

**DRAFT**  
**SAN ANTONIO DOWNTOWN PUBLIC IMPROVEMENT DISTRICT**  
**SERVICE AND ASSESSMENT PLAN**  
**FOR FISCAL YEARS 2015-2019**

**I. INTRODUCTION**

This Service and Assessment Plan (the “Plan”) is prepared in conformance with Public Improvement District Assessment Act, Texas Local Government Code, Ann. Sec. 372.001, et seq., as amended (the “Act”). The Plan is for five years commencing October 1, 2014 and will continue to be updated annually as required in the above referenced legislation.

**II. BOUNDARIES**

The boundaries of the San Antonio Downtown Public Improvement District (the “District”) are indicated on the map included as **Exhibit A**.

**III. IMPROVEMENTS AND/OR SUPPLEMENTAL SERVICES PLAN**

The objective of the Plan is to enhance the experience of pedestrian as well as vehicular traffic in the Downtown area by supplementing existing City of San Antonio (the “City”) services to assure a cleaner, safer and friendlier environment. The Plan anticipates that the City will continue to provide at least its current level of services throughout the District. The District may contract for some service while hiring its own employees for others.

The District is managed by the Centro Public Improvement District (formerly the Centro San Antonio Management Corporation), a non-profit Texas corporation (the “Corporation”), pursuant to a contract with the City of San Antonio entitled Contract for Improvements and/or Services in the San Antonio Public Improvement District in the Downtown Area (the “Management Agreement”). The Board of Directors (the “Board”) will meet at least twice annually to assure performance of its duties and will be directed in the conduct of its affairs by Roberts Rules of Order as well as its Articles of Incorporation and by-laws. The Board is constituted by its formal action taken at the organizational meeting held on June 29, 1999. Any vacancy on the Board that that may occur will be filled by the Board with individuals with comparable demographic characteristics as the person who vacated the Board. The CEO of Centro San Antonio, Inc. shall serve as the CEO of the Corporation and will serve on the Board as an ex-officio, non-voting member. The regularly scheduled Board meetings will be held in San Antonio at the Centro San Antonio Office, 110 Broadway Street, Suite 230 or as otherwise notified. The Board meetings for FY2015 will be held on or about February 11, 2015 and August 12, 2015.

The improvements and/or services in the Plan include reimbursement of costs for the management of the District, supplemental maintenance and landscaping/streetscaping services, marketing and promotion of the District, public service representatives, a business recruitment and retention program, a capital improvements program, planning services and other such improvements and programs as may be described in the annual plan below.

## YEAR ONE PLAN (October 1, 2014 – September 30, 2015)

### PROGRAMS:

#### Management/Administration

The Corporation has entered into a management agreement with Centro San Antonio to provide the following administrative and management services related to operations of the District. The District has budgeted \$641,000 for Management Fees:

- Provide the staff for administration and management of the District as necessary to supervise the daily services provided by the District; Support services such as clerical, accounting and bookkeeping, human resources and other administrative functions
- Management staff to oversee services and programs designed to benefit the District, including research and policy analysis, planning services, branding and marketing, business recruitment and retention and management oversight.
- Provide management, financial and program monitoring systems for operation of the District as required by the Management Agreement;
- Provide reports to the City concerning operations of the District as required by the Management Agreement;
- Recruit, hire, pay and supervise the work force which the Corporation will utilize to furnish services or, as noted below, enter into an agreement with and supervise a third party subcontractor in the District;
- All personnel will wear uniforms that distinctly identify them as working for and providing services in the District;

The Corporation's designated uniforms consist of shorts, short-sleeve shirts and hats for summer months, and long pants, jackets and rain-suits or ponchos for cooler months and wet weather. The contractors or employees providing maintenance services will be required to wear uniforms while on duty.

All equipment such as rolling trash bins, trucks, sweepers or other vehicles that the Corporation or the contractor may provide will be identified with the District logo.

- Provide office space for the District's administrative and management personnel as necessary;

The Corporation will occupy office space and share office services with Centro San Antonio located at 110 Broadway Street, Suite 230 in San Antonio, Texas.

