

AN ORDINANCE 2016-03-10-0189

AUTHORIZING A CONTRACT WITH OPENGOV, INC., FOR A FINANCIAL/PERFORMANCE TRANSPARENCY APPLICATION IN THE AMOUNT OF \$82,410.00 FOR A ONE-YEAR TERM WITH TWO, ONE-YEAR RENEWAL OPTIONS OF \$77,510.00, FOR A TOTAL OF \$237,430.00 FUNDED THROUGH THE FY 2016 GENERAL FUND BUDGET EACH YEAR.

* * * * *

WHEREAS, the City of San Antonio continues to strive toward providing residents easily accessible and relevant information through its financial transparency efforts, including making available on the City's website the City's annual budget documents, annual financial reports, quarterly reports, and budget presentations; and

WHEREAS, the City issued a Request for Competitive Sealed Proposal for a "Financial/Performance Transparency Application" on December 11, 2015, to provide residents the ability to quickly and easily view budget information in a graphical interface with historical context and download specific data, for which OpenGov, Inc., is recommended for award; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. An agreement with OpenGov, Inc., to provide the City of San Antonio with a Financial / Performance Transparency Application in the amount of \$82,410 for a one-year term, with two, one-year renewal options of \$77,510 for a total of \$237,430, is hereby approved. A copy of the agreement is attached hereto and is incorporated by reference as **Attachment I**. The City Manager, Office of Management and Budget Director, or their respective designees, is hereby authorized to execute the agreement and any related documents.


SECTION 2. The amounts will be encumbered upon issuance of a purchase order, and payment is authorized to OpenGov, Inc. All expenditures will be in accordance with the Fiscal Year 2016 and subsequent budgets that fall within the term period of this contract approved by City Council.

SECTION 3. The financial allocations in this Ordinance are subject to approval by the Director of Finance, City of San Antonio. The Director of Finance, may, subject to concurrence by the City Manager or the City Manager's designee, correct allocations to specific SAP Fund Numbers, SAP Project Definitions, SAP WBS Elements, SAP Internal Orders, SAP Fund Centers, SAP Cost Centers, SAP Functional Areas, SAP Funds Reservation Document Numbers and SAP GL Accounts as necessary to carry out the purpose of this Ordinance.

JK
3/10/16
Item No. 4

SECTION 4. This ordinance shall be effective immediately upon passage by eight affirmative votes; otherwise it shall be effective on the tenth day after passage hereof.

PASSED and APPROVED this 10th day of March, 2016.



M A Y O R
Ivy R. Taylor

ATTEST:

APPROVED AS TO FORM:



Leticia M. Vacek, City Clerk



Martha G. Sepeda, Acting City Attorney

Agenda Item:	4						
Date:	03/10/2016						
Time:	09:49:48 AM						
Vote Type:	Motion to Approve						
Description:	An Ordinance authorizing a contract with OpenGov, Inc. for Financial / Performance Transparency Application in the amount of \$82,410.00 for a one-year term with two, one-year renewal options of \$77,510.00 for a total of \$237,430.00 funded through the FY 2016 General Fund Budget each year. [Maria Villagomez, Assistant City Manager; John Woodruff, Director, Management and Budget]						
Result:	Passed						
Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Ivy R. Taylor	Mayor	x					
Roberto C. Treviño	District 1		x				x
Alan Warrick	District 2		x				
Rebecca Viagran	District 3		x				
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5	x					
Ray Lopez	District 6		x			x	
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x				

**INTEGRATION AGREEMENT FOR FINANCIAL / PERFORMANCE TRANSPARENCY
APPLICATION**

**REQUEST FOR COMPETITIVE SEALED PROPOSAL
NO.: 6100006937**

**BETWEEN THE CITY OF SAN ANTONIO, TEXAS
AND
OPENGOV, INC.**

STATE OF TEXAS §
 §
COUNTY OF BEXAR §

This Agreement is entered into by and between the City of San Antonio, Texas, a home-rule municipal corporation (City), and OpenGov, Inc. (OpenGov), both of which may be referred to herein collectively as the "Parties".

The Parties hereto severally and collectively agree, and by the execution hereof are bound, to the mutual obligations herein contained and to the performance and accomplishment of the tasks hereinafter described.

1.0 CONTRACT DOCUMENTS

1.1 The terms and conditions for performance and payment of compensation for this Agreement are set forth in the following contract documents, true and correct copies of which are attached hereto and fully incorporated herein for all purposes, and shall be interpreted in the order of priority as appears below:

- a. This Integration Agreement;
- b. City's Request for Competitive Sealed Proposal (RFCSP) 6100006937, including all attachments, addendums, best and final offers, and clarification statements thereto (Exhibit A);
- c. OpenGov Statement of Work (Exhibit B);
- d. Pricing Schedule (Exhibit C);
- e. OpenGov Response to RFCSP 6100006937 (Exhibit D); and
- f. OpenGov Software Agreement (Exhibit E).

2.0 INSURANCE

Prior to the commencement of any work under this Agreement, OpenGov shall furnish copies of all required endorsements and completed Certificate(s) of Insurance to the City's Finance Department, Purchasing Division, which shall be clearly labeled "Financial / Performance Transparency

Application” in the Description of Operations block of the Certificate. The Certificate(s) shall be completed by an agent and signed by a person authorized by that insurer to bind coverage on its behalf. The City will not accept a Memorandum of Insurance or Binder as proof of insurance. The certificate(s) must be signed by the Authorized Representative of the carrier, and list the agent’s signature and phone number. The certificate should be mailed, with copies of all applicable endorsements, directly from the insurer’s authorized representative to the City. The City shall have no duty to pay or perform under this Agreement until such certificate and endorsements have been received and approved by the City’s Finance Department, Purchasing Division. No officer or employee, other than the City’s Risk Manager, shall have authority to waive this requirement.

The City reserves the right to review the insurance requirements of this Article during the effective period of this Agreement and any extension or renewal hereof and to modify insurance coverages and their limits when deemed necessary and prudent by City’s Risk Manager based upon changes in statutory law, court decisions, or circumstances surrounding this Agreement. In no instance will City allow modification whereby City may incur increased risk.

OpenGov’s financial integrity is of interest to the City; therefore, subject to OpenGov’s right to maintain reasonable deductibles in such amounts as are approved by the City, OpenGov shall obtain and maintain in full force and effect for the duration of this Agreement, and any extension hereof, at OpenGov’s sole expense, insurance coverage written on an occurrence basis, unless otherwise indicated, by companies authorized to do business in the State of Texas and with an A.M Best’s rating of no less than A- (VII), in the following types and for an amount not less than the amount listed below:

TYPE	AMOUNTS
1. Commercial General Liability Insurance to include coverage for the following: <ul style="list-style-type: none"> a. Premises/Operations b. Products/Completed Operations c. Personal/Advertising Injury 	For <u>Bodily Injury</u> and <u>Property Damage</u> of \$1,000,000 per occurrence; \$2,000,000 General Aggregate, or its equivalent in Umbrella or Excess Liability Coverage

OpenGov agrees to require, by written contract, that all subcontractors providing goods or services hereunder obtain the same categories of insurance coverage required of OpenGov herein, and provide a certificate of insurance and endorsement that names the OpenGov and the CITY as additional insureds. Policy limits of the coverages carried by subcontractors will be determined as a business decision of OpenGov. OpenGov shall provide the CITY with said certificate and endorsement prior to the commencement of any work by the subcontractor. This provision may be modified by City’s Risk Manager, without subsequent City Council approval, when deemed necessary and prudent, based upon changes in statutory law, court decisions, or circumstances surrounding this agreement. Such modification may be enacted by letter signed by City’s Risk Manager, which shall become a part of the contract for all purposes.

As they apply to the limits required by the City, the City shall be entitled, upon request and without expense, to receive copies of the policies, declaration page, and all required endorsements. OpenGov shall be required to comply with any such requests and shall submit requested documents

to City at the address provided below within 10 days. OpenGov shall pay any costs incurred resulting from provision of said documents.

City of San Antonio
Attn: IT Procurement Office, Finance Department
P.O. Box 839966
San Antonio, Texas 78283-3966

OpenGov agrees that with respect to the above required insurance, all insurance policies are to contain or be endorsed to contain the following provisions:

- Name the City, its officers, officials, employees, volunteers, and elected representatives as additional insureds by endorsement, as respects operations and activities of, or on behalf of, the named insured performed under contract with the City, with the exception of the workers' compensation and professional liability policies;
- Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where the City is an additional insured shown on the policy;
- Workers' compensation, employers' liability, general liability and automobile liability policies will provide a waiver of subrogation in favor of the City.
- Provide advance written notice directly to City of any suspension or non-renewal in coverage, and not less than ten (10) calendar days advance notice for nonpayment of premium.

Within five (5) calendar days of a suspension, cancellation or non-renewal of coverage, OpenGov shall provide a replacement Certificate of Insurance and applicable endorsements to City. City shall have the option to suspend OpenGov's performance should there be a lapse in coverage at any time during this contract. Failure to provide and to maintain the required insurance shall constitute a material breach of this Agreement.

In addition to any other remedies the City may have upon OpenGov's failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the City shall have the right to order OpenGov to stop work hereunder, and/or withhold any payment(s) which become due to OpenGov hereunder until OpenGov demonstrates compliance with the requirements hereof.

Nothing herein contained shall be construed as limiting in any way the extent to which OpenGov may be held responsible for payments of damages to persons or property resulting from OpenGov's or its subcontractors' performance of the work covered under this Agreement.

It is agreed that OpenGov's insurance shall be deemed primary and non-contributory with respect to any insurance or self insurance carried by the City of San Antonio for liability arising out of operations under this Agreement.

It is understood and agreed that the insurance required is in addition to and separate from any other obligation contained in this Agreement and that no claim or action by or on behalf of the City shall be limited to insurance coverage provided..

OpenGov and any Subcontractors are responsible for all damage to their own equipment and/or property.

3.0 INDEMNIFICATION

OPENGOV covenants and agrees to FULLY INDEMNIFY, DEFEND and HOLD HARMLESS, the CITY and the elected officials, employees, officers, directors, volunteers and representatives of the CITY, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon the CITY directly or indirectly arising out of, resulting from or related to OPENGOV'S activities under this Agreement, including any acts or omissions of OPENGOV, any agent, officer, director, representative, employee, consultant or subcontractor of OPENGOV, and their respective officers, agents employees, directors and representatives while in the exercise of the rights or performance of the duties under this Agreement. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of CITY, its officers or employees, in instances where such negligence causes personal injury, death, or property damage. IN THE EVENT OPENGOV AND CITY ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF TEXAS, WITHOUT, HOWEVER, WAIVING ANY GOVERNMENTAL IMMUNITY AVAILABLE TO THE CITY UNDER TEXAS LAW AND WITHOUT WAIVING ANY DEFENSES OF THE PARTIES UNDER TEXAS LAW.

The provisions of this INDEMNITY are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. OPENGOV shall advise the CITY in writing within 24 hours of any claim or demand against the CITY or OPENGOV known to OPENGOV related to or arising out of OPENGOV's activities under this AGREEMENT and shall see to the investigation and defense of such claim or demand at OPENGOV's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving OPENGOV of any of its obligations under this paragraph.

Defense Counsel - CITY shall have the right to select or to approve defense counsel to be retained by OPENGOV in fulfilling its obligation hereunder to defend and indemnify CITY, unless such right is expressly waived by CITY in writing. OPENGOV shall retain CITY approved defense counsel within seven (7) business days of CITY'S written notice that CITY is invoking its right to indemnification under this Contract. If OPENGOV fails to retain Counsel within such time period, CITY shall have the right to retain defense counsel on its own behalf, and OPENGOV shall be liable for all costs incurred by CITY. CITY shall also have the right, at its option, to be represented by advisory counsel of its own selection and at its own expense, without waiving the foregoing.

Employee Litigation - In any and all claims against any party indemnified hereunder by any employee of OPENGOV, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation

or benefits payable by or for OPENGOV or any subcontractor under worker's compensation or other employee benefit acts.

4.0 LAW APPLICABLE

4.1 THIS CONTRACT SHALL BE CONSTRUED UNDER AND IN ACCORDANCE WITH THE LAWS OF THE STATE OF TEXAS AND ALL OBLIGATIONS OF THE PARTIES CREATED HEREUNDER ARE PERFORMABLE IN BEXAR COUNTY, TEXAS.

4.2 Any legal action or proceeding brought or maintained, directly or indirectly, as a result of this Contract shall be heard and determined in the City of San Antonio, Bexar County, Texas.

5.0 TERMINATION

5.1 For purposes of this Agreement, "termination" of this Agreement shall mean termination by expiration of the Agreement term as stated, or earlier termination pursuant to any of the provisions hereof.

5.2 Termination Without Cause. This Agreement may be terminated by City upon 30 calendar days written notice. In the event of such termination by City, City shall pay OpenGov for all work executed and materials delivered to City in accordance with this Agreement, and costs incurred by reason of such termination.

5.3 Termination For Cause. Upon written notice, either party may terminate this Agreement as of the date provided in the notice, in whole or in part, upon the occurrence of one (1) or more of the following events, each of which shall constitute an Event for Cause under this Agreement:

5.3.1 The sale, transfer, pledge, conveyance or assignment of this Agreement without prior approval, which shall not be reasonably be withheld,

5.3.2 City's failure for a period of thirty (30) days to pay OpenGov for service and/or materials under of this Agreement.

5.4 Defaults With Opportunity for Cure. Should OpenGov default in the performance of this Agreement in a manner, same shall be considered an event of default. City shall deliver written notice of said default specifying such matter(s) in default. OpenGov shall have thirty (30) calendar days after receipt of the written notice to cure such default. If OpenGov fails to cure the default within such thirty-day cure period, City shall have the right, without further notice, to terminate this Agreement in whole or in part as City deems appropriate, and to contract with OpenGov to complete the work required in this Agreement. City shall also have the right to offset the cost of said new Agreement with any subsequent vendor against OpenGov future or unpaid invoice(s), subject to the duty on the part of City to mitigate its losses to the extent required by law.

5.4.1 Bankruptcy or selling substantially all of company's assets

5.4.2 Failing to perform or failing to comply with any covenant herein required

5.4.3 Performing unsatisfactorily.

5.4.4 Failure to meet acceptance test criteria approval on the third attempt.

- 5.5 Termination By Law. If any state or federal law or regulation is enacted or promulgated which prohibits the performance of any of the duties herein, or, if any law is interpreted to prohibit such performance, this Agreement shall automatically terminate as of the effective date of such prohibition.
- 5.6 Regardless of how this Agreement is terminated, OpenGov shall affect an orderly transfer to City or to such person(s) or firm(s) as the City may designate, at no additional cost to City, all completed or partially completed documents, papers, records, charts, reports, and any other materials or information produced as a result of or pertaining to the services rendered by OpenGov, or provided to OpenGov, hereunder, regardless of storage medium, if so requested by City, or shall otherwise be retained by OpenGov. Payment of compensation due or to become due to OpenGov is conditioned upon delivery of all such documents, if requested.
- 5.7 Termination not sole remedy. In no event shall City's action of terminating this Agreement, whether for cause or otherwise, be deemed an election of City's remedies, nor shall such termination limit, in any way, at law or at equity, City's right to seek damages from or otherwise pursue OpenGov for any default hereunder or other action.
- 5.8 If funding for the entire Agreement is not appropriated at the time this Agreement is entered into, City retains the right to terminate this Agreement at the expiration of each of City's budget periods, and any subsequent contract period is subject to and contingent upon such appropriation. In the event of such termination by City, OpenGov shall be entitled to payment in full for all work which OpenGov has performed in accordance with this Agreement and all equipment which OpenGov has delivered to the City pursuant to this Agreement.

6.0 ENTIRE AGREEMENT

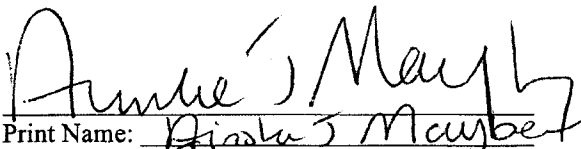
This Agreement, together with its exhibits, if any, constitutes the final and entire agreement between the parties hereto and contains all of the terms and conditions agreed upon. No other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind the parties hereto, unless the same are in writing, dated subsequent to the date hereto, and duly executed by the parties.

EXECUTED and **AGREED** to as of the dates indicated below. This Agreement may be executed in multiple copies, each of which shall constitute an original.

CITY OF SAN ANTONIO

OPENGOV, INC.

