tracked prior to adoption of the COSA Fee Waiver Program.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 5: ECONOMIC DEVELOPMENT

36. JOBS CREATED/RETAINED THROUGH ECONOMIC DEVELOPMENT ACTIVITIES

Target: 4,811 jobs

About this measure:

This is a measure of all jobs created and retained through company projects that were secured as a result of the efforts of a partnership between the Economic Development Department and the Economic Development Foundation (EDF).

Why it is important:

This measure illustrates San Antonio's economic competitiveness in securing more and better job opportunities for its citizens. An increase in jobs within San Antonio strengthens the City's economy.

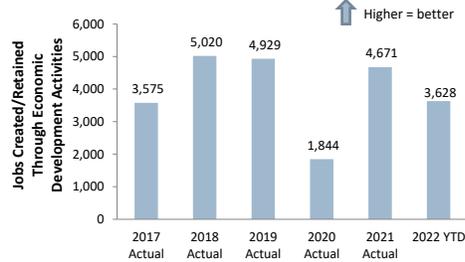
What is being done:

The Economic Development Department utilizes a number of state and local tools and programs to attract and retain jobs. In addition, the department manages a contract with the EDF for marketing; business, retention and expansion (BRE); and attraction services.

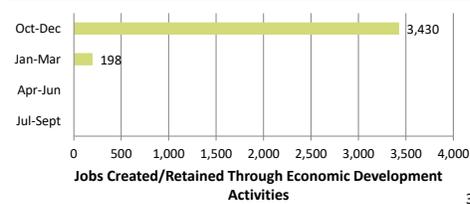
Responsible Department: Economic Development

The City entered into a contract with the EDF in FY 2011 to provide coordinated economic development services in an effort to increase the number of jobs created and retained in San Antonio.

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 5: ECONOMIC DEVELOPMENT

37. TOTAL CORPORATE INVESTMENT

Target: \$636 million in New Investment

About this measure:

This measure shows the amount of planned company investment in projects that were facilitated by the Economic Development Department and the Economic Development Foundation (EDF). Such projects are a result of both local expansion and the recruitment of new businesses to San Antonio.

Why it is important:

The measure indicates the scale of new capital investment in the community which provides for job creation and business growth.

What is being done:

The Economic Development Department utilizes a number of state and local tools and programs to attract new capital investments in San Antonio. In addition, the department manages a contract with the EDF for marketing; business, retention and expansion (BRE); and attraction services.

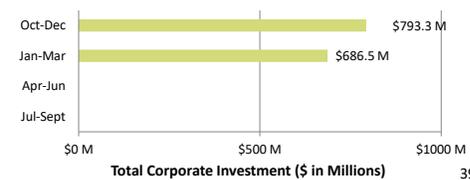
Responsible Department: Economic Development



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

38. AIRPORT OVERALL CUSTOMER SATISFACTION

Target: 4.40 (Very Good) out of 5.0 (Excellent)

About this measure:

The Airport Service Quality (ASQ) Survey is the world's leading airport customer satisfaction benchmark program with over 190 airports surveying their passengers monthly. Each quarter, this measure illustrates the overall satisfaction of passengers of the Airport. All airports use the same questionnaire and follow the same methodology.

Why it is important:

Findings from the ASQ assist the airport in identifying areas for improvement as well as areas where the Airport excels.

What is being done:

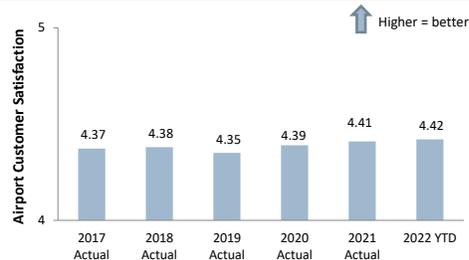
The Aviation Department is focused on improving the customer experience for our passengers. In FY 2019, the Airport continued to expand its arts program that includes rotating art and musical performances and City Council will award contracts for new food, beverage and retail concepts in both pre- and post-security in Terminal A.