- Maintain consistent communication with the City's designated representative and staff at other city departments concerning issues that may have an impact within the District.

- Participate in private or public meetings concerning operation and activities related to the District;
- Enter into and supervise contracts with subcontractors to provide landscaping, sidewalk cleaning, public service representatives or other services which the District elects to provide through subcontract;

As required and pursuant to the Management Agreement, the Corporation obtained proposals for the various services to be provided and may issue Request for Proposals or elect to continue utilizing the services of the existing contractors under this plan. To the extent that such proposals will not allow the Corporation and District to provide all of the services outlined in this Plan for any of the programs outlined below, the Corporation, working in conjunction with the City's designated representative as provided in the Management Agreement, shall reduce the scope of services to fall within the budget for such program.

- Assist the City by providing information about District improvements and/or supplemental services related to potential downtown development proposals and projects;
- Function as the Information Center for all matters relating to the operation of the District and advise the City in a timely manner of any problems with City-owned equipment or facilities in the District;
- Provide a recommended and updated *Service and Assessment Plan* to the City of San Antonio's designated representative annually, and quarterly reports on District activities..

## **District Operations**

The Corporation has budgeted \$206,000 for District Operations, and will provide the following operational services:

- An operations center for the District's administrative and management personnel and/or its subcontractor's employees and equipment, as necessary;

The Corporation's management agreement with Centro San Antonio includes the position of Director of PID Operations. The Director oversees the daily operation of the district, supervises sub-contractors that provide staffing to deliver District services and programs, administers contracts with all sub-contractors, and oversee other employees of the Corporation as applicable.

The Corporation's Operations Center occupies approximately 2,600 sq.ft. of street-level space and 1,700 sq.ft. of garage storage space located at 219 E. Travis St. in San Antonio, Texas. These spaces are utilized specifically for daily services described under "Maintenance", Landscaping / Streetscaping" and "Public Service Representatives". The Operations Center includes equipment and supplies storage space, a briefing center/workroom, a shared kitchen/breakroom, lockers and access to restrooms and dressing rooms.

The Corporation owns one light-duty pick-up truck, which it makes available for use by the District's sub-contractors. The trucks enable sub-contractors to better monitor the delivery of District services and facilitate trash and equipment pick-up and removal. The Corporation has three additional light-duty "Tiger" trucks with trailers that are used by the Maintenance & Streetscaping crews. Ownership of the light-duty "Tiger" trucks has been conveyed to the City for licensing purposes due to changes in TXDOT licensing regulations.

## Maintenance

The Corporation has budgeted \$1,312,000 for the Maintenance program, and intends to enter into an agreement with one or more sub-contractors prior to October 1, 2014 to provide the following maintenance services in the District during FY2015 (see **Exhibit B** for estimated service zones):

Sidewalk maintenance and washing services and graffiti abatement..

The Corporation will retain supervisory authority over subcontracted personnel and an operations manager to assure that services are performed in accordance with the Management Agreement and all applicable laws.

- Utilizing "white-wing" crews circulating throughout the District, sidewalks within the District will be inspected and swept to remove litter;

Sidewalk maintenance personnel equipped with brooms, dustpans, rolling trash bins, and two-way communication devices will perform a variety of maintenance activities throughout the District. The plan is for the "white-wing" crews to :

- Inspect sidewalks within the District's public right-of-ways (including parks) for needed maintenance and report to the Operations Center;
- Coordinate with the PID Director of Operations to request through the City's designated representative that City crews provide needed maintenance to identified areas;;
- Sweep sidewalks within the District's public right-of-ways, removing litter and placing in appropriate trash receptacles;
- Inspect sidewalks within the District public right-of-ways, remove weeds, graffiti tags, and gum spots from sidewalks. Duties may be adjusted when weather or special events interrupt standard work schedules. This service may also be accomplished utilizing volunteer service labor or adult probation labor services.
- Request that the Operations Center dispatch other District crews to address other maintenance issues not covered under "White Wing" service.