 John Woodruff
 Director of Office of Management and Budget
 Date: _____

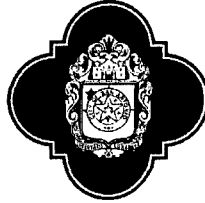

 Print Name: Annie J Mayberry
 Title: CFO
 Date: 3/09/16

Approved as to Form:

 Assistant City Attorney

CITY OF SAN ANTONIO

OFFICE OF MANAGEMENT & BUDGET



REQUEST FOR COMPETITIVE SEALED PROPOSAL ("RFCSP")

for

FINANCIAL / PERFORMANCE TRANSPARENCY APPLICATION

6100006937

RFCSP 2016-034

Release Date: DECEMBER 11, 2015

Proposals Due: JANUARY 15, 2016

002 TABLE OF CONTENTS

TABLE OF CONTENTS		
Section		Page Number
002	Table of Contents	2
003	Scope of Service	3
004	Additional Requirements	6
005	Term of Contract	8
006	Pre-Submittal Conference	9
007	Proposal Requirements	9
008	Changes to RFCSP	10
009	Submission of Proposal	10
010	Restrictions on Communication	12
011	Evaluation of Criteria	13
012	Award of Contract and Reservation of Rights	13
013	Bonds	14
014	Software Escrow Requirement	14
015	Acceptance Criteria	14
016	Schedule of Events	15
017		
RFCSP Exhibits		
RFCSP Exhibit 1	Insurance Requirements	16
RFCSP Exhibit 2	Indemnification Requirements	18
RFCSP Exhibit 3	Interlocal Participation	19
RFCSP Exhibit 4	Small Business Economic Development (SBEDA) Program	20
RFCSP Exhibit 5	Non-Discrimination	27
RFCSP Exhibit 6	Appendix A – Sample Budget Report	28
RFCSP Exhibit 7	Appendix B – Sample Performance Measures Report	29
RFCSP Exhibit 8	Appendix C – Sample Bond Program Reports	30
018		
RFCSP Attachments		
Respondent's Proposal must contain the following documents. These forms can be found as attachments to this RFCSP or web links, as indicated.		
Attachment A, Part One	Respondent Questionnaire	31
Attachment A, Part Two	Experience, Background, Qualifications	36
Attachment A, Part Three	Proposal Plan and Solution	37
Attachment B	Contracts Disclosure Form	39
Attachment C	Litigation Disclosure Form	40
Attachment D	SBEDA Utilization Plan	41
Attachment E	Pricing Schedule	42
Attachment F	Signature Page	43
Attachment G	Veteran-Owned Small Business Program Tacking Form	45
Attachment H	Proposal Checklist	46
Attachment I	Certificate of Interested Parties (Form 1295)	47

003 SCOPE OF SERVICE

BACKGROUND

The purpose of the purchase is to increase accessibility and transparency of the City of San Antonio's current and historical budget data and performance measures. The City seeks provide residents the ability to quickly and easily see budget information in a graphical interface with historical context, along with the ability to download specific data.

PROJECT OVERVIEW

The City of San Antonio is seeking proposals for a web-based system (Open Data Portal) to provide presentation of financial data and performance measures. The proposed solution will increase accessibility and transparency of the City's financial information and performance measures. The types of data to be presented include financials and performance measures via an easy to use, intuitive, flexible, graphically oriented system.

The system should be a Software as a Service (SaaS), defined as an application or applications hosted by the Respondent where the City does not take ownership of the software, and is instead purchasing access to the application via the internet.

The Respondent is encouraged to read the Solicitation documents very carefully, as the City shall not be responsible for errors and omissions on the part of the Respondent. The Respondent is also encouraged to carefully review their final submittal documents, as the Evaluation Committee is not required to make interpretations or correct detected errors in calculations.

MINIMUM CONTRACTOR QUALIFICATIONS

Respondent shall have a fully developed product implemented for municipalities/government entities. Respondent will be required to provide proof that the current product has previously been successfully implemented to the satisfaction of its customers, and that current staff has been trained to work on and troubleshoot the proposed software installations.

Respondent shall be an authorized vendor/reseller of the SaaS system that is being proposed.

PROJECT SCOPE

The City will use this software solution to pursue short and long term goals, as follows:

1. The short term goals of the project are:
 - a) Provide citizens and City staff easy to use web based tools to access current and historical financial, budgetary, and performance related data.
 - b) Provide web based tools in order to generate output of the data in multiple electronic formats.
 - c) To allow for the receipt and interpretation of batch data from the City's financial system for presentation on the web.
2. The long term goals of the project are:
 - a) To increase access to and transparency for all of the City's open data.
3. The scope of this pilot project will include the following services and deliverables:
 - a) Publication of some or all of 5 datasets, one of each type identified in section 4 below.
 - b) Joint development of a data specification by which the City can export data to the vendor's presentation. Frequency of data export ranges from daily to quarterly depending on type of data.
 - c) Development and configuration of data import processes/tools to consume City data into the vendors system.
 - d) Training for staff who will use/manage the software.
 - e) Ongoing service/support of the software.

It is the City's desire to implement the solution in a timely manner as soon as the contract is awarded.

TYPES OF DATA

The City intends to publish various types of data and the software solution shall provide the appropriate visualization method(s). Software solution shall handle current and historical data as well as comparisons between current and historical data. The City seeks to publish some or all of the data sets listed below in priority order:

1. Budget Data:
Fiscal year budget data showing budget versus expenditures at the Fund, Department, and Unit levels. This data will initially be updated quarterly with plans to update monthly in the future. The data will include up to 5 years of historical data. See Appendix A for a sample quarterly budget report.
2. Bond Program Spending:
This type of data provides spending details on the City's voter-approved bond programs by fiscal year. This data will be updated quarterly. See Appendix C for sample reports.
3. Performance Measures:
These reflect performance across seven service areas that align with many components of the City strategic plans and services. While these service areas may change over time, they currently are:
 - Public Safety
 - Resident Services
 - Economic Development
 - Infrastructure
 - Sustainability
 - Open Government
 - Convention, Visitors, and Arts

The performance of each area is represented by several measures with annual targets and the corresponding attainment status (Examples: On Target, Caution, Not On Target, Informational). The data is presented along with the City department responsible for it. See Appendix B for a sample annual performance measure report.
4. City Checkbook:
This data represents payments made by the City of San Antonio to vendors, employees, and other entities. The frequency of data export will need to be determined.
5. CRM data by Geo location:
This data represents CRM service requests by location, and type of request. This frequency of data export will be daily.

INFORMATION ABOUT FINANCIAL TRANSACTIONS

The proposed SaaS solution must be able to accept financial transaction and budget data formatted in our standard accounting format which includes:

- a) Fund
- b) Fund Description
- c) Cost Center
- d) Cost Center Description
- e) General Ledger Account
- f) General Ledger Account Description
- g) Effective Date
- h) Period
- i) Amount
- j) Department Description
- k) Division Description
- l) Service Area Description
- m) Transaction Type (Actual, Budget)
- n) Fiscal Year

TECHNICAL SOLUTION CONSIDERATIONS

The estimated population for potential use of the on-line data portal solution is any employee or resident of the City of San Antonio. Other potential ancillary users may also access the system as it will be publically available on the web. The City of San Antonio cannot guarantee any minimum or maximum number of users, or frequency of access.

It is anticipated that the on-line data portal solution will need a test environment to provide:

- a) In depth training for IT personnel and key content administrators.
- b) Data import and export testing.
- c) Training of in house personnel for use of the platform.
- d) Coordination with the financial staff to verify the ability of the software to receive and interpret financial data.

004 ADDITIONAL REQUIREMENTS

Intellectual Property.

If selected, Respondent agrees to abide by the following regarding intellectual property rights:

Respondent shall pay all royalties and licensing fees. Respondent shall hold the City harmless and indemnify the City from the payment of any royalties, damages, losses or expenses including attorney's fees for suits, claims or otherwise, growing out of infringement or alleged infringement of copyrights, patents, materials and methods used in the project. It shall defend all suits for infringement of any Intellectual Property rights. Further, if Respondent has reason to believe that the design, service, process, or product specified is an infringement of an Intellectual Property right, it shall promptly give such information to the City.

Upon receipt of notification that a third party claims that the program(s), hardware or both the program(s) and the hardware infringe upon any United States patent or copyright, Respondent will immediately:

Either:

obtain, at Respondent's sole expense, the necessary license(s) or rights that would allow the City to continue using the programs, hardware, or both the programs and hardware, as the case may be, or, alter the programs, hardware, or both the programs and hardware so that the alleged infringement is eliminated, and reimburse the City for any expenses incurred by the City to implement emergency backup measures if the City is prevented from using the programs, hardware, or both the programs and hardware while the dispute is pending.

Respondent further agrees to: assume the defense of any claim, suit, or proceeding brought against the City for infringement of any United States patent or copyright arising from the use and/or sale of the equipment or software under this Agreement, assume the expense of such defense, including costs of investigations, reasonable attorneys' fees, expert witness fees, damages, and any other litigation-related expenses, and indemnify the City against any monetary damages and/or costs awarded in such suit;

Provided that:

Respondent is given sole and exclusive control of all negotiations relative to the settlement thereof, but that Respondent agrees to consult with the City Attorney of the City during such defense or negotiations and make good faith effort to avoid any position adverse to the interest of the City, the Software or the equipment is used by the City in the form, state, or condition as delivered by Respondent or as modified without the permission of Respondent, so long as such modification is not the source of the infringement claim, the liability claimed shall not have arisen out of the City's negligent act or omission, and the City promptly provide Respondent with written notice within 15 days following the formal assertion of any claim with respect to which the City asserts that Respondent assumes responsibility under this section.

Ownership and Licenses.

In accordance with Texas law, Respondent acknowledges and agrees that all local government records created or received in the transaction of official business or the creation or maintenance of which were paid for with public funds are declared to be public property and subject to the provisions of Chapter 201 of the Texas Local Government Code and Subchapter J, Chapter 441 of the Texas Government Code. Thus, no such local government records produced by or on the behalf of Respondent pursuant to this Contract shall be the subject of any copyright or proprietary claim by Respondent.

The term "local government record" as used herein shall mean any document, paper, letter, book, map, photograph, sound or video recording, microfilm, magnetic tape, electronic medium, or other information recording medium, regardless of physical form or characteristic and regardless of whether public access to it is open or restricted under the laws of the state, created or received by local government or any of its officials or employees pursuant to law including an ordinance, or in the transaction of official business.

Respondent acknowledges and agrees that all local government records, as described in herein, produced in the course of the work required by any contract awarded pursuant to this RFQ, will belong to and be the property of City. Respondent, if awarded this contract, will be required to turn over to City, all such records as required by said contract. Respondent, if awarded this contract, shall not, under any circumstances, release any records created during the course of performance of the contract to any entity without City's written permission, unless required to do so by a Court of competent jurisdiction. In accordance here with, Respondent, if selected, agrees to comply with all applicable federal, state, and local laws, rules, and regulations governing documents and ownership, access and retention thereof.

Statutory Requirements. Exceptions to the following provisions and exhibits by Respondent and/or their agent will lead to automatic disqualification of Respondent's proposal from consideration.

Sections:

Venue, Jurisdiction and Arbitration
Intellectual Property
Undisclosed Features
Ownership and Licenses
Certifications
Acceptance Criteria (if required)

Exhibits:

Insurance Requirements
Indemnification Requirements

Venue, Jurisdiction and Arbitration. For any dispute or claim arising under the award of a contract for this proposal, venue shall be in Bexar County, Texas, and the laws of the State of Texas shall apply. The City will not contractually agree to engage in binding arbitration and will not contractually agree to relinquish its right to a trial by jury.

Intellectual Property. If selected, Respondent agrees to abide by the following regarding intellectual property rights:

Respondent shall pay all royalties and licensing fees. Respondent shall hold the City harmless and indemnify the City from the payment of any royalties, damages, losses or expenses including attorney's fees for suits, claims or otherwise, growing out of infringement or alleged infringement of copyrights, patents, trademarks, trade secrets, materials and methods used in the project. It shall defend all suits for infringement of any Intellectual Property rights. Further, if Respondent has reason to believe that the design, service, process or product specified is an infringement of an Intellectual Property right, it shall promptly give such information to the City.

Upon receipt of notification that a third party claims that the program(s), hardware or both the program(s) and the hardware or any other intellectual property infringe upon any United States or International patent, copyright or trademark, Respondent will immediately:

Either:

Obtain, at Respondent's sole expense, the necessary license(s) or rights that would allow the City to continue using the programs, hardware, both the programs and hardware or any other intellectual property as the case may be, or,

Alter the programs, hardware, or both the programs and hardware so that the alleged infringement is eliminated, and

Reimburse the City for any expenses incurred by the City to implement emergency backup measures if the City is prevented from using the programs, hardware, or both the programs and hardware while the dispute is pending.

Respondent further agrees to:

Assume the defense of any claim, suit, or proceeding brought against the City for infringement of any United States patent, copyright, trademark or any other intellectual property rights arising from the use and/or sale of the equipment or software under this Agreement,

Assume the expense of such defense, including costs of investigations, reasonable attorneys' fees, expert witness fees, damages, and any other litigation-related expenses, and

Indemnify the City against any monetary damages and/or costs awarded in such suit;

Provided that:

Respondent is given sole and exclusive control of all negotiations relative to the settlement thereof, but that Respondent agrees to consult with the City Attorney of the City during such defense or negotiations and make good faith effort to avoid any position adverse to the interest of the City,

The Software or the equipment is used by the City in the form, state, or condition as delivered by Respondent or as modified without the permission of Respondent, so long as such modification is not the source of the infringement claim,

The liability claimed shall not have arisen out of the City's negligent act or omission, and

The City promptly provide Respondent with written notice within 15 days following the formal assertion of any claim with respect to which the City asserts that Respondent assumes responsibility under this section.

Undisclosed Features. CONTRACTOR warrants that the code and software provided to the City of San Antonio under this agreement does not contain any undisclosed features or functions that would impair or might impair the CITY'S use of the equipment, code or software. Specifically, but without limiting the previous representation, CONTRACTOR warrants there is no "Trojan Horse," lock, "time bomb," backdoor or similar routine. This Agreement shall not now nor will it hereafter be subject to the self-help provisions of the Uniform Computer Information Transactions Act or any other law. CONTRACTOR specifically disclaims any unilateral self-help remedies.

Ownership and Licenses.

In accordance with Texas law, Respondent acknowledges and agrees that all local government records created or received in the transaction of official business or the creation or maintenance of which were paid for with public funds are declared to be public property and subject to the provisions of Chapter 201 of the Texas Local Government Code and Subchapter J, Chapter 441 of the Texas Government Code. Thus, no such local government records produced by or on the behalf of Respondent pursuant to this Contract shall be the subject of any copyright or proprietary claim by Respondent.

The term "local government record" as used herein shall mean any document, paper, letter, book, map, photograph, sound or video recording, microfilm, magnetic tape, electronic medium, or other information recording medium, regardless of physical form or characteristic and regardless of whether public access to it is open or restricted under the laws of the state, created or received by local government or any of its officials or employees pursuant to law including an ordinance, or in the transaction of official business.

Respondent acknowledges and agrees that all local government records, as described in herein, produced in the course of the work required by any contract awarded pursuant to this RFCSP, will belong to and be the property of City. Respondent, if awarded this contract, will be required to turn over to City, all such records as required by said contract. Respondent, if awarded this contract, shall not, under any circumstances, release any records created during the course of performance of the contract to any entity without City's written permission, unless required to do so by a Court of competent jurisdiction.

In accordance herewith, Respondent, if selected, agrees to comply with all applicable federal, state and local laws, rules and regulations governing documents and ownership, access and retention thereof.

Certifications. Respondent warrants and certifies that Respondent and any other person designated to provide services hereunder has the requisite training, license and/or certification to provide said services, and meets all competence standards promulgated by all other authoritative bodies, as applicable to the services provided herein.

005 TERM OF CONTRACT

A contract awarded in response to this RFCSP will be for a one (1) year period. The City shall have the option to renew for two (2) additional one (1) year periods at the City's discretion and as approved by the Director of the Office of Management and Budget, without further Council action.

There is no guarantee to the selected Consultant that the CITY will exercise one or more options to continue this contract beyond the initial period. Any amendment or adjustment to the Contract's original terms shall require City Council action. Annual budget sums shall not exceed that authorized by the enabling Ordinance unless City Council action is taken to amend the enabling Ordinance. In regard to compensation, City does not guarantee any minimum volume of work.

Should the contract value be met prior to the end of the stated contract term, the next optional renewal term may start prior to the anniversary of the contract initiation date. If the optional contract renewal date is accelerated as described herein, the Consultant shall be notified in writing by the Department of Planning and Community Development.

This RFCSP, the successful Consultant's response, and all amendments and addenda thereto, along with the enabling ordinance approving this contract, shall contain the entire agreement between the parties and shall constitute the Contract Documents when compiled under a fully executed Integration Agreement, and together supersede all previous written or verbal representations, if any, pertaining to the subject matter of this contract. The RFQ controls over all proposal responses; the Integration Agreement controls the RFQ; and the enabling ordinance shall govern all.