Responsible Department: Airport

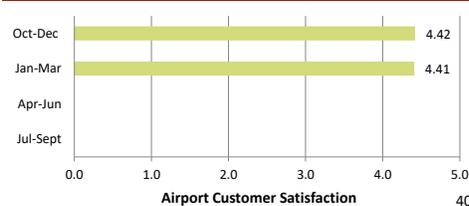
COMPARATIVE ANALYSIS (2018 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

39. INTERNATIONAL AIRPORT OPERATING COST PER PASSENGER

Target: \$16.54

About this measure:

The measure tracks the average operating cost per passenger boarding a flight at San Antonio International Airport. This includes personnel costs, facility operations, fire, and law enforcement costs.

Why it is important:

Cost per passenger is a benchmark measure that is commonly used to compare airports. It is an indication of how efficiently the Airport is operating.

What is being done:

The Airport continues to look for non-airline revenue opportunities year-round. Increases in the cost per passenger are related to costs for improving the customer experience.

Responsible Department: Airport



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*The measure increases because the number of passengers decreased in FY 2020 and FY 2021 due to COVID impacts on passenger traffic.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

40. EVENT DAYS AT THE ALAMODOME ✔

Target: 108 days

About this measure:

This measure represents the total number of days per year when a contracted event is actually occurring at the Alamodome. This does not include the move in/move out days for events.

Why it is important:

Event days at the Alamodome determine the amount of utility that the facility provides the community by offering a variety of entertainment options. The goal is to bring large, high-revenue yielding events to the Alamodome that would generate a favorable economic impact and experience for the community.

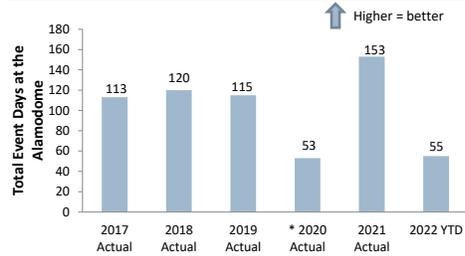
What is being done:

The Alamodome has completed a sales team reorganization that will focus on re-cultivating and developing new relationships in the industry to help bring new events to the Alamodome and the City.

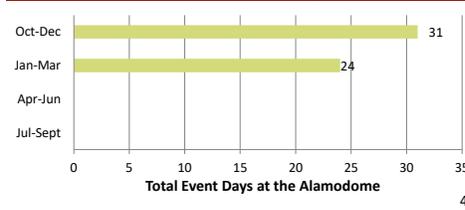
Responsible Department: Convention & Sports Facilities



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

41. AVERAGE REVENUE PER ATTENDEE AT THE ALAMODOME ✔

Target: \$8.92

About this measure:

This measure represents the amount of revenue generated per attendee at the Alamodome on a yearly basis. The ratio is calculated by taking the net revenue and dividing it by total attendance during the fiscal year.

Why it is important:

The measure shows the financial success of the Alamodome events. The goal is to increase the number of high-revenue yielding events that can result in increased facility revenue.

What is being done:

Revenue per attendee was impacted in 2020/2021 by lower attendance and in some cases, like the NCAA, had no attendance or lower attendance than pre-pandemic. The Sales and In-house marketing team continue to assist promoters and partners with marketing of the events to increase the number of tickets sold and related event revenues. The Alamodome team is targeting events with higher rates of return ensuring maximum value to the department and City.

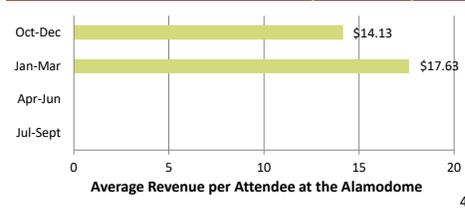
Responsible Department: Convention & Sports Facilities



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

42. REVENUE PER NET SQUARE FOOT OF CONVENTION FACILITY RENTABLE SPACE

Target: \$21.12

About this measure:

This measure represents the amount of revenue earned on a per square foot basis of the rentable areas within the Convention Center and Lila Cockrell Theatre.