The proposed budget is based on the projected sidewalk maintenance personnel required to provide services in the sub-areas shown in **Exhibit B**. Work crews will provide services within the District from 8:00 a.m. to 9:00 p.m. Monday thru Sunday (various shifts), (excluding special events or holidays when expanded or reduced

hours may apply). The budget includes five cross-trained supervisors and one cross-trained project manager working a combined total of 240 hours each week.

This budget also anticipates that the one light-duty truck will be used for street trash bag pick up in coordination with the COSA's Solid Waste Dept. and the Center City Development and Operations Office.

- Two sidewalk vacuum sweeping machines, will circulate throughout the District, sweeping and vacuuming sidewalks to supplement the City sidewalk cleaning schedule;

The proposed budget reflects a plan to lease two additional sidewalk sweeping machines. Uniformed maintenance individuals will sweep and vacuum sidewalks an average of 105 total hours per week in selected areas in public right-of-ways of the District. The locations and frequency of service shall depend on weather, season of the year and pedestrian activity. The units are intended to supplement the "white wing" services detailed above. The units will not block vehicular traffic operations or impede pedestrian traffic at any time during peak weekday traffic hours.

- Six 2-member crews will circulate throughout the District, inspecting and washing sidewalks utilizing power washing equipment, to supplement the City sidewalk washing schedule;

The proposed budget reflects a plan to provide sidewalk washing services an average of 480 hours per week in selected areas in public right-of-ways throughout the District. The locations and frequency of service shall depend on weather, season of the year and the need for such services. All areas within the District will be periodically inspected for sidewalk washing and scheduling. Power washing equipment will not block vehicular traffic operations or impede pedestrian traffic at any time during peak weekday traffic hours.

Four of the 2-member crews operate truck and trailer pressure washing vehicles Sunday thru Thursday from 9:00 pm till 5:30 am focusing on bus stops and surrounding locations along transit and heavily used pedestrian corridors within the District. The four 2-member crews are supervised by one of the five cross-trained supervisors. The trucks and trailers units are leased from District sub-contractors. The fifth and sixth 2-member crews work Monday thru Sunday from 6:00 am till 3:00 pm, pressure washing sidewalks and removing graffiti throughout the District.

- Inspect for and remove graffiti from public areas in the District (including street furniture, benches, drinking fountains, fountains, public art, street planters, trash receptacles, recycling receptacles, other public streetscape improvements, pedestrian lighting, signage, equipment and signal cabinets, kiosks, and other related improvements in public areas) and coordinate with the City's graffiti removal program. The District will attempt to remove graffiti within a 24-hour period from the time of discovery. Graffiti includes paint, handbills and stickers, but does not include scratched or etched surfaces;

The “white-wing” crews will provide limited graffiti abatement of small tags, stickers, handbills and posters from painted and metal surfaces on an on-going basis as they perform litter pick-up.

The District will report the graffiti and coordinate with the designated City representative to determine how and by what means the graffiti can be abated. The District will also report graffiti on private and public leased and/or vacant property to be addressed pursuant to the City graffiti ordinance.

- The Corporation does not intend to empty existing trash & recycling receptacles in the public right-of-ways unless that receptacle is over half-full or an overflow situation exists. If either condition is present, the trash receptacle is emptied, re-bagged and the full bag is placed in the receptacle for pick-up by City and/or District crews.
- The 2015 budget also reflects plans to extend the Corporation’s “Grackle Relocation Program”. The program has been successful and further changes in the grackle roosting patterns should reduce the daily demand for power washing on many of the District’s sidewalks. The Corporation has budgeted \$58,218 out of the Maintenance budget.
- The Corporation intends to implement a new “Pigeon Relocation Program” for FY2015. The program anticipates a reduction in Pigeon excrement due to changes in the local population, which will reduce the daily demand for power washing on many of the District’s sidewalks. The Corporation has budgeted \$60,000 out of the Maintenance budget.
- The Corporation will contract separately for special event maintenance services. Such services are not specifically addressed in this plan. Normal schedules and services will be adjusted to accommodate special events that occur within the District.
- The Corporation shall maintain all District vehicles in a first-class operable state and safely handle the day-to-day operation of all vehicles which includes fueling and arranging for a mechanical and safety inspection of each vehicle both annually and before the vehicle is placed in service. Third-party certified vehicle inspections shall be conducted both before any vehicle is placed in service by Corporation or subcontractor of Corporation and annually, for mechanical and safety compliance as well as all other applicable rules, safety standards, regulations and laws.