006 PRE-SUBMITTAL CONFERENCE

A Pre-Submittal Conference will be held at City of San Antonio, Finance Department – Purchasing Division, 11th Floor Large Conference Room, 111 Soledad, San Antonio, Texas 78205 at 10:00 a.m. Central Time, on December 21, 2015. Respondents are encouraged to prepare and submit their questions in writing 3 calendar days in advance of the Pre-Submittal Conference in order to expedite the proceedings. City's responses to questions received by this due date may be distributed at the Pre-Submittal Conference and posted with this solicitation. Attendance at the Pre-Submittal Conference is optional, but highly encouraged.

This meeting place is accessible to disabled persons. The meeting location is wheelchair accessible. The accessible entrance is located at the building's main entrance. Accessible parking spaces are located at the building's parking garage. Auxiliary aids and services are available upon request. Interpreters for the Deaf must be requested at least 48 hours prior to the meeting. For assistance, call (210) 207-7245 Voice/TTY.

A call-in number has been set up for the Pre-Submittal Conference. If you choose to dial in, please refer to the below contact information for participation in the conference.

Local Access: 210-207-9329

Toll-Free: 855-850-2672

Meeting Number: 996 740 400

Any oral response given at the Pre-Submittal Conference that is not confirmed in writing and posted with this solicitation shall not be official or binding on the City. Only written responses shall be official and all other forms of communication with any officer, employee or agent of the City shall not be binding on the City. Respondents are encouraged to resubmit their questions in writing, to the City Staff person identified in the Restrictions on Communication section, after the conclusion of the Pre-Submittal Conference.

007 PROPOSAL REQUIREMENTS

Respondent's Proposal shall include the following items in the following sequence, noted with the appropriate heading as indicated below. If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

Respondent shall submit one original hardcopy, signed in ink, and seven (7) hard copies of the proposal and one (1) compact disk (CD) containing an Adobe PDF version of the entire proposal in a sealed package clearly marked with the project name, "**FINANCIAL / PERFORMANCE TRANSPARENCY APPLICATION, RFCSP 6100006937**", on the front of the package.

If submitting electronically through City's portal, scan and upload these documents with your proposal. Each of the items listed below must be uploaded as a separate attachment, labeled with the heading indicated below.

TABLE OF CONTENTS

RESPONDENT QUESTIONNAIRE. Use the Form found in this RFCSP as Attachment A, Part One.

EXPERIENCE, BACKGROUND AND QUALIFICATIONS. Use the Form found in this RFCSP as Attachment A, Part Two

PROPOSAL PLAN AND SOLUTION. Prepare and submit the Proposal based on the requirements stated in the RFCSP and include as Attachment A, Part Three.

CONTRACTS DISCLOSURE FORM. Use the Form in RFCSP Attachment B which is posted separately or Respondent may download a copy at:

<https://www.sanantonio.gov/eforms/atty/ContractsDisclosureForm.pdf>

Instructions for completing the Discretionary Contracts Disclosure form:

Download form and complete all fields. All fields must be completed prior to submitting the form.

Click on the "Print" button and place the copy in your proposal as indicated in the Proposal Checklist.

LITIGATION DISCLOSURE FORM. Complete and submit the Litigation Disclosure Form, found in this RFCSP as Attachment C. If Respondent is proposing as a team or joint venture, then all persons or entities who will be parties to the contract (if awarded) shall complete and return this form.

SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY (SBEDA) UTILIZATION PLAN. Complete, sign and submit any and all SBEDA form(s), found in this RFCSP as Attachment D.

PRICING SCHEDULE. Use the Pricing Schedule that is found in this RFCSP as Attachment E.

SIGNATURE PAGE. Respondent must complete, sign and submit the Signature Page found in this RFCSP as Attachment F. The Signature Page must be signed by a person, or persons, authorized to bind the entity, or entities, submitting the proposal. Proposals signed by a person other than an officer of a corporate respondent or partner of partnership respondent shall be accompanied by evidence of authority.

VETERAN OWNED-SMALL BUSINESS PROGRAM (VOSBP) TRACKING FORM.
Complete and return as Attachment G.

PROPOSAL CHECKLIST. Complete and submit the Proposal Checklist found in this RFCSP as Attachment H.

PROOF OF INSURABILITY. Submit a letter from insurance provider stating provider's commitment to insure the Respondent for the types of coverages and at the levels specified in this RFCSP if awarded a contract in response to this RFCSP. Respondent shall also submit a copy of their current insurance certificate.

CERTIFICATE OF INTERESTED PARTIES FORM. Respondent shall review information regarding Certificate of Interested Parties Form (Form 1295) provided in RFCSP Attachment I and submit Form 1295 as directed.

Form 1295 must be completed online. In Box 3 of the form, provide the solicitation number shown on the cover page of this solicitation (RFCSP 6100006937). The form is available from the Texas Ethics Commission by accessing the following web address:

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

Print your completed Form 1295 showing the Certification Number and Date Filed in the Certification of Filing box at the upper right corner. Sign Form 1295 in front of a notary and submit it with your response to this solicitation.

Respondent is expected to examine this RFCSP carefully, understand the terms and conditions for providing the services listed herein and respond completely. **FAILURE TO COMPLETE AND PROVIDE ANY OF THESE PROPOSAL REQUIREMENTS MAY RESULT IN THE RESPONDENT'S PROPOSAL BEING DEEMED NON-RESPONSIVE AND THEREFORE DISQUALIFIED FROM CONSIDERATION.**

008 CHANGES TO RFCSP

Changes to the RFCSP, made prior to the due date for proposals shall be made directly to the original RFCSP. Changes are captured by creating a replacement version each time the RFCSP is changed. It is Respondent's responsibility to check for new versions until the proposal due date. City will assume that all proposals received are based on the final version of the RFCSP as it exists on the day proposals are due.

No oral statement of any person shall modify or otherwise change or affect the terms, conditions or specifications stated in the RFCSP.

009 SUBMISSION OF PROPOSALS

Proposals may be submitted electronically through the portal or in hard copy format.

Submission of Hard Copy Proposals.

Respondent shall submit one original hardcopy, signed in ink, and seven (7) hard copies of the proposal and one (1) compact disk (CD) containing an Adobe PDF version of the entire proposal in a sealed package clearly marked with the project name, "**FINANCIAL / PERFORMANCE TRANSPARENCY APPLICATION**", RFCSP 6100006937, on the front of the package.

Proposals must be received in the City Clerk's Office no later than 2:00 p.m., Central Time, on January 15, 2016 at the address below. Any proposal or modification received after this time shall not be considered, and will be returned, unopened to the Respondent. Respondents should note that delivery to the P.O. Box address in a timely manner does not guarantee its receipt in the City Clerk's Office by the deadline for submission. Therefore, Respondents should strive for early submission to avoid the possibility of rejection for late arrival.

Mailing Address:

City Clerk's Office

Attn: Office of Management & Budget – RFCSP Financial/Performance Transparency Application

P.O. Box 839966

San Antonio, Texas 78283-3966

Physical Address:

City Hall

Attn: Office of Management & Budget – RFCSP Financial/Performance Transparency Application

100 Military Plaza

San Antonio, Texas 78205

Proposals sent by facsimile or email will not be accepted.

Submission of Electronic Proposals. Submit one proposal electronically by the due date provided on the Cover Page. All times stated herein are Central Time. Any proposal or modification received after the time and date stated on the Cover Page shall be rejected. All forms in this solicitation which require a signature must have a signature affixed thereto, either by manually signing the document, prior to scanning it and uploading it with your submission, or affixing it electronically.

Proposal Format. Each proposal shall be typewritten, single spaced and submitted on 8 ½" x 11" white paper. If submitting a hard copy, place proposal inside a three ring binder or other securely bound fashion. The use of recycled paper and materials is encouraged. Unnecessarily elaborate brochures, artwork, bindings, visual aides, expensive paper or other materials beyond that sufficient to present a complete and effective submission are not required. Font size shall be no less than 12-point type. All pages shall be numbered and, in the case of hard copy submissions, printed two-sided. Margins shall be no less than 1" around the perimeter of each page. A proposal response to RFCSP Attachment A, Part One – Respondent Questionnaire form may not exceed 150 pages in length. Websites, or URLs shall not be submitted in lieu of the printed proposal or electronic submission through City's portal. Each proposal must include the sections and attachments in the sequence listed in the RFCSP Section 007, Proposal Requirements, and each section and attachment must be indexed and, for hard copy submissions, divided by tabs and indexed in a Table of Contents page. For electronic submissions, whether through the portal or on a CD, each separate section should be attached as a separate file. Failure to meet the above conditions may result in disqualification of the proposal or may negatively affect scoring.

Modified Proposals. Proposals may be modified provided such modifications are received prior to the due date for submission of proposals and submitted in the same manner as original proposal. For hard copy proposals, provide a cover letter with the proposal, indicating it is a modified proposal and that the Original proposal is being withdrawn. For electronic proposals, a modified proposal will automatically replace a prior proposal submission.

Correct Legal Name.

Respondents who submit proposals to this RFCSP shall correctly state the true and correct name of the individual, proprietorship, corporation, and /or partnership (clearly identifying the responsible general partner and all other partners who would be associated with the contract, if any). No nicknames, abbreviations (unless part of the legal title), shortened or short-hand, or local "handles" will be accepted in lieu of the full, true and correct legal name of the entity. These names shall comport exactly with the corporate and franchise records of the Texas Secretary of State and Texas Comptroller of Public Accounts. Individuals and proprietorships, if operating under other than an individual name, shall match with exact Assumed Name filings. Corporate Respondents and limited liability company Respondents shall include the 11-digit Comptroller's Taxpayer Number on the Respondent Questionnaire form found in this RFCSP as Attachment A, Part One.

If an entity is found to have incorrectly or incompletely stated its name or failed to fully reveal its identity on the General Information form, the Director of Office of Management & Budget shall have the discretion, at any point in the contracting process, to suspend consideration of the proposal.

Firm Offer. All provisions in Respondent's proposal, including any estimated or projected costs, shall remain valid for one-hundred and eighty days (180) following the deadline date for submissions or, if a proposal is accepted, throughout the entire term of the contract.

Change Orders. In order to comply with Texas law governing purchases made by municipalities, the following rules shall govern all change orders made under this contract.

Any change orders that become necessary during the term of this contract as a result of changes in plans, specifications, quantity of work to be performed, materials, equipment or supplies to be furnished must be in writing and conform to the requirements of City Ordinance 2011-12-08-1014, as hereafter amended.

Any other change will require approval of the City Council, City of San Antonio.

Changes that do not involve an increase in contract price may be made by the City's Chief Technology Officer (CTO).

No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated herein.

Travel and Related Expenses. City of San Antonio (City) Administrative Directive (AD) 8.31 establishes uniform procedures for the processing of requests for travel authorization, advances and reimbursements, identifies travel expenses eligible for payment and establishes proper accounting for all travel-related expenses for City.

Travel and Related Expenses. All proposed costs shall be inclusive of all Vendor's costs including, but not limited to, staffing, administrative overhead, travel, lodging, and any other expenses that may be incurred by the Vendor. The City of San Antonio will not separately reimburse the Vendor for any expenses beyond what the Vendor includes in their pricing proposal.

Confidential or Proprietary Information. All proposals become the property of the City upon receipt and will not be returned. Any information deemed to be confidential by Respondent should be clearly noted; however, City cannot guarantee that it will not be compelled to disclose all or part of any public record under the Texas Public Information Act, since information deemed to be confidential by Respondent may not be considered confidential under Texas law, or pursuant to a Court order. Respondent acknowledge that exemptions to Public Information Act requests may require a brief to be submitted to the Texas Attorney General explaining why the claimed exceptions apply to the information in issue. The City shall not be obligated to submit the brief supporting those claimed exceptions. Respondent shall be solely responsible for submitting the brief and the documents in issue to the Texas Attorney General.

Cost of Proposal. Any cost or expense incurred by the Respondent that is associated with the preparation of the Proposal, the Pre-Submittal conference, if any, or during any phase of the selection process, shall be borne solely by Respondent.

010 RESTRICTIONS ON COMMUNICATION

Respondents are prohibited from communicating with: 1) elected City officials and their staff regarding the RFCSP or proposals from the time the RFCSP has been released until the contract is posted as a City Council agenda item; and 2) City employees from the time the RFCSP has been released until the contract is awarded. These restrictions extend to "thank you" letters, phone calls, emails and any contact that results in the direct or indirect discussion of the RFCSP and/or proposal submitted by Respondent. Violation of this provision by Respondent and/or its agent may lead to disqualification of Respondent's proposal from consideration.

Exceptions to the Restrictions on Communication with City employees include:

Respondents may ask verbal questions concerning this RFCSP at the Pre-Submittal Conference.

Respondents may submit written questions concerning this RFCSP to the Staff Contact Person listed below until 2:00 p.m., Local Time, on January 4, 2016. Questions received after the stated deadline will not be answered. All questions shall be sent by e-mail or through the portal.

Rebecca A. Garza
City of San Antonio, Finance Department – Purchasing Division
rebecca.garza@sanantonio.gov

Questions submitted and the City's responses will be posted with this solicitation.

Respondents and/or their agents are encouraged to contact the Small Business Office of the Economic Development Department for assistance or clarification with issues specifically related to the City's Small Business Economic Development Advocacy (SBEDA) Program policy and/or completion of the SBEDA form. The point of contact, **David Rodriguez** may be reached by telephone at (210) 207-0071 or by e-mail at David.Rodriguez@sanantonio.gov. Contacts to the Small Business Office regarding this solicitation after the solicitation closing date is not permitted.

Respondents may provide responses to questions asked of them by the Staff Contact Person after responses are received and opened. During interviews, if any, verbal questions and explanations will be permitted. If interviews are conducted, Respondents shall not bring lobbyists. The City reserves the right to exclude any persons from interviews as it deems in its best interests.

Upon completion of the evaluation process, Respondents shall receive a notification letter indicating the recommended firm and anticipated City Council agenda date. Respondents desiring a review of the solicitation process may submit a written request no later than seven (7) calendar days from the date letter was sent. The letter will indicate the name and address for submission of requests for review.

011 EVALUATION CRITERIA

City will conduct a comprehensive, fair and impartial evaluation of all submissions received in response to this RFCSP. City may appoint a selection committee to perform the evaluation. Each submission will be analyzed to determine overall responsiveness and qualifications under this RFCSP. Criteria to be evaluated will include the items listed below. In accordance with §252.042, Texas Local Government Code, the selection committee may select all, some or none of the respondents who are judged to be reasonably qualified for award of the contract for interviews. Should the City elect to conduct interviews, selection for interviews will be based on initial scoring, prior to interviewing. Interviews are not an opportunity to change a submission. If the City elects to conduct interviews, respondents may be interviewed and re-scored based upon the same criteria. City may also request information from respondents at any time prior to final approval of a selected respondent, or seek best and final offers from respondents deemed reasonably qualified for award. Final approval of a selected respondent is subject to the action of the San Antonio City Council.

Evaluation criteria:

Proposal Plan and Solution (35 points)

Experience, Background, Qualifications (35 points)

Pricing (30 points)

012 AWARD OF CONTRACT AND RESERVATION OF RIGHTS

City reserves the right to award one, more than one or no contract(s) in response to this RFCSP.

The Contract, if awarded, will be awarded to the Respondent(s) whose Proposal(s) is deemed most advantageous to City, as determined by the selection committee, upon approval of the City Council.

City may accept any Proposal in whole or in part. However, final selection of a Respondent is subject to City Council approval.

City reserves the right to accept one or more proposals or reject any or all proposals received in response to this RFCSP, and to waive informalities and irregularities in the proposals received. City also reserves the right to terminate this RFCSP, and reissue a subsequent solicitation, and/or remedy technical errors in the RFCSP process.

City will require the selected Respondent(s) to execute a contract with the City, prior to City Council award, incorporating the terms and conditions of this RFCSP. No work shall commence until City signs the contract document(s) and Respondent provides the necessary evidence of insurance as required in this RFCSP and the Contract. Contract documents are not binding on City until approved by the City Attorney. In the event the parties cannot execute a contract within the time specified, City reserves the right to terminate contract discussions with the selected Respondent and commence contract discussions with another Respondent.

This RFCSP does not commit City to enter into a Contract, award any services related to this RFCSP, nor does it obligate City to pay any costs incurred in preparation or submission of a proposal or in anticipation of a contract.

If selected, Respondent will be required to comply with the Insurance and Indemnification Requirements established herein. If Respondent takes exception to the terms and conditions of this RFCSP, the City may deem the Respondent non-responsive and not evaluate their proposal.

The successful Respondent must be able to formally invoice the City for services rendered, incorporating the SAP-generated contract and purchase order numbers that shall be provided by the City.