Why it is important:

This measure indicates how well the department is able to convert facility rental opportunities into higher revenues that reduce the net cost of facility operations.

What is being done:

The Convention Center Sales Team continues to respond to business prospects quickly to fill in-the-year space openings. They are focused on soliciting new business and rebooking past and cancelled events.

Responsible Department: Convention & Sports Facilities

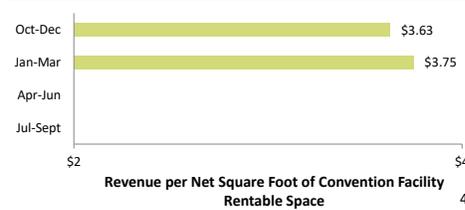


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by event cancellations during pandemic.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

43. EVENTS BOOKED

Target: 305

About this measure:

The measurement represents the sum of overall sales efforts that target group and convention business in current and future years and references Events booked for meeting at the Convention Center and hotel meeting space. The measurement aligns with Visit San Antonio's Citywide Sales Strategy in collaboration with the hotel community, that emphasizes Quality (high economic impact and targeted need periods) bookings vs. only Quantity.

Why it is important:

The City's Hotel Occupancy Tax (HOT) is predicated upon the sale of hotel guest rooms attributable to contracted Events of all parameters. Consequently, the number of high economic impact Events booked by Visit San Antonio positively impacts HOT. This tax is a critical resource for the City of San Antonio and helps to fund Visit San Antonio, the Henry B. Gonzalez Convention Center, arts initiatives, and history and preservation efforts.

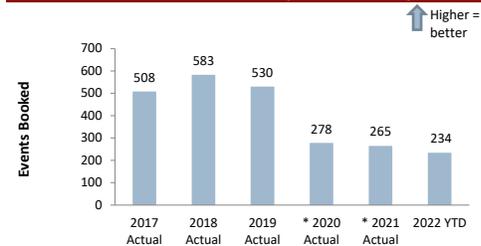
What is being done:

Booked Events historically fluctuate month to month and quarter by quarter, versus a consistent 12-month booking cycle. FY22 Q2 actuals are up 114.8% compared to FY22 Q2 Target. VSA is optimistic that the number of booked events will continue to pace in a positive direction for the remaining two quarters of FY22.

Responsible Department: Visit San Antonio

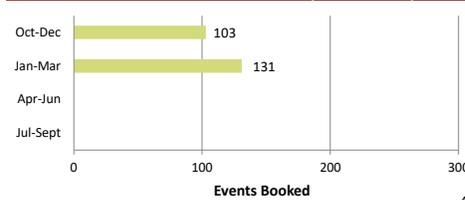


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 and FY 2021 was impacted by economic downturn during pandemic.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

44. ANNUAL ONLINE ENGAGEMENT ✔

Target: 35,000,000

About this measure:

Visit San Antonio measures the annual interaction with visitors through all online customer engagement properties including visitsanantonio.com website visits and Facebook interaction (likes, shares, comments, etc.).

Why it is important:

Visit San Antonio is a main source of destination information on the city and local events. It is critical to measure the level of interest in San Antonio that can lead ultimately to travelers choosing San Antonio for their destination. This measurement indicates the effectiveness of Visit San Antonio marketing strategy by showing that consumers are considering travel to San Antonio and taking direct action to learn more.

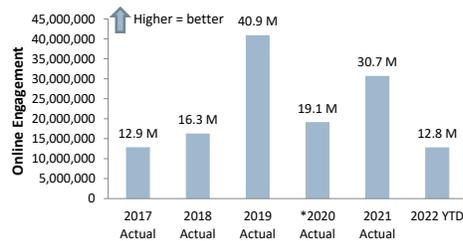
What is being done:

Online engagement interactions are not projected in equal 12-month increments as they are influenced by seasonality and timing of various campaigns. FY22 Q2 actuals are up 5.2% compared to FY22 Q2 Target. VSA anticipates this solid and steady pace for online engagement to continue for the remaining two quarters of FY22.