### **Landscaping/Streetscaping**

The Corporation has budgeted \$265,000 for the Landscaping/Streetscaping program, and intends to enter into an agreement with one or more sub-contractors prior to October 1, 2014 to provide the following services in the District during FY2015. (see **Exhibit C** for areas anticipated to be covered):

#### Landscaping/streetscaping services

The Corporation will retain supervisory authority over sub-contracted personnel and an operations/services manager to assure that services are performed in accordance with the Management Agreement and all applicable laws.

- Install and maintain approved supplemental landscaping and planters in the District as follows;
  - This Plan assumes that all supplemental landscaping and planters installed in the District will be done with the approval of the City’s Historic Design and Review Commission (HDRC).
  - All landscape/streetscape improvements installed in the District from FY2000 thru FY2014, shall continue to be maintained as defined below. Care will be taken to avoid impeding vehicular and pedestrian traffic when maintaining these improvements. Days and hours of maintenance service will be restricted as described for additional improvements listed below. The planters are located on light poles, stair rails and in large pot clusters throughout the District boundary.
  - The service will include installation, planting and annual maintenance (watering, fertilizing, pruning, wound treating and disease control). The light-pole planters and stair rail planters will be replanted three times during the year. The small plants in the sidewalk clusters will also be replanted twice during the year. All dead or stolen plants will be replaced on an as-required basis. A three to a five-person crew will circulate throughout the District and any additional contract areas to maintain these improvements on a daily basis or as required.
  - The Corporation will continue to maintain and water the three planters on Convention Plaza at the Streetcar Station belonging to the City of San Antonio.
  - The Corporation may install supplemental plant materials in planters and planting beds in other City parks, along the RiverWalk, or in the public right-of-way if sufficient budget funds are available and the City approves the work.
  - The Corporation will advise the City’s designated representative in a timely manner of the need for capital improvements, replacements, repairs and/or relocations of City landscaping/streetscape improvements or other City property in the District.

### **Public Services Representatives**

The Corporation has budgeted \$773,000 for a Public Service Representative program and intends to enter into an agreement with one or more sub-contractors prior to October 1, 2014 to provide the following services within the District during FY2015. (see **Exhibit D** for estimated coverage areas)

The Corporation will retain supervisory authority over subcontracted personnel and an operations/services manager to assure that services are performed in accordance with subcontracts, the Management Agreement and all applicable laws.

- PSR’s will be trained to provide information, directions, render assistance, and observe and report undesirable conditions;

The Corporation and/or its designated sub-contractor will maintain and conduct a specially developed program for PSR’s consisting of both classroom and in-field

training in such subject areas as: personal conduct, CPR and First Aid certification, public relations, downtown directions (attractions, bus and trolley stops, bus route and schedule information), effective communications, and use of equipment.. The Corporation requests that the City, through various departments, continue to cooperate and assist in the training of the public service representatives (SAPD Foot & Bicycle Patrol, SAPD Park Police, SAFD, EMS, COSA City Attorneys office, etc.) and VIA Metropolitan Transit.

- PSR's will be equipped with two-way communication capability;

The Corporation will purchase and/or lease two-way radios for all PSR's to carry and use while on duty in the District. PSR's will be in contact with the District Operations Center and other District and City service providers through the operations center.