Conflicts of Interest. Respondent acknowledges that it is informed that the Charter of the City of San Antonio and its Ethics Code prohibit a City officer or employee, as those terms are defined in the Ethics Code, from having a financial interest in any contract with City or any City agency such as City-owned utilities. An officer or employee has a "prohibited financial interest" in a contract with City or in the sale to City of land materials, supplies or service, if any of the following individual(s) or entities is a party to the contract or sale: the City officer or employee; his parent, child or spouse; a business entity in which he or his parent, child or spouse owns ten (10) percent or more of the voting stock or shares of the business entity, or ten (10) percent or more of the fair market value of the business entity; or a business entity in which any individual or entity above listed is a subcontractor on a City contract, a partner or a parent or subsidiary business entity.

Respondent is required to warrant and certify that it, its officers, employees and agents are neither officials nor employees of the City, as defined in Section 2-42 of the City's Ethics Code. (Discretionary Contracts Disclosure – form may be found online at <https://www.sanantonio.gov/eforms/atty/DiscretionaryContractsDisclosure.pdf>.)

Independent Contractor. Respondent agrees and understands that, if selected, it and all persons designated by it to provide services in connection with a contract, are and shall be deemed to be an independent contractors, responsible for their respective acts or omissions, and that City shall in no way be responsible for Respondent's actions, and that none of the parties hereto will have authority to bind the others or to hold out to third parties, that it has such authority.

Effective January 1, 2006, Chapter 176 of the Texas Local Government Code requires that persons, or their agents, who seek to contract for the sale or purchase of property, goods, or services with the City, shall file a completed conflict of interest questionnaire with the City Clerk not later than the 7th business day after the date the person: (1) begins contract discussions or negotiations with the City; or (2) submits to the City an application, response to a request for proposals or bids, correspondence, or another writing related to a potential agreement with the City. The conflict of interest questionnaire form is available from the Texas Ethics Commission at <http://www.ethics.state.tx.us/forms/CIQ.pdf>. Completed conflict of interest questionnaires may be mailed or delivered by hand to the Office of the City Clerk. If mailing a completed conflict of interest questionnaire, mail to: Office of the City Clerk, P.O. Box 839966, San Antonio, TX 78283-3966. If delivering a completed conflict of interest questionnaire, deliver to: Office of the City Clerk, City Hall, 2nd floor, 100 Military Plaza, San Antonio, TX 78205. Respondent should consult its own legal advisor for answers to questions regarding the statute or form.

013 BONDS

This section left blank intentionally.

014 SOFTWARE ESCROW REQUIREMENT

This section left blank intentionally.

015 ACCEPTANCE CRITERIA

All deliverables submitted to the City hereunder shall be submitted to a designated City employee for approval and that such deliverables comply in all material respects with the requirements as set forth in a Statement of Work.

In the event of any nonconformity or nonfunctionality of deliverables, the City shall provide Respondent written notification within 14 days of delivery. Upon receipt of such notice of nonconformity or nonfunctionality, Respondent shall have 14 days to cure the nonconformity or nonfunctionality.

Upon delivery of the cure, the City will have 14 days to evaluate and determine if such cure is acceptable. In the event the Deliverable remains unacceptable, the City will provide a second notice of nonconformity or nonfunctionality of the system within 30 days of delivery. Respondent shall have an additional 14 days to cure the nonconformity or nonfunctionality.

Upon delivery of the cure, the City will have 14 days to evaluate and determine if such cure is acceptable. In the event the Deliverable remains unacceptable the City will provide Respondent with a third notice of any nonconformity or nonfunctionality of the system and Respondent will forfeit 50% of retained balances on hold with the City at the time the third notice is provided to Respondent.

A retainage in the amount of 10% of the deliverable price shall be held by the City, to be paid upon final acceptance. The City Project Team will review, approve, and sign off on the deliverable. Upon acceptance of each milestone, the Contractor will be paid 90% of the agreed upon milestone.

Upon final acceptance, Contractor shall invoice the City for the 10% final acceptance hold-back payment.

016 SCHEDULE OF EVENTS

Following is a list of **projected dates/times** with respect to this RFCSP:

RFCSP Release	December 11, 2015
Pre-Submittal Conference	December 21, 2015, 10:00 a.m. Central Time
Final Questions Accepted	January 4, 2016, 2:00 p.m. Central Time
Proposal Due	January 15, 2016, 2:00 p.m. Central Time

017 RFCSP EXHIBITS

RFCSP EXHIBIT 1

INSURANCE REQUIREMENTS

If selected to provide the services described in this RFCSP, Respondent shall be required to comply with the insurance requirements set forth below:

INSURANCE

Prior to the commencement of any work under this Agreement, Respondent shall furnish copies of all required endorsements and completed Certificate(s) of Insurance to the City's Office of Management & Budget Department, which shall be clearly labeled "Financial / Performance Transparency Application" in the Description of Operations block of the Certificate. The Certificate(s) shall be completed by an agent and signed by a person authorized by that insurer to bind coverage on its behalf. The City will not accept a Memorandum of Insurance or Binder as proof of insurance. The certificate(s) must be signed by the Authorized Representative of the carrier, and list the agent's signature and phone number. The certificate shall be mailed, with copies of all applicable endorsements, directly from the insurer's authorized representative to the City. The City shall have no duty to pay or perform under this Agreement until such certificate and endorsements have been received and approved by the City's Office of Management & Budget Department. No officer or employee, other than the City's Risk Manager, shall have authority to waive this requirement.

The City reserves the right to review the insurance requirements of this Article during the effective period of this Agreement and any extension or renewal hereof and to modify insurance coverages and their limits when deemed necessary and prudent by City's Risk Manager based upon changes in statutory law, court decisions, or circumstances surrounding this Agreement. In no instance will City allow modification whereby City may incur increased risk.

A Respondent's financial integrity is of interest to the City; therefore, subject to Respondent's right to maintain reasonable deductibles in such amounts as are approved by the City, Respondent shall obtain and maintain in full force and effect for the duration of this Agreement, and any extension hereof, at Respondent's sole expense, insurance coverage written on an occurrence basis, unless otherwise indicated, by companies authorized to do business in the State of Texas and with an A.M Best's rating of no less than A- (VII), in the following types and for an amount not less than the amount listed below:

TYPE	AMOUNTS
1. Commercial General Liability Insurance to include coverage for the following: a. Premises/Operations b. Products/Completed Operations c. Personal/Advertising Injury	For Bodily Injury and Property Damage of \$1,000,000 per occurrence; \$2,000,000 General Aggregate, or its equivalent in Umbrella or Excess Liability Coverage

Respondent agrees to require, by written contract, that all subcontractors providing goods or services hereunder obtain the same insurance coverages required of Respondent herein, and provide a certificate of insurance and endorsement that names Respondent and City as additional insureds. Respondent shall provide City with said certificate and endorsement prior to the commencement of any work by the subcontractor. This provision may be modified by City's Risk Manager, without subsequent City Council approval, when deemed necessary and prudent, based upon changes in statutory law, court decisions, or circumstances surrounding this agreement. Such modification may be enacted by letter signed by City's Risk Manager, which shall become a part of the contract for all purposes.

As they apply to the limits required by City, City shall be entitled, upon request and without expense, to receive copies of the policies, declaration page and all endorsements thereto and may require the deletion, revision, or modification of particular policy terms, conditions, limitations or exclusions (except where policy provisions are established by law or regulation binding upon either of the parties hereto or the underwriter of any such policies). Respondent shall be required to comply with any such requests and shall submit a copy of the replacement certificate of insurance to City at the address provided below within 10 days of the requested change. Respondent shall pay any costs incurred resulting from said changes.

City of San Antonio
Attn: IT Procurement Office, Finance Department
P.O. Box 839966
San Antonio, Texas 78283-3966

Respondent agrees that with respect to the above required insurance, all insurance policies are to contain or be endorsed to contain the following provisions:

Name the City, its officers, officials, employees, volunteers, and elected representatives as additional insured by endorsement, as respects operations and activities of, or on behalf of, the named insured performed under contract with the City, with the exception of the workers' compensation and professional liability policies;

Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where City is an additional insured shown on the policy;

Workers' compensation and employers' liability, general liability and automobile liability policies will provide a waiver of subrogation in favor of the City; and

Provide advance written notice directly to City of any suspension, cancellation, non-renewal or material change in coverage, and not less than ten (10) calendar days advance notice for nonpayment of premium.

Within five (5) calendar days of a suspension, cancellation or non-renewal of coverage, Respondent shall provide a replacement Certificate of Insurance and applicable endorsements to City. City shall have the option to suspend Respondent's performance should there be a lapse in coverage at any time during this Agreement. Failure to provide and to maintain the required insurance shall constitute a material breach of this Agreement.

In addition to any other remedies the City may have upon Respondent's failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the City shall have the right to order Respondent to stop work hereunder, and/or withhold any payment(s) which become due to Respondent hereunder until Respondent demonstrates compliance with the requirements hereof.

Nothing herein contained shall be construed as limiting in any way the extent to which Respondent may be held responsible for payments of damages to persons or property resulting from Respondent's or its subcontractors' performance of the work covered under this Agreement.

It is agreed that Respondent's insurance shall be deemed primary and non-contributory with respect to any insurance or self insurance carried by the City of San Antonio for liability arising out of operations under this Agreement.

It is understood and agreed that the insurance required is in addition to and separate from any other obligation contained in this Agreement and that no claim or action by or on behalf of City shall be limited to insurance coverage provided.

Respondent and any subcontractors are responsible for all damage to their own equipment and/or property.

RFCSP EXHIBIT 2

INDEMNIFICATION REQUIREMENTS

If selected to provide the services described in this RFCSP, Respondent shall be required to comply with the indemnification requirements set forth below:

INDEMNIFICATION

RESPONDENT covenants and agrees to FULLY INDEMNIFY, DEFEND and HOLD HARMLESS, the CITY and the elected officials, employees, officers, directors, volunteers and representatives of the CITY, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon the CITY directly or indirectly arising out of, resulting from or related to RESPONDENT'S activities under this Agreement, including any acts or omissions of RESPONDENT, any agent, officer, director, representative, employee, consultant or subcontractor of RESPONDENT, and their respective officers, agents employees, directors and representatives while in the exercise of the rights or performance of the duties under this Agreement. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of CITY, its officers or employees, in instances where such negligence causes personal injury, death, or property damage. IN THE EVENT RESPONDENT AND CITY ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF TEXAS, WITHOUT, HOWEVER, WAIVING ANY GOVERNMENTAL IMMUNITY AVAILABLE TO THE CITY UNDER TEXAS LAW AND WITHOUT WAIVING ANY DEFENSES OF THE PARTIES UNDER TEXAS LAW.

The provisions of this INDEMNITY are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. RESPONDENT shall advise the CITY in writing within 24 hours of any claim or demand against the CITY or RESPONDENT known to RESPONDENT related to or arising out of RESPONDENT's activities under this AGREEMENT and shall see to the investigation and defense of such claim or demand at RESPONDENT's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving RESPONDENT of any of its obligations under this paragraph.

Optional Provisions:

Defense Counsel - CITY shall have the right to select or to approve defense counsel to be retained by RESPONDENT in fulfilling its obligation hereunder to defend and indemnify CITY, unless such right is expressly waived by CITY in writing. RESPONDENT shall retain CITY approved defense counsel within seven (7) business days of CITY'S written notice that CITY is invoking its right to indemnification under this Contract. If RESPONDENT fails to retain Counsel within such time period, CITY shall have the right to retain defense counsel on its own behalf, and RESPONDENT shall be liable for all costs incurred by CITY. CITY shall also have the right, at its option, to be represented by advisory counsel of its own selection and at its own expense, without waiving the foregoing.

Employee Litigation - In any and all claims against any party indemnified hereunder by any employee of RESPONDENT, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for RESPONDENT or any subcontractor under worker's compensation or other employee benefit acts.

RFCSP EXHIBIT 3

INTERLOCAL PARTICIPATION

The City may, from time to time, enter into Interlocal Cooperation Purchasing Agreements with other governmental entities or governmental cooperatives (hereafter collectively referred to as "Entity" or "Entities") to enhance the City's purchasing power. At the City's sole discretion and option, City may inform other Entities that they may acquire items listed in this Request for Offer (hereafter "RFCSP"). Such acquisition(s) shall be at the prices stated herein, and shall be subject to vendor's acceptance. Entities desiring to acquire items listed in this RFCSP shall be listed on a rider attached hereto, if known at the time of issuance of the RFCSP. City may issue subsequent riders after contract award setting forth additional Entities desiring to utilize this contract. VENDOR shall sign and return any subsequently issued riders within ten calendar days of receipt.

In no event shall City be considered a dealer, remarketer, agent or other representative of Vendor or Entity. Further, City shall not be considered and is not an agent; partner or representative of the Entity making purchases hereunder, and shall not be obligated or liable for any such order.

Entity purchase orders shall be submitted to Vendor by the Entity.

Vendor authorizes City's use of Vendor's name, trademarks and Vendor provided materials in City's presentations and promotions regarding the availability of use of this contract. The City makes no representation or guarantee as to any minimum amount being purchased by City or Entities, or whether Entity will purchase utilizing City's contract.

CITY WILL NOT BE LIABLE OR RESPONSIBLE FOR ANY OBLIGATIONS, INCLUDING, BUT NOT LIMITED TO, PAYMENT, AND FOR ANY ITEM ORDERED BY AN ENTITY OTHER THAN CITY.

RFCSP EXHIBIT 4

SMALL BUSINESS ECONOMIC DEVELOPMENT
ADVOCACY (SBEDA) PROGRAM

I. SBEDA Ordinance Compliance Provisions

A. Solicitation Response and Contract Requirements and Commitment

Respondent understands and agrees that the following provisions shall be requirements of this solicitation and the resulting contract, if awarded, and by submitting its Response, Respondent commits to comply with these requirements.

B. SBEDA Program

The CITY has adopted a Small Business Economic Development Advocacy Ordinance (Ordinance No. 2010-06-17-0531 and as amended, also referred to as "SBEDA" or "the SBEDA Program"), which is posted on the City's Economic Development (EDD) website page and is also available in hard copy form upon request to the CITY. The SBEDA Ordinance Compliance Provisions contained in this section of the Agreement are governed by the terms of this Ordinance, as well as by the terms of the SBEDA Ordinance Policy & Procedure Manual established by the CITY pursuant to this Ordinance, and any subsequent amendments to this referenced SBEDA Ordinance and SBEDA Policy & Procedure Manual that are effective as of the date of the execution of this Agreement. Unless defined in a contrary manner herein, terms used in this section of the Agreement shall be subject to the same expanded definitions and meanings as given those terms in the SBEDA Ordinance and as further interpreted in the SBEDA Policy & Procedure Manual.

C. Definitions

Affirmative Procurement Initiatives (API) – Refers to various Small Business Enterprise, Minority Business Enterprise, and/or Women Business Enterprise ("S/M/WBE") Program tools and Solicitation Incentives that are used to encourage greater Prime and subcontract participation by S/M/WBE firms, including bonding assistance, evaluation preferences, subcontracting goals and joint venture incentives. (For full descriptions of these and other S/M/WBE program tools, see Section III. D. of Attachment A to the SBEDA Ordinance.)

Annual Aspirational Goal – a non-mandatory annual aspirational percentage goal for overall M/WBE Prime and subcontract participation in City of San Antonio contracts is established each year for Construction, Architectural & Engineering, Professional Services, Other Services, and Goods & Supplies contract Industry Categories. This Annual Aspirational Goal is to be set (and thereafter adjusted) by the Goal Setting Committee (GSC) on an annual basis based upon relative M/WBE availability data to be collected by the City through its Centralized Vendor Registration ("CVR") system. Annual Aspirational Goals are not to be routinely applied to individual contracts, but are intended to serve as a benchmark against which to measure the overall effectiveness of the S/M/WBE Program on an annual basis, and to gauge the need for future adjustments to the mix and to the aggressiveness of remedies being applied under the Program. Percentage Goals for S/M/WBE participation may be established by the GSC on a contract-by-contract basis based upon similar data and analysis for the particular goods and services being purchased in a given contract. The M/WBE Annual Aspirational Goals for FY 2015 are:

Construction – 26%
Architecture and Engineering – 22%
Professional Services – 17%
Other Services – 20%
Goods and Supplies - 9%

Certification or "Certified" – the process by which the Small Business Office (SBO) staff determines a firm to be a bona-fide small, minority-, women-owned, or emerging small business enterprise. Emerging Small Business Enterprises (ESBEs) are automatically eligible for Certification as SBEs. Any firm may apply for multiple Certifications that cover each and every status category (e.g., SBE, ESBE, MBE, or WBE) for which it is able to satisfy eligibility standards. The SBO staff may contract these services to a regional Certification agency or other entity. For purposes of Certification, the City accepts any firm that is certified by local government entities and other organizations identified herein that have adopted Certification standards and procedures similar to those followed by the SBO, provided the prospective firm satisfies the eligibility requirements set forth in this Ordinance in Section III.E.6 of Attachment A.