Responsible Department: Visit San Antonio

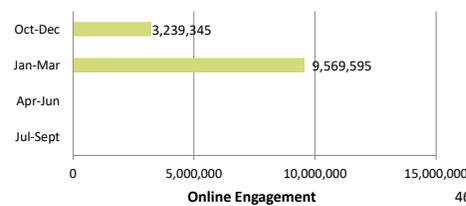


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was primary due to pausing all paid marketing due to the negative impact the pandemic was having on the travel and hospitality industry during this period.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

45. ATTENDANCE AT CULTURAL EVENTS ✔

Target: 1,500,000

About this measure:

This measure represents the number of individuals in attendance at cultural events within the San Antonio community that are supported by the Department of Arts & Culture.

Why it is important:

The Department of Arts & Culture strives to enrich quality of life by leading and investing in San Antonio arts and culture. Increased attendance shows support for local arts organizations and individual artists while helping to make San Antonio an exciting place to live and visit.

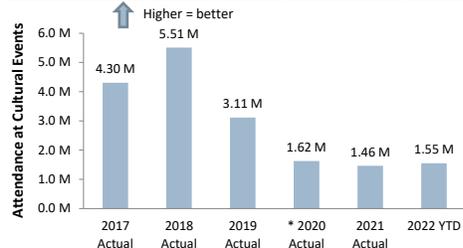
What is being done:

Attendance is increased through a wide range of events that the department promotes, develops, and markets for the residents and visitors of San Antonio. The department stimulates growth and development of arts and culture through support, guidance, and leadership to local partners.

Responsible Department: Arts & Culture

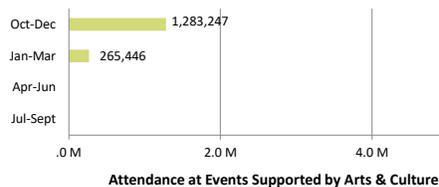


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID, many agencies moved to virtual events.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

46. NON-CITY DOLLARS LEVERAGED FOR ARTS BY FUNDED AGENCIES

Target: \$42 million

About this measure:

This measure gauges how effective the local arts and cultural non-profit community have been in leveraging the dollars invested by the City.

Why it is important:

The City's investment in the arts is an important incentive for our arts and cultural partners. It anchors the message that the arts are important to San Antonio and, in return, it helps organizations stimulate support from private and other public foundations, as well as individual giving. The City's investment also helps augment and support the costs affiliated with running the operations of organizations and the programs they offer to our residents and visitors.

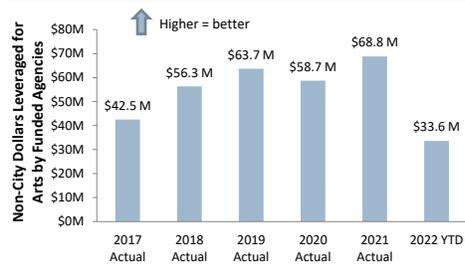
What is being done:

The Department of Arts & Culture is responsible for overseeing the financial and programmatic performance of each funded organization and evaluating the City's investment. The Department also publishes a Creative Economy Impact Study to monitor economic growth and to help stimulate greater interest in private sector investment. The Department provides technical and economic development training to agencies and artists.

Responsible Department: Arts & Culture



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Non-City Dollars Leveraged for Arts by Funded Agencies

Note: Data used in calculation was pulled using SMU DataArts beginning FY 2021. Past Fiscal Year's calculation data utilized the Arts Agencies' 990 IRS Filings. Info collected is always 2 years behind due to need for validation.

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SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

47. EVENTS AT DOWNTOWN PARKS AND PLAZAS

Target: 650 events

About this measure:

This measure shows the events held at Travis Park, Milam Park, Houston Street and Marriage Island. This includes weddings, City-sponsored events, corporate events, and private functions. Events such as Lumanaria and NIOSA are also included in this measure.