- PSR's will not be, or function as, deputized law enforcement officers. They will work in close coordination with public and private law enforcement individuals and agencies within and surrounding the District;
- PSR's will circulate throughout the District in assigned sub-areas shown in **Exhibit D**. The schedule will fluctuate to meet daily, seasonal or special event needs and conditions;

Crews will provide services within the District from 9:00 a.m. until 9:00 p.m., every day, Monday thru Sunday. There will also be additional PSR's on duty during all shifts at key high-pedestrian traffic intersections in the District. Personnel and assignments may vary depending on time-of-day, weather, season, special events, holidays or public activity. In addition, one cross-trained project manager, five cross-trained supervisors of the PSR's and one person assigned to staff the Operations Center will be on duty at all times.

- The Corporation will discuss with the City's designated representative the appropriate levels of public law enforcement (foot and bicycle patrols, police cruisers, park police, etc.) within the District;
- PSR's will staff the Centro Information Center/Public Restroom Facility in the River Bend Garage located at 210 N. Presa. One PSR will be on duty at or in the vicinity of the facility from 9:00 a.m. until 9:00 p.m. seven days a week with the exception of certain holidays.

### **Business Retention & Recruitment Program**

The Corporation has budgeted \$200,000 for the ongoing development and implementation of a business retention and recruitment program. The plan contemplates the following services:

- Continued development and ongoing management of a property inventory database that will track occupied and vacant commercial, retail and residential space; including property ownership, broker information, tenant mix and industry classification.
- Ongoing development and initial implementation of a retail strategy to identify and potentially recruit local, regional and/or national retailers to occupy available space within

the District; with an initial focus on the Houston Street corridor extending from Alamo Plaza on the east to Market Square on the west.

- Coordination with the efforts of other organizations in San Antonio, along with a review of best practices from other cities with successful programs.
- The plan contemplates the hiring of an individual and/or consultant services to assist with development and implementation of the program. The plan also contemplates local and out-of-town travel costs associated with business recruitment efforts.

## **Branding and Marketing**

The Corporation has budgeted \$400,000 for the ongoing development and implementation of a downtown branding, marketing and public relations campaign. The campaign will be developed and managed with support from one or more designated marketing and creative agencies. Services include:

- Develop and implement a public service campaign describing the services and activities offered within the District to a diverse audience of downtown workers, residents, visitors and the greater San Antonio metropolitan area. The campaign will likely use a variety of platforms; including traditional media, web-based programs and social media; with the goal to gain positive media exposure for the District and surrounding downtown area.
- Conduct additional consumer surveys to measure changes in audience perceptions of downtown, the center city and the District. Results will be used to help craft appropriate brand statements and key message points to be used in the campaign.
- Evaluate partnerships with private web-based event calendar aggregators to create a downtown and District-specific on-line events calendar.
- Develop and launch a “Why Downtown Matters” messaging strategy that will use a variety of platforms to communicate this message community-wide to businesses, organizations, civic leaders, elected officials, governmental entities and the broader community.
- Define and market the downtown brand through a comprehensive campaign targeted to San Antonio and surrounding communities with the goal to increase visits to downtown and boost the business of companies within and surrounding the District. It is expected that the campaign will use traditional, web-based and social media platforms including a co-branded website with Centro San Antonio.
- Sponsor and/or create and manage a select number of special events within or surrounding the District as part of the overall campaign to attract local visitors to downtown.

## Capital Projects

The Corporation has budgeted \$350,000 for capital projects within the District. The Corporation and its designated management company, Centro San Antonio, are evaluating several concepts that could be implemented in select areas within the District; including La Villita, Houston Street, Travis Park and the City's newly designated cultural zone, El Mercado Zona Cultural. Concepts for improvements in the public right-of-way could include:

- Way-finding signage
- Decorative street lighting,
- Holiday Lighting
- Public Art
- Furnishings
- Downtown Branding Elements

The Corporation is also considering other support services that could enhance the pedestrian and consumer experience within the District; including services related to code compliance and security.

## Planning

The Corporation has budgeted \$200,000 for planning within the District. The Corporation anticipates hiring an individual and/or consultants with specific expertise in the following planning areas that are part of the FY2015 service plan.