Centralized Vendor Registration System (CVR) – a mandatory electronic system wherein the City requires all prospective Respondents and Subcontractors that are ready, willing and able to sell goods or services to the City to register. The CVR system assigns a unique identifier to each registrant that is then required for the purpose of submitting solicitation responses and invoices, and for receiving payments from the City. The CVR-assigned identifiers are also used by the Goal Setting Committee for measuring relative availability and tracking utilization of SBE and M/WBE firms by Industry or commodity codes, and for establishing Annual Aspirational Goals and Contract-by-Contract Subcontracting Goals.

Commercially Useful Function – an S/M/WBE firm performs a Commercially Useful Function when it is responsible for execution of a distinct element of the work of the contract and is carrying out its responsibilities by actually performing, staffing, managing and supervising the work involved. To perform a Commercially Useful Function, the S/M/WBE firm must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether an S/M/WBE firm is performing a Commercially Useful Function, an evaluation must be performed of the amount of work subcontracted, normal industry practices, whether the amount the S/M/WBE firm is to be paid under the contract is commensurate with the work it is actually performing and the S/M/WBE credit claimed for its performance of the work, and other relevant factors. Specifically, an S/M/WBE firm does not perform a Commercially Useful Function if its role is limited to that of an extra participant in a transaction, contract or project through which funds are passed in order to obtain the appearance of meaningful and useful S/M/WBE participation, when in similar transactions in which S/M/WBE firms do not participate, there is no such role performed. The use of S/M/WBE firms by CONTRACTOR to perform such “pass-through” or “conduit” functions that are not commercially useful shall be viewed by the CITY as fraudulent if CONTRACTOR attempts to obtain credit for such S/M/WBE participation towards the satisfaction of S/M/WBE participation goals or other API participation requirements. As such, under such circumstances where a commercially useful function is not actually performed by the S/M/WBE firm, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE subcontractor or joint venture partner towards attainment of S/M/WBE utilization goals, and the CONTRACTOR and S/M/WBE firm may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

Good Faith Efforts – documentation of the CONTRACTOR’s or Respondent’s intent to comply with S/M/WBE Program Goals and procedures including, but not limited to, the following: (1) documentation within a solicitation response reflecting the Respondent’s commitment to comply with SBE or M/WBE Program Goals as established by the GSC for a particular contract; or (2) documentation of efforts made toward achieving the SBE or M/WBE Program Goals (e.g., timely advertisements in appropriate trade publications and publications of wide general circulation; timely posting of SBE or M/WBE subcontract opportunities on the City of San Antonio website; solicitations of bids/proposals/qualification statements from all qualified SBE or M/WBE firms listed in the Small Business Office’s directory of certified SBE or M/WBE firms; correspondence from qualified SBE or M/WBE firms documenting their unavailability to perform SBE or M/WBE contracts; documentation of efforts to subdivide work into smaller quantities for subcontracting purposes to enhance opportunities for SBE or M/WBE firms; documentation of a Prime Contractor’s posting of a bond covering the work of SBE or M/WBE Subcontractors; documentation of efforts to assist SBE or M/WBE firms with obtaining financing, bonding or insurance required by the Respondent; and documentation of consultations with trade associations and consultants that represent the interests of SBE and/or M/WBEs in order to identify qualified and available SBE or M/WBE Subcontractors.) The appropriate form and content of CONTRACTOR’s Good Faith Efforts documentation shall be in accordance with the SBEDA Ordinance as interpreted in the SBEDA Policy & Procedure Manual.

Independently Owned and Operated – ownership of an SBE firm must be direct, independent and by Individuals only. Ownership of an M/WBE firm may be by Individuals and/or by other businesses provided the ownership interests in the M/WBE firm can satisfy the M/WBE eligibility requirements for ownership and Control as specified herein in Section III.E.6. The M/WBE firm must also be Independently Owned and Operated in the sense that it cannot be the subsidiary of another firm that does not itself (and in combination with the certified M/WBE firm) satisfy the eligibility requirements for M/WBE Certification.

Individual – an adult person that is of legal majority age.

Industry Categories – procurement groupings for the City of San Antonio inclusive of Construction, Architectural & Engineering (A&E), Professional Services, Other Services, and Goods & Supplies (i.e., manufacturing, wholesale and retail distribution of commodities). This term may sometimes be referred to as “business categories.”

Minority/Women Business Enterprise (M/WBE) – firm that is certified as a Small Business Enterprise and also as either a Minority Business Enterprise or as a Women Business Enterprise, and which is at least fifty-one percent (51%) owned, managed and Controlled by one or more Minority Group Members and/or women, and that is ready, willing and able to sell goods or services that are purchased by the City of San Antonio.

M/WBE Directory – a listing of minority- and women-owned businesses that have been certified for participation in the City's M/WBE Program APIs.

Minority Business Enterprise (MBE) – any legal entity, except a joint venture, that is organized to engage in for-profit transactions, which is certified a Small Business Enterprise and also as being at least fifty-one percent (51%) owned, managed and controlled by one or more Minority Group Members, and that is ready, willing and able to sell goods or services that are purchased by the CITY. To qualify as an MBE, the enterprise shall meet the Significant Business Presence requirement as defined herein. Unless otherwise stated, the term "MBE" as used in this Ordinance is not inclusive of women-owned business enterprises (WBEs).

Minority Group Members – African-Americans, Hispanic Americans, Asian Americans and Native Americans legally residing in, or that are citizens of, the United States or its territories, as defined below:

African-Americans: Persons having origins in any of the black racial groups of Africa as well as those identified as Jamaican, Trinidadian, or West Indian.

Hispanic-Americans: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.

Asian-Americans: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.

Native Americans: Persons having no less than 1/16th percentage origin in any of the Native American Tribes, as recognized by the U.S. Department of the Interior, Bureau of Indian Affairs and as demonstrated by possession of personal tribal role documents.

Originating Department – the CITY department or authorized representative of the CITY which issues solicitations or for which a solicitation is issued.

Payment – dollars actually paid to CONTRACTORS and/or Subcontractors and vendors for CITY contracted goods and/or services.

Prime Contractor – the vendor or contractor to whom a purchase order or contract is issued by the City of San Antonio for purposes of providing goods or services for the City. For purposes of this Agreement, this term refers to the CONTRACTOR.

Relevant Marketplace – the geographic market area affecting the S/M/WBE Program as determined for purposes of collecting data for the MGT Studies, and for determining eligibility for participation under various programs established by the SBEDA Ordinance, is defined as the San Antonio Metropolitan Statistical Area (SAMSA), currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson.

Respondent – a vendor submitting a bid, statement of qualifications, or proposal in response to a solicitation issued by the City. For purposes of this Agreement, CONTRACTOR is the Respondent.

Responsible – a firm which is capable in all respects to fully perform the contract requirements and has the integrity and reliability which will assure good faith performance of contract specifications.

Responsive – a firm's submittal (bid, response or proposal) conforms in all material respects to the solicitation (Invitation for Bid, Request for Qualifications, or Request for Proposal) and shall include compliance with S/M/WBE Program requirements.

San Antonio Metropolitan Statistical Area (SAMSA) – also known as the Relevant Marketplace, the geographic market area from which the CITY's MGT Studies analyzed contract utilization and availability data for disparity (currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson).

SBE Directory - a listing of small businesses that have been certified for participation in the City's SBE Program APIs.

Significant Business Presence – to qualify for this Program, a S/M/WBE must be headquartered or have a *significant business presence* for at least one year within the Relevant Marketplace, defined as: an established place of business in one or more of the eight counties that make up the San Antonio Metropolitan Statistical Area (SAMSA), from which 20% of its full-time, part-time and contract employees are regularly based, and from which a substantial role in the S/M/WBE's performance of a Commercially Useful Function is conducted. A location utilized solely as a post office box, mail drop or

telephone message center or any combination thereof, with no other substantial work function, shall not be construed to constitute a significant business presence.

Small Business Enterprise (SBE) – a corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit, which is Independently Owned and Operated by Individuals legally residing in, or that are citizens of, the United States or its territories, and which meets the U.S. Small Business Administration (SBA) size standard for a small business in its particular industry(ies) and meets the Significant Business Presence requirements as defined herein.

Small Business Office (SBO) – the office within the Economic Development Department (EDD) of the CITY that is primarily responsible for general oversight and administration of the S/M/WBE Program.

Small Business Office Manager – the Assistant Director of the EDD of the CITY that is responsible for the management of the SBO and ultimately responsible for oversight, tracking, monitoring, administration, implementation and reporting of the S/M/WBE Program. The SBO Manager is also responsible for enforcement of contractor and vendor compliance with contract participation requirements, and ensuring that overall Program goals and objectives are met.

Small Minority Women Business Enterprise Program (S/M/WBE Program) – the combination of SBE Program and M/WBE Program features contained in the SBEDA Ordinance.

Subcontractor – any vendor or contractor that is providing goods or services to a Prime Contractor or CONTRACTOR in furtherance of the Prime Contractor's performance under a contract or purchase order with the City. A copy of each binding Agreement between the CONTRACTOR and its subcontractors shall be submitted to the CITY prior to execution of this contract Agreement and any contract modification Agreement.

Suspension – the temporary stoppage of the SBE or M/WBE firm's beneficial participation in the CITY's S/M/WBE Program for a finite period of time due to cumulative contract payments the S/M/WBE firm received during a fiscal year that exceed a certain dollar threshold as set forth in Section III.E.7 of Attachment A to the SBEDA Ordinance, or the temporary stoppage of CONTRACTOR's and/or S/M/WBE firm's performance and payment under CITY contracts due to the CITY's imposition of Penalties and Sanctions set forth in Section III.E.13 of Attachment A to the SBEDA Ordinance.

Subcontractor/Supplier Utilization Plan – a binding part of this contract Agreement which states the CONTRACTOR's commitment for the use of Joint Venture Partners and / or Subcontractors/Suppliers in the performance of this contract Agreement, and states the name, scope of work, and dollar value of work to be performed by each of CONTRACTOR's Joint Venture partners and Subcontractors/Suppliers in the course of the performance of this contract, specifying the S/M/WBE Certification category for each Joint Venture partner and Subcontractor/Supplier, as approved by the SBO Manager. Additions, deletions or modifications of the Joint Venture partner or Subcontractor/Supplier names, scopes of work, of dollar values of work to be performed requires an amendment to this Agreement to be approved by the EDD Director or designee.

Women Business Enterprises (WBEs) - any legal entity, except a joint venture, that is organized to engage in for-profit transactions, that is certified for purposes of the SBEDA Ordinance as being a Small Business Enterprise and that is at least fifty-one percent (51%) owned, managed and Controlled by one or more non-minority women Individuals that are lawfully residing in, or are citizens of, the United States or its territories, that is ready, willing and able to sell goods or services that are purchased by the City and that meets the Significant Business Presence requirements as defined herein. Unless otherwise stated, the term "WBE" as used in this Agreement is not inclusive of MBEs.

D. SBEDA Program Compliance – General Provisions

As CONTRACTOR acknowledges that the terms of the CITY's SBEDA Ordinance, as amended, together with all requirements, guidelines, and procedures set forth in the CITY's SBEDA Policy & Procedure Manual are in furtherance of the CITY's efforts at economic inclusion and, moreover, that such terms are part of CONTRACTOR's scope of work as referenced in the CITY's formal solicitation that formed the basis for contract award and subsequent execution of this Agreement, these SBEDA Ordinance requirements, guidelines and procedures are hereby incorporated by reference into this Agreement, and are considered by the Parties to this Agreement to be material terms. CONTRACTOR voluntarily agrees to fully comply with these SBEDA program terms as a condition for being awarded this contract by the CITY. Without limitation, CONTRACTOR further agrees to the following terms as part of its contract compliance responsibilities under the SBEDA Program:

1. CONTRACTOR shall cooperate fully with the Small Business Office and other CITY departments in their data collection and monitoring efforts regarding CONTRACTOR's utilization and payment of Subcontractors, S/M/WBE firms, and HUBZone firms, as applicable, for their performance of Commercially Useful Functions on this contract

including, but not limited to, the timely submission of completed forms and/or documentation promulgated by SBO, through the Originating Department, pursuant to the SBEDA Policy & Procedure Manual, timely entry of data into monitoring systems, and ensuring the timely compliance of its Subcontractors with this term;

2. CONTRACTOR shall cooperate fully with any CITY or SBO investigation (and shall also respond truthfully and promptly to any CITY or SBO inquiry) regarding possible non-compliance with SBEDA requirements on the part of CONTRACTOR or its Subcontractors or suppliers;
3. CONTRACTOR shall permit the SBO, upon reasonable notice, to undertake inspections as necessary including, but not limited to, contract-related correspondence, records, documents, payroll records, daily logs, invoices, bills, cancelled checks, and work product, and to interview Subcontractors and workers to determine whether there has been a violation of the terms of this Agreement;
4. CONTRACTOR shall immediately notify the SBO, in writing on the Change to Utilization Plan form, through the Originating Department, of any proposed changes to CONTRACTOR's Subcontractor / Supplier Utilization Plan for this contract, with an explanation of the necessity for such proposed changes, including documentation of Good Faith Efforts made by CONTRACTOR to replace the Subcontractor / Supplier in accordance with the applicable Affirmative Procurement Initiative. All proposed changes to the Subcontractor / Supplier Utilization Plan including, but not limited to, proposed self-performance of work by CONTRACTOR of work previously designated for performance by Subcontractor or supplier, substitutions of new Subcontractors, terminations of previously designated Subcontractors, or reductions in the scope of work and value of work awarded to Subcontractors or suppliers, shall be subject to advanced written approval by the Originating Department and the SBO. CONTRACTOR shall require new Subcontractors or Suppliers, prior to submission of CONTRACTOR's Change to Utilization Plan form, to register in the Centralized Vendor Registration system, before seeking SBO approval.
5. CONTRACTOR shall immediately notify the Originating Department and SBO of any transfer or assignment of its contract with the CITY, as well as any transfer or change in its ownership or business structure.
6. CONTRACTOR shall retain all records of its Subcontractor payments for this contract for a minimum of four years or as required by state law, following the conclusion of this contract or, in the event of litigation concerning this contract, for a minimum of four years or as required by state law following the final determination of litigation, whichever is later.
7. In instances wherein the SBO determines that a Commercially Useful Function is not actually being performed by the applicable S/M/WBE or HUBZone firms listed in a CONTRACTOR's Subcontractor / Supplier Utilization Plan, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE or HUBZone subcontractor(s) or joint venture partner(s) toward attainment of S/M/WBE or HUBZone firm utilization goals, and the CONTRACTOR and its listed S/M/WBE firms or HUBZone firms may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.
8. CONTRACTOR acknowledges that the CITY will not execute a contract or issue a Notice to Proceed for this project until the CONTRACTOR and each of its Subcontractors for this project have registered and/or maintained active status in the CITY's Centralized Vendor Registration System, and CONTRACTOR has represented to CITY which primary commodity codes each registered Subcontractor will be performing under for this contract.

E. SBEDA Program Compliance – Affirmative Procurement Initiatives

The CITY has applied the following contract-specific Affirmative Procurement Initiative to this contract:

None. There are no Affirmative Procurement Initiatives being applied to this contract.

F. Commercial Nondiscrimination Policy Compliance

As a condition of entering into this Agreement, the CONTRACTOR represents and warrants that it has complied with throughout the course of this solicitation and contract award process, and will continue to comply with, the CITY's Commercial Nondiscrimination Policy, as described under Section III. C. 1. of the SBEDA Ordinance. As part of such compliance, CONTRACTOR shall not discriminate on the basis of race, color, religion, ancestry or national origin, sex, age, marital status, sexual orientation or, on the basis of disability or other unlawful forms of discrimination in the solicitation, selection, hiring or commercial treatment of Subcontractors, vendors, suppliers, or commercial customers, nor shall the company retaliate against any person for reporting instances of such discrimination. The company shall provide equal opportunity for Subcontractors, vendors and suppliers to participate in all of its public sector and private sector subcontracting and supply opportunities, provided that nothing contained in this clause shall prohibit or limit otherwise lawful efforts to remedy the effects of marketplace discrimination that have occurred or are occurring in the CITY's Relevant Marketplace. The company understands and agrees that a material violation of this clause shall be considered a material breach of this Agreement and may result in termination of this Agreement, disqualification of the company from participating in CITY contracts, or other sanctions. This clause is not enforceable by or for the benefit of, and creates no obligation to, any third party. CONTRACTOR's certification of its compliance with this Commercial Nondiscrimination Policy as submitted to the CITY pursuant to the solicitation for this contract is hereby attached and incorporated into the material terms of this Agreement. CONTRACTOR shall incorporate this clause into each of its Subcontractor and supplier Agreements entered into pursuant to CITY contracts.