Why it is important:

Having many different events adds vibrancy to the downtown area. It draws people downtown at different hours and supports retail and commercial establishments.

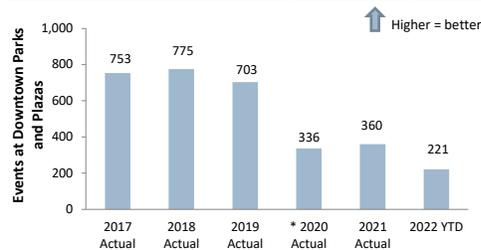
What is being done:

Staff advertises downtown parks and plazas through different media venues including television, radio, written publications, and online. Prior years included events at Alamo Plaza and HemisFair Plaza, which are not currently being scheduled.

Responsible Department: Center City Development & Operations

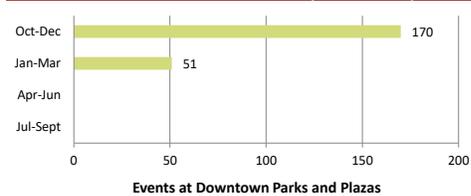


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



* Decrease in FY 2020 is due to COVID and gathering restrictions put in place.

CURRENT YEAR PERFORMANCE (BY QUARTER)



49

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

48. SQUARE FEET OF SIDEWALKS PRESSURE WASHED

Target: 17,000,000 square feet

About this measure:
This measure shows the square footage of sidewalks in the downtown area that are pressure washed throughout the year.

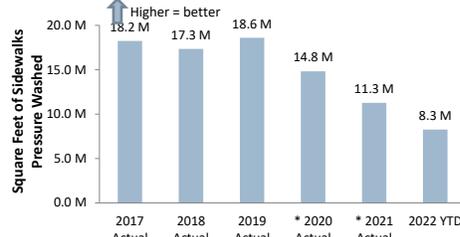
Why it is important:
The appearance of downtown is important to creating an inviting locale for visitors. Having clean sidewalks improves that appearance.

What is being done:
Existing pressure washers have been upgraded with hot water reclaim pressure washers. Downtown Operations staff coordinates with Centro San Antonio staff to ensure the sidewalks are cleaned regularly.

Responsible Department: Center City Development & Operations

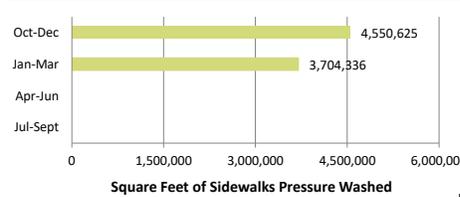


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*The COVID epidemic had a severe impact on manpower in 2020, causing a decrease in SF of power washing.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 6: CONVENTION, VISITOR & ARTS

49. RIVERBOAT CRUISE PASSENGERS

About this measure:
The City contracts with Go Rio to operate the Riverboat tours on the Riverwalk. This measure notes the number of passengers taking a Riverboat tour.

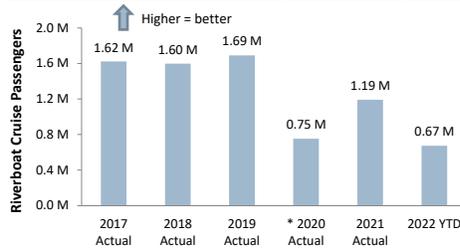
Why it is important:
While the measure is not directly controlled by the City it provides a good indicator of the number of visitors to the Riverwalk and the overall health of the economy.

What is being done:
Visit San Antonio staff advertises San Antonio Riverwalk through various media publications in order to increase tourism. Riverboat cruise passenger ticket sales vary on a seasonal basis. Lower sales occur in the fall and winter months, while more passengers are expected during spring and summer months.