- Update to the 1999 Downtown Neighborhood Plan
- A transportation plan to be part of the update and one that aligns with the City's transportation plan
- A parking plan to be part of the neighborhood plan update
- A downtown-specific Arts & Culture plan focused on connecting organizations, historic cultural assets, artistic and performance venues within and surrounding the District.
- A capital plan

## Other Services

The Corporation may at some time during FY2015 provide additional services and/or participate in additional programs not currently contemplated, but that could be of benefit to properties located within the District. Said additional services would be subject to approval by the Corporation's Board of Directors. A Program Reserve Fund, as described below, has been established in the budget for this purpose, and any unused funds remaining in this budget item at the end of the year will be placed in an investment account for use on future projects, to be approved by the Board.

## Other District Revenue

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

- Public Assessments from the City of San Antonio as required by statute and detailed in the “Contract for Improvements...” between the City and the Corporation.
- Per an inter-local agreement between the City and VIA Metropolitan Transit (“VIA”), VIA provides \$225,000 annually to the District for services provided by the District on behalf of VIA.
- Funds from the City per an agreement the City has with the management company for the Majestic and Empire Theatres (Estimated to be \$16,994 for FY2015).
- Funds from the City per an agreement the City has with the Corporation for special power washing that is provided in the District boundary and a separate source of funding other than assessment revenue will pay for these contract services and is reflected in the annual budget. (Estimated to be \$210,000 for FY2015).

**[SHOULD WE CONSIDER INCLUDING THE RIVERWALK SANITATION AGREEMENT IN THE SERVICE AND ASSESSMENT PLAN. IT IS NOT CURRENTLY IN THE PLAN AND IS SET TO EXPIRE AND BE REBID IN SPRING OF 2015]**

Additionally, the Corporation, through direct agreements with the entities noted below, receives voluntary contributions to the District for services to be provided within the District Boundaries. The Corporation intends to receive these payments directly and will disburse these funds to cover the costs of services to be provided under these separate agreements.

- A voluntary public assessment from Bexar County provided for under an agreement between Bexar County and the Corporation for services to be provided within the District boundaries. It is estimated that this voluntary assessment will total \$75,000 in FY2015.
- A voluntary contribution of \$150,000 under an agreement between the Corporation and Christus Santa Rosa Health System for services provided in the District boundary on behalf of Christus Santa Rosa.

**Contingency, Program Reserve**

The Corporation has budgeted \$100,000 for contingency within the District. These funds shall be used within the PID, at the Contractor’s discretion with the approval of the designated City representative. In FY2006 the Corporation established a Program Reserve Fund to establish an account to be used for special projects. On an annual basis \$25,000 has been contributed to this fund. In FY2015 an additional \$25,000 has been budgeted for the Program Reserve Fund. Projects that the Program Reserve Fund could fund would require the approval of the Corporation’s Board of Directors and the City’s designated representative.

**FY2015 Budget**

	FY2015
REVENUES	
BEGINNING BALANCE	1,531,100
Assessments (Private)	3,201,200
Assessments (City and CPS)	262,600
Contracts and Other Revenue	677,000
Interest on Deposits	6,000
Delinquent Payments and P&I	39,000
TOTAL REVEUNE	4,185,800
AMOUNT AVAILABLE	5,716,900
EXPENDITURES	
Management/Administration	641,000
District Operations	206,000
Maintenance	1,312,000
Landscaping/Streetscaping	265,000
Public Service Representatives	773,000
Business Retention and Recruitment	200,000
Capital Projects	350,000
Branding and Marketing	400,000
Planning	200,000
Contingency	100,000
City Sidewalk Pressure Washing	210,000
Program Reserve	25,000
TOTAL EXPENSES	4,682,000
ENDING BALANCE	1,034,900

**FISCAL FORECAST FOR YEARS TWO THROUGH FIVE (Oct. 1, 2015 – Sept. 30, 2019)**

This fiscal forecast assumes that the Corporation, at a minimum, will continue to provide the programs and services as defined in this FY2015 Service and Assessment Plan. The projections are based on the assumptions noted below. A new budget will be established each year that will be based on the assessment rate, assessed valuation, assessment collections and services to be delivered. The remaining fund balance from each year will be carried forward for use as the beginning balance in the following year.