G. Prompt Payment

Upon execution of this contract by CONTRACTOR, CONTRACTOR shall be required to submit to CITY accurate progress payment information with each invoice regarding each of its Subcontractors, including HUBZone Subcontractors, to ensure that the CONTRACTOR's reported subcontract participation is accurate. CONTRACTOR shall pay its Subcontractors in compliance with Chapter 2251, Texas Government Code (the "Prompt Payment Act") within ten days of receipt of payment from CITY. In the event of CONTRACTOR's noncompliance with these prompt payment provisions, no final retainage on the Prime Contract shall be released to CONTRACTOR, and no new CITY contracts shall be issued to the CONTRACTOR until the CITY's audit of previous subcontract payments is complete and payments are verified to be in accordance with the specifications of the contract.

H. Violations, Sanctions and Penalties

In addition to the above terms, CONTRACTOR acknowledges and agrees that it is a violation of the SBEDA Ordinance and a material breach of this Agreement to:

1. Fraudulently obtain, retain, or attempt to obtain, or aid another in fraudulently obtaining, retaining, or attempting to obtain or retain Certification status as an SBE, MBE, WBE, M/WBE, HUBZone firm, Emerging M/WBE, or ESBE for purposes of benefitting from the SBEDA Ordinance;
2. Willfully falsify, conceal or cover up by a trick, scheme or device, a material fact or make any false, fictitious or fraudulent statements or representations, or make use of any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry pursuant to the terms of the SBEDA Ordinance;
3. Willfully obstruct, impede or attempt to obstruct or impede any authorized official or employee who is investigating the qualifications of a business entity which has requested Certification as an S/M/WBE or HUBZone firm;
4. Fraudulently obtain, attempt to obtain or aid another person fraudulently obtaining or attempting to obtain public monies to which the person is not entitled under the terms of the SBEDA Ordinance; and
5. Make false statements to any entity that any other entity is, or is not, certified as an S/M/WBE for purposes of the SBEDA Ordinance.

Any person who violates the provisions of this section shall be subject to the provisions of Section III. E. 13 of the SBEDA Ordinance and any other penalties, sanctions and remedies available under law including but not limited to:

1. Suspension of contract;
2. Withholding of funds;

3. Rescission of contract based upon a material breach of contract pertaining to S/M/WBE Program compliance;
4. Refusal to accept a response or proposal; and
5. Disqualification of CONTRACTOR or other business firm from eligibility for providing goods or services to the City for a period not to exceed two years (upon City Council approval).

RFCSP EXHIBIT 5

NON-DISCRIMINATION

Non-Discrimination. As a party to this contract, {Contractor or Vendor} understands and agrees to comply with the Non-Discrimination Policy of the City of San Antonio contained in Chapter 2, Article X of the City Code and further, shall not discriminate on the basis of race, color, national origin, sex, sexual orientation, gender identity, veteran status, age or disability, unless exempted by state or federal law, or as otherwise established herein.

RFCSP EXHIBIT 6

APPENDIX A – SAMPLE BUDGET REPORT

ATTACHED AS A SEPARATE DOCUMENT

RFCSP EXHIBIT 7

APPENDIX B – SAMPLE PERFORMANCE MEASURES REPORT

ATTACHED AS A SEPARATE DOCUMENT

RFCSP EXHIBIT 8

APPENDIX C – SAMPLE BOND PROGRAM REPORTS

ATTACHED AS A SEPARATE DOCUMENT

018 RFCSP ATTACHMENTS

RFCSP ATTACHMENT A, PART ONE

RESPONDENT QUESTIONNAIRE

1. **Respondent Information:** Provide the following information regarding the Respondent.

(NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this Item #1 for each Co-Respondent by copying and inserting an additional block(s) before Item #2.)

Respondent Name: _____

(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: _____

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Website address: _____

Year established: _____

Provide the number of years in business under present name: _____

Social Security Number or Federal Employer Identification Number: _____

Texas Comptroller's Taxpayer Number, if applicable: _____

(NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

DUNS NUMBER: _____

Business Structure: Check the box that indicates the business structure of the Respondent.

Individual or Sole Proprietorship If checked, list Assumed Name, if any: _____

Partnership

Corporation

If checked, check one:

For-Profit

Nonprofit

Also, check one:

Domestic

Foreign

Other If checked, list business structure: _____

Printed Name of Contract Signatory: _____

Job Title: _____

(NOTE: This RFCSP solicits proposals to provide services under a contract which has been identified as "High Profile". Therefore, Respondent must provide the name of person that will sign the contract for the Respondent, if awarded.)

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:

Provide address of office from which this project would be managed:

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Annual Revenue: \$ _____

Total Number of Employees: _____

Total Number of Current Clients/Customers: _____

Briefly describe other lines of business that the company is directly or indirectly affiliated with:

List Related Companies:

2. **Contact Information:** List the one person who the City may contact concerning your proposal or setting dates for meetings.

Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Email: _____

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes ___ No ___

4. Is Respondent authorized and/or licensed to do business in Texas?

Yes ___ No ___ If "Yes", list authorizations/licenses.

5. Where is the Respondent's corporate headquarters located? _____

6. **Local/County Operation:** Does the Respondent have an office located in San Antonio, Texas?

Yes ___ No ___ If "Yes", respond to a and b below:

- a. How long has the Respondent conducted business from its San Antonio office?

Years _____ Months _____

- b. State the number of full-time employees at the San Antonio office.

If "No", indicate if Respondent has an office located within Bexar County, Texas:

Yes ___ No ___ If "Yes", respond to c and d below:

- c. How long has the Respondent conducted business from its Bexar County office?

Years _____ Months _____

- d. State the number of full-time employees at the Bexar County office. _____

7. **Debarment/Suspension Information:** Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes ___ No ___ If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

8. **Surety Information:** Has the Respondent ever had a bond or surety canceled or forfeited?

Yes ___ No ___ If "Yes", state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

9. **Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes ___ No ___ If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

10. **Disciplinary Action:** Has the Respondent ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

11. **Previous Contracts:**

a. Has the Respondent ever failed to complete any contract awarded?

Yes ___ No ___ If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

Yes ___ No ___ If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

Yes ___ No ___ If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

REFERENCES

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

Reference No. 1:

Firm/Company Name _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Date and Type of Service(s) Provided: _____

Contact Email Address: _____

Reference No. 2:

Firm/Company Name _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Date and Type of Service(s) Provided: _____

Contact Email Address: _____

Reference No. 3:

Firm/Company Name _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone No. _____ Fax No: _____

Date and Type of Service(s) Provided: _____

Contact Email Address: _____

RFCSP ATTACHMENT A, PART TWO

EXPERIENCE, BACKGROUND, QUALIFICATIONS

Prepare and submit narrative responses to address the following items. If Respondent is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

1. Describe Respondent's experience relevant to the Scope of Services requested by this RFCSP. List and describe three relevant projects of similar size and scope performed over the past four years. Identify associated results or impacts of the project/work performed.
2. Indicate the number of years Respondent has been in the business of providing a financial or performance related transparency application or software. Indicate if this is the Respondent's primary line of business. If not, state the Respondent's primary line of business.
3. List all financial or performance related transparency projects that the Respondent has completed in the last five years.
4. List all financial or performance related transparency projects that Respondent has in progress as of the proposal due date. For each project listed, give the target date of completion, and the contact name, phone number, and email address for the project manager.
5. Describe Respondent's specific experience with public entities clients, especially large municipalities or authorities. If Respondent has provided services for the City in the past, identify the name of the project and the department for which Respondent provided those services.
6. If Respondent is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team and the extent to which the team, joint ventures and/or sub-contractors have worked together in the past.
7. Provide an organizational chart showing how the Respondent proposes to staff the project. For each position reflected on the organizational chart:
 - b) identify the number and professional qualifications (to include licenses, certifications, associations)
 - c) identify relevant experience on projects of similar size and scope
 - d) state the primary work assignment and the percentage of time to be devoted to the project.
8. Additional Information. Identify any other relevant information about the Respondent's qualifications.

RFCSP ATTACHMENT A, PART THREE

PROPOSAL PLAN AND SOLUTION

The Respondent shall provide services to accomplish a complete and finished access to the software. Respondent must provide a detailed, narrative response to the service requirements outlined below. Please include any relevant system requirements which would be necessitated for successful implementation. Each response should include the heading and numbering schema shown below for the section that is being addressed. Failure to follow this format may result in vital information not being considered when reviewing the proposal.

At minimum, the services shall include, but are not limited to the services listed below.

1. IMPLEMENTATION SERVICES

- a) Project Planning – Defining in a written Project Plan, the tasks, milestones, schedule, deliverables, communication, risk management and resource management of the implementation project.
- b) Requirements Definition – Documenting the roles, processes, and software functions to be accomplished by the system, using requirements provided by the Department, and a structured documentation methodology.
- c) Services Access – Confirming access from workstations for development and testing purposes, noting any required plug-ins or other needed modules.
- d) Infrastructure Plan - A plan that describes any needed additions and/or changes to the City's infrastructure in order to support the portion of the application hosted at the City or for access from the City staff.
- e) Security Plan - A plan that describes the security related changes the hosting environment or applications in order to meet the City's needs.
- f) Software Configuration - Creating a Configuration Plan that describes how the software will be configured to meet City needs as documented. Modifying screens, menus, reports, and adding user-defined fields to adapt to the City's needs, including any custom programming.
- g) Data Conversion - Conversion of up to five years of existing financial data for use within the proposed solution as needed.
- h) Testing - The City will be responsible for conducting tests to ensure that the base software, any modifications, interfaces, and hardware meet the City's business needs and it functions properly in the City's environment.
 - i. The City and the Respondent will work to resolve any issues in configuration, data conversion, or performance. The Respondent will obtain written verification from the City's Contract Administrator of this task.
 - ii. The Respondent will immediately provide resources for product fixes resulting from errors identified during the software testing process and provide additional training and/or support where necessary.
 - iii. Respondent's proposal shall address all sections of Acceptance Testing to be specified by the City of San Antonio.
- i) Performance Tuning - SaaS environment will be assessed and modified to achieve best performance and optimum settings. Respondent shall specify measures and targets to track user experience in relation to system responsiveness. Respondent shall provide regular updates of these measures and commit to address any degradation in user experience.
- j) Startup - Providing assistance with project setup to resolve initial issues.
- k) Training - Create a comprehensive Training Plan to include, but not limited to, conducting training on-site or remotely for up to 10 staff members at varying levels of use.

2. DATA SERVICES

Respondent must clearly state and, if necessary, be prepared to demonstrate how they will meet the requirements below:

The proposed solution will enable users to:

- a) Analyze data in graphical format
- b) Analyze data in a numerical format
- c) View multiple graphical formats such as pie, line, bar, or similar charts
- d) Search for transactions by one or more of the provided data elements
- e) Filter data by one or more of the provided data elements
- f) Export data from the platform into a common format (csv, xls, etc)
- g) Create bookmarks or share links to searches or filtered results

3. SUPPORT SERVICES

The Respondent's proposal must provide information that can be used by the City to evaluate the Respondent's support services. Following successful, startup, and training, the Respondent is expected to provide support services to preserve the investment by the City of San Antonio and to assist in resolving issues. Minimum required support services are as follows:

- a) Software Maintenance -
 - i. With the City's approval, updates or upgrades of the software service can be incorporated for bug fixes, new features or other software enhancements included in future versions.
 - ii. A description of the roles, responsibilities, problem escalations path, scheduled downtimes, contact names, emails, and phone numbers in support of the Respondent's hosted system.
- b) Telephone and/or Remote Support - Software troubleshooting and usage advice provided via telephone and / or tools that allow remote support.
- c) On-Site Support - Software troubleshooting, reconfiguration, retraining or other specialized assistance provided on-site.
- d) Warranty - The City desires a one-year warranty to follow final acceptance. The Offerer will provide free upgrade maintenance and support services during the one-year warranty period.

ALL WARRANTIES SHALL START FROM THE CITY OF SAN ANTONIO IN SERVICE DATE.

All warranty items/issues/concerns shall be resolved at no charge to the City of San Antonio. This shall include, but not be limited to, parts, labor, freight, travel, etc. All warranty items/issues/concerns shall be resolved within a time frame determined by the Contract Administrator. The Contractor shall warranty all parts and services provided by a subcontractor just as if supplied directly by the Contractor.

4. PROJECT SCHEDULE

It is the City's desire to implement the solution in a timely manner as soon as the contract is awarded. Respondent shall submit a proposed schedule.

RFCSP ATTACHMENT B
CONTRACTS DISCLOSURE FORM

Contracts Disclosure Form may be downloaded at <https://www.sanantonio.gov/efrms/atty/ContractsDisclosureForm.pdf>

Instructions for completing the Contracts Disclosure form are listed below:

1. Download form and complete all fields. Note: All fields must be completed prior to submitting the form.
2. Click on the "Print" button and place the copy in proposal response as indicated in the Proposal Checklist.

RFCSP ATTACHMENT C

LITIGATION DISCLOSURE FORM

Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes ___ No ___

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes ___ No ___

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes ___ No ___

If you have answered "Yes" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

RFCSP ATTACHMENT D

SBEDA UTILIZATION PLAN

ATTACHED AS A SEPARATE DOCUMENT

RFCSP ATTACHMENT E

PRICING SCHEDULE

ATTACHED AS A SEPARATE DOCUMENT

RFCSP ATTACHMENT F

SIGNATURE PAGE

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

By submitting a proposal, whether electronically or by paper, Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT.

If awarded a contract in response to this RFCSP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

Acknowledgement of Prohibition regarding Campaign and Officeholder Contributions

If submitting your proposal by paper, complete the following and sign on the signature line below. Failure to sign and submit this Signature Page will result in rejection of your proposal.

Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____

Email Address: _____

(NOTE: If proposal is submitted by Co-Respondents, an authorized signature from a representative of each Co-Respondent is required. Add additional signature blocks as required.)

Co-Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____

Email Address: _____

If submitting your proposal electronically, through City's portal, Co-Respondent must also log in using Co-Respondent's log-on ID and password, and submit a letter indicating that Co-Respondent is a party to Respondent's proposal and agrees to these representations and those made in Respondent's proposal. While Co-Respondent does not have to submit a copy of Respondent's proposal, Co-Respondent should answer any questions or provide any information directed specifically to Co-Respondent.

Co-Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____

Email Address: _____

RFCSP ATTACHMENT G

VETERAN-OWNED SMALL BUSINESS PROGRAM (VOSBP) TRACKING FORM

Veteran-Owned Small Business Preference Program (VOSBPP) Ordinance Pursuant to Ordinance No. 2013-12-05-0864, effective for solicitations issued after January 15, 2014, all solicitations issued by the City are subject to tracking of Veteran Owned Small Business (VOSB) participation.

For more information on the program, refer to the Veteran-Owned Small Business Program Tracking Form attached to this solicitation.

Respondent must complete and return the attached Veteran-Owned Small Business Program Tracking Form.

ATTACHED AS A SEPARATE DOCUMENT

RFCSP ATTACHMENT H

PROPOSAL CHECKLIST

Use this checklist to ensure that all required documents have been included in the proposal and appear in the correct order.

Document	Initial to Indicate Document is Attached to Proposal
Table of Contents	
Respondent Questionnaire RFCSP Attachment A, Part One	
Experience, Background and Qualifications RFCSP Attachment A, Part Two	
Proposed Plan and Solution RFCSP Attachment A, Part Three	
Contracts Disclosure Form RFCSP Attachment B	
Litigation Disclosure Form RFCSP Attachment C	
*SBEDA Utilization Form RFCSP Attachment D and Associated Certificates, if applicable	
Pricing Schedule RFCSP Attachment E	
*Signature Page RFCSP Attachment F	
*Veteran-Owned Small Business Program Tracking Form RFCSP Attachment G	
Proposal Checklist RFCSP Attachment H	
Proof of Insurability (See RFCSP Exhibit 1) Insurance Provider's Letter Copy of Current Certificate of Insurance	
*Certificate of Interested Parties Form (Form 1295) RFCSP Attachment I	
One (1) Original, seven (7) hard copies and one (1) CD of entire proposal in PDF format.	

*Documents marked with an asterisk on this checklist require a signature. Be sure they are signed prior to submittal of proposal.

RFCSP ATTACHMENT I

CERTIFICATE OF INTERESTED PARTIES (FORM 1295)

The Texas Government Code §2252.908, and the rules issued by the Texas Ethics Commission found in Title 1, Sections 46.1, 46.3 and 46.5 of the Texas Administrative Code, require a business entity to submit a completed Form 1295 to the City before the City may enter into a contract with that business entity.

Form 1295 must be completed online. In Box 3 of the form, provide the solicitation number shown on the cover page of this solicitation (e.g. IFB 6100001234, RFO 6100001234 or RFCSP 6100001234). The form is available from the Texas Ethics Commission by accessing the following web address:

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

Print your completed Form 1295 showing the Certification Number and Date Filed in the Certification of Filing box at the upper right corner. Sign Form 1295 in front of a notary and submit it with your response to this solicitation.

The following definitions found in the statute and Texas Ethics Commission rules may be helpful in completing Form 1295.