Responsible Department: Center City Development & Operations

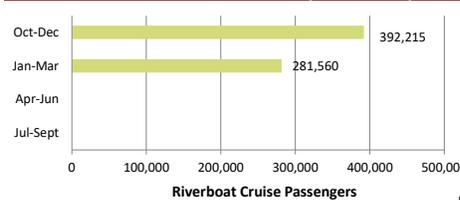


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Go Rio operations were halted for 3 months from mid-March 2020 to mid-June 2020. After that capacity on barges was reduced to 25% for remainder of FY 2020.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

50. GENERAL FUND EXPENDITURE VARIANCE AS PERCENTAGE OF ESTIMATE. FINAL REVISED ESTIMATE DEVELOPED DURING THE BUDGET ANNUAL BUDGET PROCESS ✓

Target: Between 0% and -1% Variance

About this measure:

In September the City adopts the Annual Budget for the next fiscal year, running from October 1 – September 30. This measure calculates how close the City is to spending the amount budgeted. It is tracked on a quarterly basis in comparison to an estimate for that quarter. A negative variance means the expenditures are under budget.

Why it is important:

Accurate estimates are key to maintaining a balanced budget and for forecasting next year's budget.

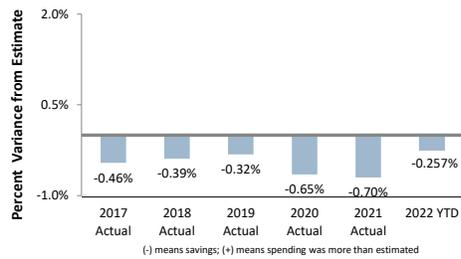
What is being done:

Monthly Reports of expenditures are provided to the City Manager and Quarterly Reports are presented to the City Council (3+9 Financial Report, 6+6 Financial Report, 9+3 Financial Report, and Year End Financial Report).

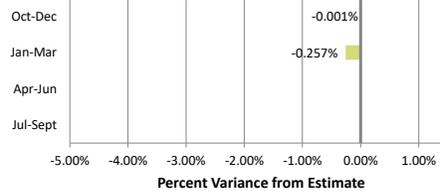
Responsible Departments: Budget, Finance



HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



52

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

51. GENERAL FUND REVENUE VARIANCE AS PERCENTAGE OF ESTIMATE. FINAL REVISED ESTIMATE DEVELOPED DURING THE BUDGET ANNUAL BUDGET PROCESS ✓

Target: Less than 1% of Variance

About this measure:

The Budget Office and the Finance Department monitor revenues on a monthly basis to ensure revenues are on track with the adopted budget.

Why it is important:

Monitoring department revenues is crucial to ensure a balanced current year budget. If revenues are not received at the budgeted amounts, the City will take corrective action to ensure a balanced budget by year end.

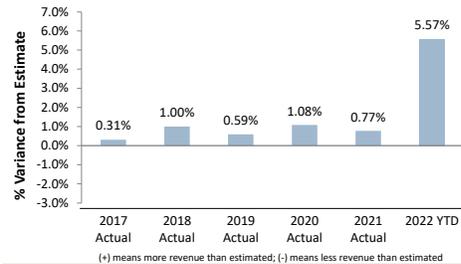
What is being done:

Monthly Reports of revenues are provided to the City Manager and Quarterly Reports are presented to the City Council.

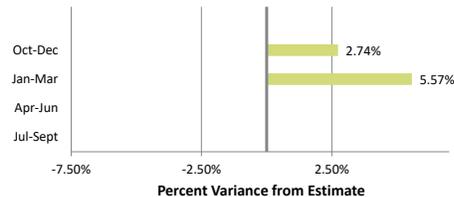
Responsible Department(s): Budget, Finance



HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



53

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

52. ACHIEVE PAYMENT TO VENDORS WITHIN TERMS ✔

Target: 86%

About this measure:

Measures the percentage of payments to vendors in a timely manner.

Why it is important:

Prompt payment of goods and services builds good relationships with the City's suppliers. Paying early may allow the City to take advantage of discounts offered by vendors.