**Revenue Forecast**

Projects annual revenue increases of two percent per year in Public and Private Assessments.

**Expense Forecast**

Expenses for Management Fees, Operations, and Contractual Services (Maintenance, Landscaping/Streetscaping, Public Service Representatives and City Sidewalk Pressure Washing), are projected to increase by two percent in Year Two through Year Five. Business Recruitment & Retention, Capital Projects Marketing/Image Campaign & Promotions, Planning, Contingency and Program Reserve are projected to stay flat Year Two through Year Five.

## YEAR TWO (FY2016) THROUGH FIVE (FY2019) PROJECTED BUDGET

	FY2016	FY2017	FY2018	FY2019
<b>REVENUES</b>				
BEGINNING BALANCE	1,034,900	854,276	689,540	541,008
Assessments (Private)	3,265,224	3,330,528	3,397,139	3,465,082
Assessments (City and CPS)	267,852	273,209	278,673	284,247
Contracts and Other Revenue	690,540	704,351	718,438	732,807
Interest on Deposits	6,120	6,242	6,367	6,495
Delinquent Payments and P&I	39,780	40,576	41,387	42,215
<b>TOTAL REVEUNE</b>	<b>4,269,516</b>	<b>4,354,906</b>	<b>4,442,004</b>	<b>4,530,845</b>
<b>AMOUNT AVAILABLE</b>	<b>5,304,416</b>	<b>5,209,182</b>	<b>5,131,544</b>	<b>5,071,853</b>
<b>EXPENDITURES</b>				
Management/Administration	653,820	666,896	680,234	693,839
District Operations	210,120	214,322	218,609	222,981
Maintenance	1,338,240	1,365,005	1,392,305	1,420,151
Landscaping/Streetscaping	270,300	275,706	281,220	286,845
Public Service Representatives	788,460	804,229	820,314	836,720
Business Retention and Recruitment	200,000	200,000	200,000	200,000
Capital Projects	300,000	300,000	300,000	300,000
Branding and Marketing	250,000	250,000	250,000	250,000
Planning	100,000	100,000	100,000	100,000
Contingency	100,000	100,000	100,000	100,000
City Sidewalk Pressure Washing	214,200	218,484	222,854	227,311
Program Reserve	25,000	25,000	25,000	25,000
<b>TOTAL EXPENSES</b>	<b>4,450,140</b>	<b>4,519,643</b>	<b>4,590,536</b>	<b>4,662,846</b>
<b>ENDING BALANCE</b>	<b>854,276</b>	<b>689,540</b>	<b>541,008</b>	<b>409,006</b>

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

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

**Description of FY2015 Assessment Calculation:**

The assessment year will be concurrent with the City's Tax Year, January 1, through December 31. The Assessment levy against private property (based on \$.15/\$100 of assessed valuation for all properties except for residential condominiums which will be based on \$.09/\$100 of assessed valuation) is estimated in Year One to be **\$3,266,556**. For budgeting purposes, a 98% collection rate is assumed yielding approximately **\$3,201,225**. The assessment levy on private properties is expected to grow at an approximate rate of 2% per year each year thereafter through FY2019.

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

Of the **942** property accounts in the District, **86** are certified as exempt, leaving **856** accounts to be assessed in FY2015. **784** accounts in the District are certified to date for a value of **\$2,152,451,743** for the 2014 assessment year. The remaining **72** accounts in the District, which are not yet certified, have a prior year value of **\$44,902,091**. This Plan assumes that the uncertified accounts will at least remain at the prior year value. When the value of the certified accounts is added to the prior year value of the uncertified accounts, the total value of private properties in the District is **\$2,197,353,834**.

The value of taxable properties, when combined with City Exempt property values totaling **\$175,046,666** (City & CPS), provides a total valuation of the District upon which to base the assessment for FY2015 of **\$2,372,400,500**. The valuations on which the Budget is based in this plan for the remaining years of the current district's authorization are estimated to be sufficient to provide the improvements and/or services as described above in this Plan.