"Business entity" includes an entity through which business is conducted with a governmental entity or state agency, regardless of whether the entity is a for-profit or nonprofit entity. The term does not include a governmental entity or state agency.

"Controlling interest" means: (1) an ownership interest or participating interest in a business entity by virtue of units, percentage, shares, stock, or otherwise that exceeds 10 percent; (2) membership on the board of directors or other governing body of a business entity of which the board or other governing body is composed of not more than 10 members; or (3) service as an officer of a business entity that has four or fewer officers, or service as one of the four officers most highly compensated by a business entity that has more than four officers.

"Interested party" means: (1) a person who has a controlling interest in a business entity with whom a governmental entity or state agency contracts; or (2) a person who actively participates in facilitating a contract or negotiating the terms of a contract with a governmental entity or state agency, including a broker, intermediary, adviser, or attorney for the business entity.

"Intermediary", for purposes of this rule, means a person who actively participates in the facilitation of the contract or negotiating the contract, including a broker, adviser, attorney, or representative of or agent for the business entity who:

- (1) receives compensation from the business entity for the person's participation;
- (2) communicates directly with the governmental entity or state agency on behalf of the business entity regarding the contract; and
- (3) is not an employee of the business entity.



CITY OF SAN ANTONIO SUBCONTRACTOR/SUPPLIER UTILIZATION PLAN

SOLICITATION NAME: *Financial/Performance Transparency Application*

RESPONDENT NAME:

SOLICITATION API: *None*

API REQUIREMENTS: *None*

Enter Respondent's (Prime) proposed contract participation level. Leave blank for revenue generating contracts.

	PARTICIPATION DOLLAR AMOUNT	% LEVEL OF PARTICIPATION	CERTIFICATION TYPE AND NUMBER	TYPE OF WORK TO BE PERFORMED (BY NIGP CODE)
Prime:	\$	%		
SAePS Vendor #:			SCTRCA #:	

List ALL subcontractors/suppliers that will be utilized for the entire contract period, excluding possible extensions, renewals and/or alternates. Use additional pages if necessary.

Sub:	\$	%		
SAePS Vendor #:			SCTRCA #:	
Sub:	\$	%		
SAePS Vendor #:			SCTRCA #:	
Sub:	\$	%		
SAePS Vendor #:			SCTRCA #:	
Sub:	\$	%		
SAePS Vendor #:			SCTRCA #:	

**** Prime respondent and all subcontractors/suppliers must be registered in the City of San Antonio Electronic Procurement System (SAePS). To learn more about how to register, please call (210) 207-0118 or visit <http://www.sanantonio.gov/purchasing/saeps.aspx>.**

Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
A.Total Prime Participation:	\$	%	A. Total base bid amount to be kept by prime.
B.Total Sub Participation:	\$	%	B. Total amount prime will pay to certified and non-certified subcontractors/suppliers
C.Total Certified Sub Participation:	\$	%	C. Total amount prime will pay to certified subcontractors/suppliers per the eligibility requirements stated above
D.Total Prime & Sub Participation*:	\$	%	D. Total prime and subcontractor(s)/supplier(s) participation must equal your base bid amount (A+B)

If a business is not certified, please call the Small Business Program Office at (210) 207-3900 for information and details on how subcontractors and suppliers may obtain certification.

I HEREBY AFFIRM THAT I POSSESS DOCUMENTATION FROM ALL PROPOSED SUBCONTRACTORS/SUPPLIERS CONFIRMING THEIR INTENT TO PERFORM THE SCOPE OF WORK FOR THE PRICE INDICATED ABOVE. I FURTHER AFFIRM THAT THE ABOVE INFORMATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I UNDERSTAND AND AGREE THAT, IF AWARDED THE CONTRACT, THIS DOCUMENT SHALL BE ATTACHED THERETO AND BECOME A BINDING PART OF THE CONTRACT.

Print Name: _____ **Sign:** _____ **Title:** _____

Date: _____

FOR CITY USE

Action Taken: **Approved** _____ **Denied** _____

**ASSISTANT DIRECTOR
ECONOMIC DEVELOPMENT DEPARTMENT**

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

Authority. San Antonio City Code Chapter 2, Article XI describes the City's veteran-owned small business preference program.

Tracking. This solicitation is not eligible for a preference based on status as a veteran-owned small business (VOSB). Nevertheless, in order to determine whether the program can be expanded at a later date, the City tracks VOSB participation at both prime contract and subcontract levels.

Certification. The City relies on inclusion in the database of veteran-owned small businesses (VOSB) maintained by the U.S. Small Business Administration to verify VOSB status; however, veteran status may also be confirmed by certification by another public or private entity that uses similar certification procedures.

Definitions.

The program uses the federal definitions of veteran and veteran-owned small business found in 38 CFR Part 74.

- The term "veteran" means a person who served on active duty with the U.S. Army, Air Force, Navy, Marine Corps, Coast Guard, for any length of time and at any place and who was discharged or released under conditions other than dishonorable. Reservists or members of the National Guard called to federal active duty or disabled from a disease or injury incurred or aggravated in line of duty or while in training status.
- A veteran-owned small business is a business that is not less than 51 percent owned by one or more veterans, or in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; the management and daily business operations of which are controlled by one or more veterans and qualifies as "small" for Federal business size stand purposes.

The program uses the below definition of joint venture.

- Joint Venture means a collaboration of for-profit business entities, in response to a solicitation, which is manifested by a written agreement, between two or more independently owned and controlled business firms to form a third business entity solely for purposes of undertaking distinct roles and responsibilities in the completion of a given contract. Under this business arrangement, each joint venture partner shares in the management of the joint venture and also shares in the profits or losses of the joint venture enterprise commensurately with its contribution to the venture.

The program does not distinguish between a veteran and a service-disabled veteran-owned business and is not limited geographically.

COMPLETE THE FOLLOWING FORM AND SUBMIT WITH YOUR BID/PROPOSAL.

INSTRUCTIONS

- IF SUBMITTING AS A PRIME CONTRACTOR ONLY, COMPLETE **SECTION 1** OF THIS FORM.
- IF SUBMITTING AS A PRIME CONTRACTOR UTILIZING A SUBCONTRACTOR, COMPLETE **SECTIONS 1 AND 2** OF THIS FORM.

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

SOLICITATION NAME/NUMBER: _____

Name of Respondent:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Is Respondent certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is Respondent certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified Respondent as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount:		

Is Respondent subcontracting with a business that is certified as a VOSB? (circle one)	Yes	No
Name of SUBCONTRACTOR Veteran-Owned Small Business:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Is SUBCONTRACTOR certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is SUBCONTRACTOR certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified SUBCONTRACTOR as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount		

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

ACKNOWLEDGEMENT

THE STATE OF TEXAS

I certify that my responses and the information provided on this Veteran-Owned Small Business Preference Program Identification Form are true and correct to the best of my personal knowledge and belief and that I have made no willful misrepresentations on this form, nor have I withheld any relevant information in my statements and answers to questions. I am aware that any information given by me on this Veteran-Owned Small Business Preference Program Identification Form may be investigated and I hereby give my full permission for any such investigation, including the inspection of business records and site visits by City or its authorized representative. I fully acknowledge that any misrepresentations or omissions in my responses and information may cause my offer to be rejected or contract to be terminated. I further acknowledge that providing false information is grounds for debarment.

BIDDER/RESPONDENT'S FULL NAME:

(Print Name) Authorized Representative of Bidder/Respondent

(Signature) Authorized Representative of Bidder/Respondent

Title

Date

This Veteran-Owned Small Business Program Tracking Form must be submitted with the Bidder/Respondent's bid/proposal.

CITY OF SAN ANTONIO

6+6

FISCAL YEAR 2015
SIX PLUS SIX
BUDGET AND FINANCE REPORT

Prepared by
Office of Management & Budget and Finance Department
May 13, 2015





FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

REVENUES AND EXPENSES

- 2ND QUARTER ACTUALS UNAUDITED (OCTOBER 1, 2014 TO MARCH 31, 2015)
- SIX MONTH PROJECTION (APRIL 2015 TO SEPTEMBER 2015)

TABLE OF CONTENTS

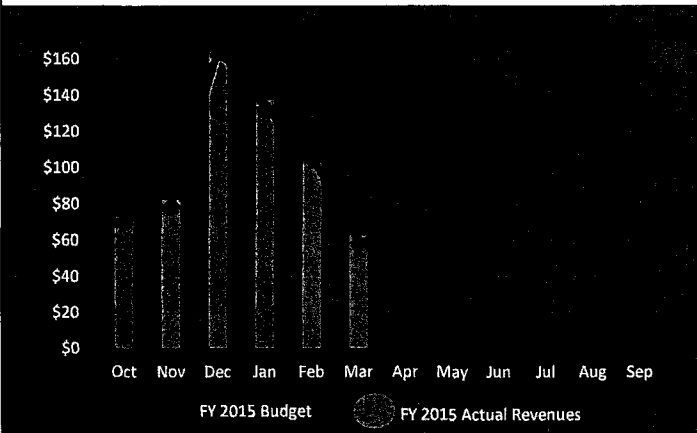
Title	Page
General Fund Revenues	1
General Fund Expenditures	5
Enterprise / Restricted Funds Summary (Revenues & Expenses)	7

6+6 FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND REVENUES

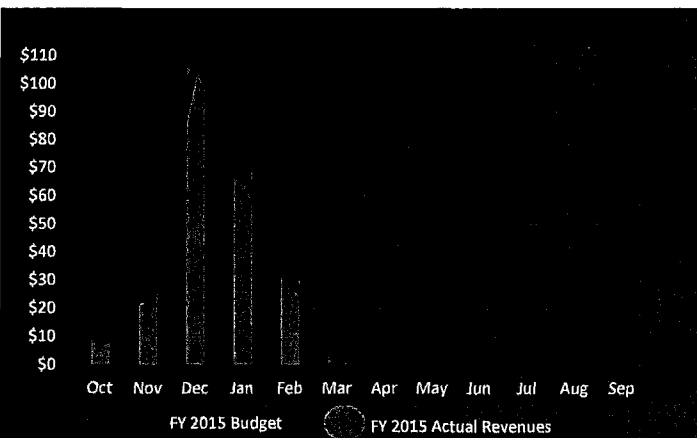
City of San Antonio

ALL SOURCES (\$ in Millions)



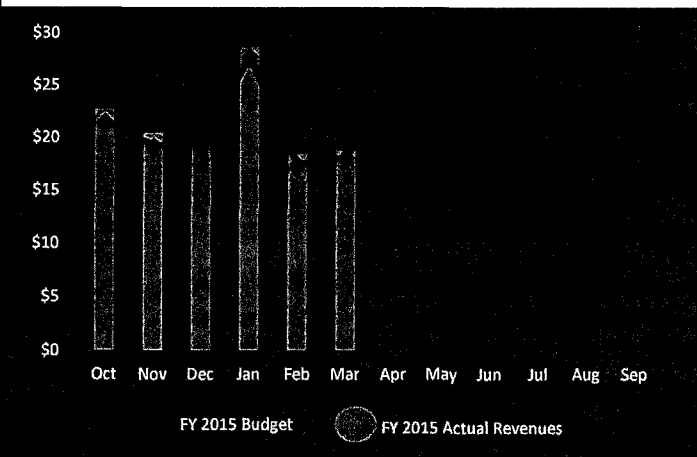
	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 71.26	\$ 72.96	\$ 1.70
Nov	79.38	82.33	2.95
Dec	165.31	164.74	(0.57)
Jan	133.55	137.35	3.81
Feb	106.37	104.54	(1.83)
Mar	58.88	62.70	3.82
Apr	64.93		
May	59.77		
Jun	74.80		
Jul	79.30		
Aug	69.15		
Sep	69.29		
Total	\$ 1,032.00	\$ 624.62	\$ 9.87

CURRENT PROPERTY TAX (\$ in Millions)



	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 10.01	\$ 10.01	\$ -
Nov	25.60	25.60	-
Dec	108.78	108.78	-
Jan	68.50	68.50	-
Feb	31.61	31.61	-
Mar	2.92	2.92	-
Apr	1.92		
May	2.59		
Jun	8.76		
Jul	6.71		
Aug	0.68		
Sep	0.41		
Total	\$ 268.48	\$ 247.41	\$ -

CITY SALES TAX (\$ in Millions)



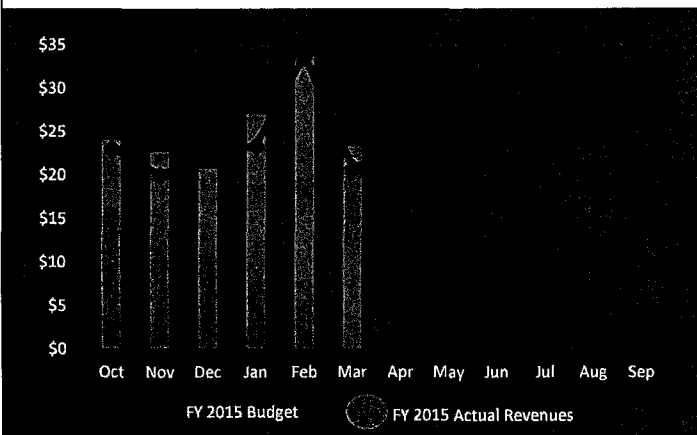
	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 21.54	\$ 22.66	\$ 1.12
Nov	19.21	20.41	1.20
Dec	19.36	19.12	(0.24)
Jan	27.76	28.62	0.86
Feb	17.40	18.40	1.00
Mar	18.08	18.76	0.69
Apr	25.59		
May	19.64		
Jun	18.48		
Jul	24.47		
Aug	20.17		
Sep	21.68		
Total	\$ 253.37	\$ 127.97	\$ 4.62

6+6 FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND REVENUES

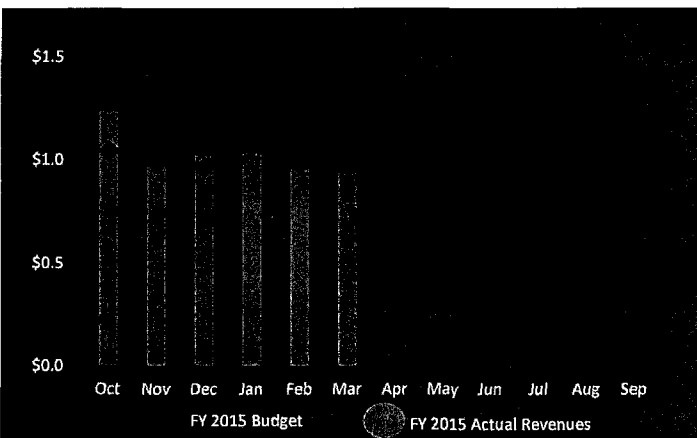
City of San Antonio

CPS ENERGY (\$ in Millions)



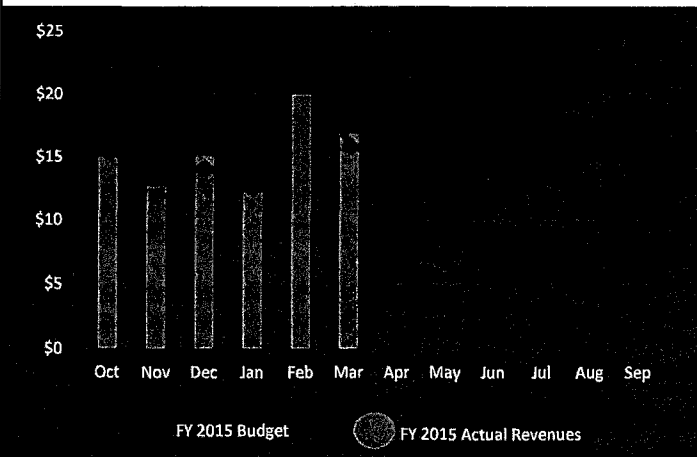
	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 23.11	\$ 24.03	\$ 0.92
Nov	20.08	22.65	2.57
Dec	22.00	20.77	(1.23)
Jan	23.48	27.00	3.52
Feb	33.77	33.60	(0.17)
Mar	20.88	23.26	2.38
Apr	22.34		
May	23.38		
Jun	30.10		
Jul	33.17		
Aug	33.77		
Sep	29.89		
Total	\$ 315.96	\$ 151.31	\$ 7.98

SAN ANTONIO WATER SYSTEM (\$ in Millions)

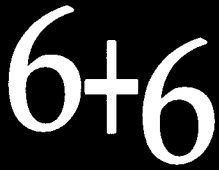


	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 1.05	\$ 1.24	\$ 0.18
Nov	0.99	1.01	0.01
Dec	0.97	1.02	0.05
Jan	1.08	1.03	(0.05)
Feb	0.99	0.95	(0.04)
Mar	0.98	0.93	(0.05)
Apr	1.03		
May	1.20		
Jun	1.23		
Jul	1.27		
Aug	1.31		
Sep	1.27		
Total	\$ 13.37	\$ 6.18	\$ 0.10