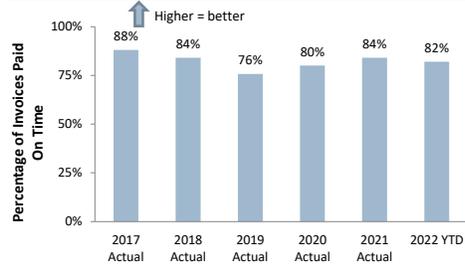
What is being done:

Ongoing training and outreach with departments has resulted in the clean-up of past-due invoices impacting the paid on time percentages. Additionally, departmental vacancies and an increase of city-wide absences during the second quarter, resulting from the Omicron variant, further caused delays in timely processing incoming invoices. With the employee absences subsiding and a mid-year readjustment to pay for positions performing this work, Finance anticipates the paid on time percentages to rebound the remainder of the fiscal year.

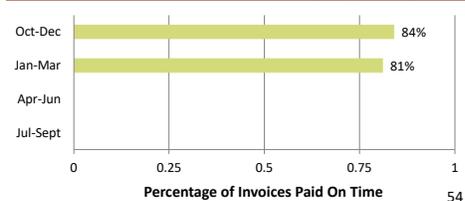
Responsible Department: Finance



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

53. EARNED MEDIA ✔

Target: 90%

About this measure:

This measure indicates the percentage of earned media coverage generated from news releases disseminated.

Why it is important:

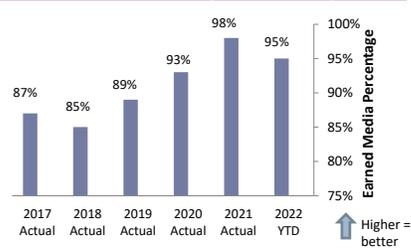
The Communications & Engagement Department is responsible for the City's corporate communications and works with the news media, as one channel of communication, to provide City-related information to the community. One measure of effectiveness is the amount of earned news coverage resulting from City news releases disseminated.

What is being done:

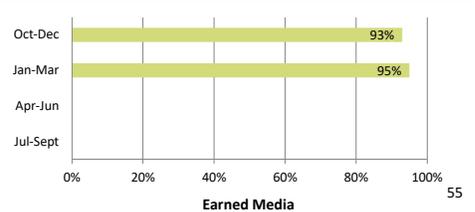
The Communications & Engagement Department proactively works with department PIOs to expand the City's overall news coverage with local, state, national and international media. On a daily basis, the Department coordinates media pitches with departments, develops thoughtful campaigns and story angles, coordinates news interviews, initiates pitch calls and messages to reporters, develops strategic messages, effectively utilizes social media and conducts regular media briefings. News media rely on City sources for accurate information and commentary on major issues, such as the COVID-19 pandemic, infrastructure, community health, public safety and other topics. The City's social media channels have also become a direct source of information for residents and the media with residents viewing and engaging with our content to stay informed but also address and report concerns.

Responsible Department: Communications & Engagement

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

54. VOLUNTARY TURNOVER RATE

Target: 9%

About this measure:

The voluntary turnover rate measures the percentage of full-time, civilian employees who leave the City organization by their own choice. This rate does not include retirements or involuntary separations such as employment terminations.

Why it is important:

This is a useful measure that shows the organization's progress in becoming an employer of choice. Low voluntary turnover typically reflects a workforce in which employees are satisfied with their current jobs and are not leaving for other employment.

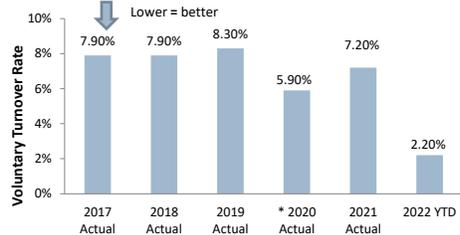
What is being done:

The City strives to increase employee satisfaction throughout the organization by working to provide employees with competitive salaries and a strong benefits package, along with an Employee Wellness Program that rewards healthy behavior.

Responsible Department: Human Resources

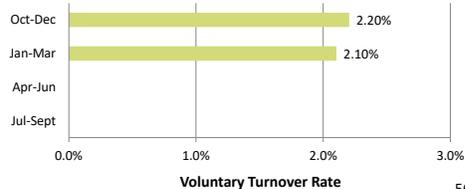


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID.

CURRENT YEAR PERFORMANCE (BY QUARTER)



56

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS

SERVICE AREA 7: OPEN GOVERNMENT

55. NUMBER OF BUSINESS DAYS TO FILL A POSITION

Target: 48 Business Days

About this measure:

This metric captures business days to fill standard recruitments (positions posted for 14 calendar days or less). This process begins when the department initiates the request to fill the position and concludes when the new employee begins work.

Why it is important:

Ensuring that positions are filled in a timely manner is critical for all departments' operational needs.

What is being done:

The Human Resources Department has significantly reduced the number of days to fill standard recruitments over the last few years, reducing the average from four to two months. In addition to internal process improvements, the department implemented an E-recruitment tool (NEGOV) to aid in the recruitment process. This online system automates the hiring and selection process and allows hiring departments to more effectively screen candidates with tailored questions, thereby reducing review time. The department is focused on enhanced coordination with departments to further streamline the hiring process, while also improving the quality and diversity of candidate pools.

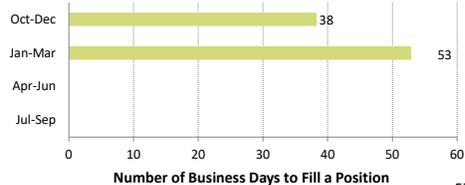
Responsible Department: Human Resources



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



57

SAN ANTONIO 24/7 PROVIDING SERVICES/ MEASURING RESULTS



SERVICE AREA 7: OPEN GOVERNMENT



56. 311 CALL CENTER ANSWER RATE



Target: 96% of Calls Answered

About this measure:

This measure tracks the percent of calls answered from those that were received and placed in the 311 queue.

Why it is important:

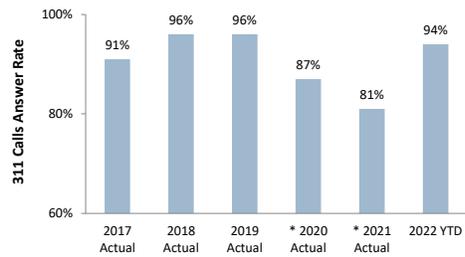
3-1-1 (210-207-6000) is the City's non-emergency phone number designated for residents inquiring about city services or events. 311 Customer Service Representatives are available seven days a week from 7am-7pm to answer questions and register resident concerns regarding a wide range of concerns including stray animals, potholes, garbage collection, overgrown yards, park maintenance, junk vehicles, etc. In FY 21, the 311 Call Center answered more than 877,500 which represents an increase of 22% from FY 2017.

What is being done:

In FY 2022, the department received additional full-time positions to assist with answering more calls made to the 311 Call Center. The 311 Customer Service Office is open seven days a week and receives more than 1 million interactions including phone calls, emails, and requests via the 311 website and the new 311 Mobile App, which is free and available through iTunes and the Google Play markets. These additional channels are integrated with the 311 CRM system and facilitate the ability to submit service requests for departments including Animal Care Services, Development Services/Code Enforcement, Historic Preservation, Metro Health, Parks and Recreation, Public Works, and Solid Waste Management.

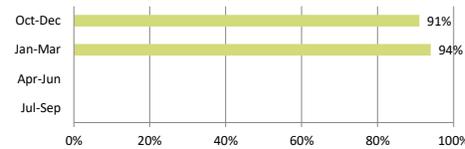
Responsible Department: 311 Customer Service

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*Decline in FY 2020 was impacted by COVID.

CURRENT YEAR PERFORMANCE (BY QUARTER)



311 Calls Answered within Service Level