OTHER REVENUES (\$ in Millions)



	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 15.55	\$ 15.03	\$ (0.52)
Nov	13.51	12.67	(0.83)
Dec	14.21	15.06	0.85
Jan	12.72	12.20	(0.52)
Feb	22.59	19.97	(2.61)
Mar	16.01	16.82	0.81
Apr	14.05		
May	12.97		
Jun	16.24		
Jul	13.69		
Aug	13.23		
Sep	16.05		
Total	\$ 180.81	\$ 91.74	\$ (2.84)



FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND REVENUES

City of San Antonio

	FY 2015 Revised Budget ¹	FY 2015 6-Month Budget	FY 2015 6-Month Actuals ²	6-Month Variance Favorable (Unfavorable)	FY 2015 Estimate	12 Month Variance Favorable (Unfavorable)
AVAILABLE FUNDS						
Beginning Bal. (Excluding Financial Reserves)	\$ 63,240,982				\$ 75,976,701	12,735,719
REVENUES						
Current Property Tax	\$ 268,477,764	\$ 247,414,264	\$ 247,414,264	\$ 0	\$ 268,477,764	\$ 0
1 City Sales Tax	253,371,067	123,349,599	127,973,183	4,623,584	262,819,536	9,448,469
2 CPS Energy	315,962,248	143,322,248	151,307,099	7,984,851	329,347,000	13,384,752
Business & Franchise Tax	31,078,597	15,608,762	15,831,368	222,606	31,298,830	220,233
3 Liquor by the Drink Tax	6,612,460	3,400,000	3,406,437	6,437	7,600,000	987,540
Delinquent Property Tax	2,712,353	1,465,378	1,474,245	8,867	2,712,353	0
Penalty & Interest on Delinquent Property Taxes	2,130,000	1,001,113	1,009,243	8,130	2,130,000	0
Licenses & Permits	7,986,740	3,492,447	3,495,625	3,178	7,889,598	(97,142)
San Antonio Water System	13,373,971	6,080,247	6,183,339	103,092	13,533,781	159,810
Other Agencies	8,186,509	4,450,092	4,456,217	6,125	8,204,177	17,668
Charges for Current Services						
4 General Government	4,501,560	1,906,913	1,821,556	(85,358)	3,781,324	(720,236)
5 Public Safety	44,620,824	27,205,646	23,319,634	(3,886,012)	40,716,112	(3,904,712)
Highways & Streets	572,276	282,380	554,428	272,048	769,873	197,597
Health	2,846,047	1,414,919	1,406,256	(8,664)	2,805,884	(40,163)
Recreation & Culture	11,033,857	4,778,870	5,051,471	272,601	11,193,094	159,237
6 Fines	13,449,057	7,340,797	6,699,958	(640,839)	12,374,767	(1,074,290)
Miscellaneous Revenue						
Sale of Property	4,007,152	1,991,912	2,057,716	65,804	3,987,980	(19,172)
Use of Money & Property	2,043,375	1,097,370	1,101,396	4,025	2,013,792	(29,583)
Interest Earnings	549,407	284,157	236,673	(47,484)	508,232	(41,175)
7 Recovery of Expenditures	1,714,381	402,317	1,166,067	763,750	2,527,991	813,610
Miscellaneous	382,997	275,051	331,603	56,552	382,997	0
Interfund Charges & Transfers	1,650,000	945,608	952,804	7,196	1,850,000	200,000
TOTAL REVENUE	\$ 997,262,642	\$ 597,510,090	\$ 607,250,582	\$ 9,740,492	\$ 1,016,925,085	\$ 19,662,443
Transfers from Other Funds	34,735,760	17,240,850	17,370,297	129,447	34,979,837	244,077
TOTAL REVENUE AND TRANSFERS	\$ 1,031,998,402	\$ 614,750,940	\$ 624,620,878	\$ 9,869,938	\$ 1,051,904,922	\$ 19,906,520
TOTAL AVAILABLE FUNDS	\$ 1,095,239,384	\$ 614,750,940	\$ 624,620,878	\$ 9,869,938	\$ 1,127,881,623	\$ 32,642,239

NOTES

1. Adopted Budget consists of Original Budget for the fiscal year adjusted for ordinances approved by City Council throughout the fiscal year.
2. Actual figures are unaudited.

6+6

FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND REVENUES

City of San Antonio

Varlance Explanation

1. **City Sales Tax.** Sales Tax receipts for the second quarter are 3.7% above the second quarter plan, reflecting a continued consumer confidence in the San Antonio area. By year end, Sales Tax is estimated to be ahead of budget by 3.7% and over FY 2014 sales tax collection by 6%.
2. **CPS Energy.** CPS revenues are projected to be ahead of budget by \$13M due to increased off-system and electric sales in the first quarter and a colder winter than forecasted in the second quarter.
3. **Liquor by the Drink Tax.** Revenues from the Liquor by the Drink Tax are anticipated to be above budget by 14.9% by year end. The increase in revenues is due to two changes in State legislation. One change allows the City to retain a 2% administration fee for revenues and another increased the tax charged for sale of mixed drinks.
4. **General Government.** Revenues for General Government are anticipated to be below budget primarily due fewer warrants fees assessed.
5. **Public Safety.** Public Safety revenues are projected to be below budget for the year end due to a decrease in the ambulance supplemental payment of \$3.4M and a decrease of \$458K in EMS transports fees.
6. **Fines.** Fines are anticipated to be below budget \$1.1M due to 28,000 fewer traffic & parking violations being issued in the first two quarters of the year.
7. **Recovery of Expenditures.** Revenues are projected to be above budget due to an increase in revenues from the State for processing sexual assault kits in the amount of \$211K, an increase of \$120K in the payment from Bexar County for the shared use of the Emergency Operations center, and an additional \$188K from a 10% increase in the number of demolitions projected to be completed by end of year.

6+6

FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND EXPENDITURES

City of San Antonio

	FY 2015 Adopted Budget ¹	FY 2015 6-Month Budget	FY 2015 6-Month Actuals ²	6-Month Variance Favorable (Unfavorable)	FY 2015 Estimate	12 Month Variance Favorable (Unfavorable)
APPROPRIATIONS						
Animal Care Services	\$ 11,654,953	\$ 5,688,312	\$ 5,628,604	\$ 59,708	\$ 11,654,953	\$ 0
Center City Development & Operations	7,982,723	3,725,663	3,709,858	15,805	7,982,723	(0)
City Attorney	7,422,364	3,573,520	3,568,377	5,143	7,422,364	(0)
City Auditor	2,854,706	1,379,838	1,302,475	77,363	2,854,706	0
City Clerk	3,346,141	1,628,902	1,556,360	72,542	3,346,141	(0)
City Manager	3,228,132	1,722,276	1,709,223	13,053	3,228,132	0
1 Code Enforcement Services	11,886,325	5,928,368	6,006,737	(78,369)	12,254,754	(368,429)
Communications & Public Affairs	5,041,778	2,502,423	2,413,897	88,526	5,041,778	0
Eastpoint Office	1,661,335	845,838	844,844	994	1,661,335	0
Economic Development	3,358,134	1,657,352	1,618,507	38,845	3,285,515	72,619
Finance	10,444,081	5,248,039	5,125,299	122,740	10,330,827	113,254
2 Fire	280,064,723	137,289,139	137,494,731	(205,592)	280,485,507	(420,784)
Health	11,769,408	5,317,046	5,233,810	83,236	11,769,408	0
Historic Preservation	1,589,871	706,532	681,332	25,200	1,589,871	(0)
Human Resources	5,045,306	2,506,127	2,350,023	156,103	4,874,802	170,504
Human Services	18,978,390	8,013,738	7,897,644	116,094	18,813,956	164,434
Intergovernment Relations	1,554,381	814,862	814,245	617	1,554,381	0
Library	34,949,204	16,682,258	16,654,185	28,073	34,892,625	56,579
Management & Budget	3,272,316	1,679,653	1,668,018	11,635	3,272,316	0
Mayor and Council	6,298,686	2,250,326	2,240,810	9,516	6,298,686	0
Municipal Court	14,059,776	6,954,507	6,951,690	2,817	14,059,776	0
3 Municipal Elections	1,894,293	337,466	333,928	3,538	2,524,494	(630,201)
4 Parks and Recreation	44,650,789	18,443,716	18,363,434	80,282	44,390,195	260,594
Planning	2,999,628	1,209,779	1,182,183	27,596	2,999,628	(0)
5 Police	406,613,768	204,813,428	204,112,985	700,443	404,663,420	1,950,348
Parks Police	12,957,090	6,262,259	6,192,005	70,254	12,837,654	119,436
6 Transportation & Capital Improvements	57,611,829	21,648,839	20,314,771	1,334,068	55,902,595	1,709,234
Outside Agencies	18,946,415	6,253,642	6,253,642	(0)	18,946,415	0
7 Non-Departmental	42,864,415	16,228,891	15,937,424	291,467	41,822,302	1,042,113
One-Time Projects	5,395,906	2,530,923	2,498,059	32,864	5,395,906	0
Transfers	8,006,345	3,692,889	3,692,889	0	8,006,345	(0)
TOTAL APPROPRIATIONS	\$ 1,048,403,211	\$ 497,536,551	\$ 494,351,989	\$ 3,184,562	\$ 1,044,163,512	\$ 4,239,699
TOTAL AVAILABLE FUNDS	\$ 1,095,239,384	\$ 614,750,940	\$ 624,620,878	\$ 9,869,938	\$ 1,127,881,623	\$ 32,642,239
GROSS ENDING BALANCE	\$ 46,836,173	\$ 117,214,390	\$ 130,268,890	\$ 13,054,500	\$ 83,718,112	\$ 36,881,939
LESS BUDGETED RESERVES						
Financial Reserves (Incremental Amount for 10%)	14,190,339				14,190,339	0
Reserve for 2-Yr. Balanced Budget Plan	32,645,834				69,527,773	36,881,939
Ending Balance	\$ 0	\$	\$	\$	\$	\$ (0)
BUDGETED RESERVES SUMMARY						
Total Annual Budgeted Financial Reserves	\$ 103,190,501				\$ 103,190,501	

NOTES

1. Adopted Budget consists of Original Budget for the fiscal year adjusted for ordinances approved by City Council throughout the fiscal year.
2. Actual figures are unaudited.



FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

GENERAL FUND EXPENDITURES

City of San Antonio

Variance Explanation

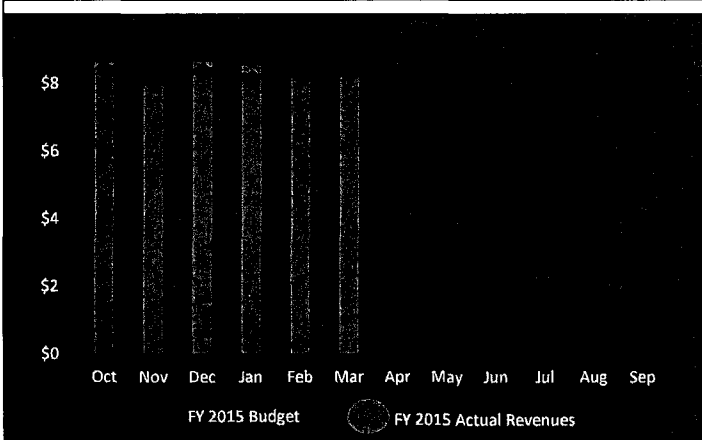
1. **Code Enforcement Services.** Code Enforcement Services expenditures are over budget for the second quarter and the year end projection due to an increase in demolitions and abatement activities. The Department anticipates conducting 869, or 128%, more dangerous premises abatements and 462, or 25%, more vacant lot abatements.
2. **Fire.** The Fire Department is projecting to be above budget \$420K primarily due to costs associated with overtime needed to maintain minimum staffing requirements.
3. **Municipal Elections.** Municipal Elections is projecting to be above budget \$630K due to a city wide run off in June 2015 that was not planned.
4. **Parks and Recreation.** The Parks and Recreation Department expenditures estimate reflects savings in personnel thru vacancies to maximize utilization of other operational line items.
5. **Police.** Expenditures in the Police Department are projected to be below budget \$1.9M due to lower than budgeted fuel prices.
6. **Transportation & Capital Improvements (TCI).** The TCI Department anticipates less spending of \$1.7M due to lower than budgeted fuel prices of \$400K and prior year Street Maintenance Program savings of \$1.3M.
7. **Non-Departmental.** Non-Departmental expenditures are projected to be below budget due to savings in utilities for street lights of \$700K and lower fuel prices resulting in \$500K of savings.

6+6 FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

ENTERPRISE AND RESTRICTED FUNDS

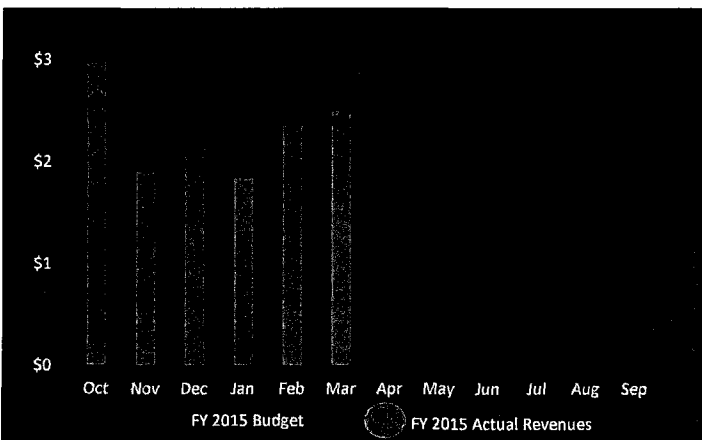
City of San Antonio

SOLID WASTE MANAGEMENT REVENUES (\$ in Millions)



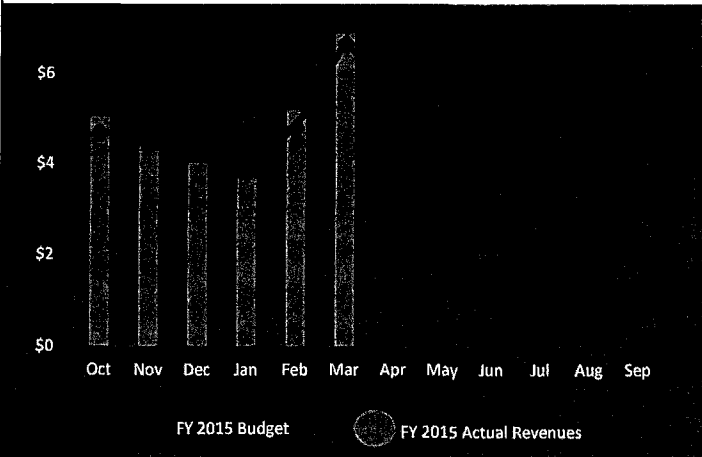
	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 8.48	\$ 8.63	\$ 0.16
Nov	8.13	7.95	(0.19)
Dec	8.41	8.64	0.23
Jan	8.18	8.53	0.35
Feb	8.30	8.16	(0.14)
Mar	8.36	8.20	(0.16)
Apr	8.32		
May	8.11		
Jun	8.25		
Jul	8.51		
Aug	8.27		
Sep	8.24		
Total	\$ 99.57	\$ 50.10	\$ 0.24

DEVELOPMENT SERVICES REVENUES (\$ in Millions)



	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 2.62	\$ 2.97	\$ 0.35
Nov	2.25	1.90	(0.35)
Dec	2.11	2.16	0.05
Jan	2.43	1.84	(0.60)
Feb	2.42	2.36	(0.05)
Mar	2.41	2.50	0.09
Apr	3.14		
May	2.56		
Jun	2.40		
Jul	2.68		
Aug	2.57		
Sep	2.46		
Total	\$ 30.05	\$ 13.73	\$ (0.51)

HOTEL OCCUPANCY TAX REVENUES (\$ in Millions)



	FY 2015 Adopted Budget	6 Month Actuals	Variance Favorable (Unfavorable)
Oct	\$ 4.72	\$ 5.04	\$ 0.31
Nov	4.43	4.43	-
Dec	4.27	4.00	(0.27)
Jan	3.84	3.77	(0.07)
Feb	4.84	5.19	0.35
Mar	6.70	6.90	0.20
Apr	5.53		
May	5.00		
Jun	5.92		
Jul	6.37		
Aug	5.09		
Sep	3.81		
Total	\$ 60.53	\$ 29.33	\$ 0.52

6+6 FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

ENTERPRISE AND RESTRICTED FUNDS

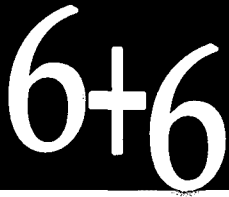
City of San Antonio

	FY 2015 Adopted Budget ¹	FY 2015 6-Month Budget	FY 2015 6-Month Actuals ²	6-Month Variance Favorable (Unfavorable)	FY 2015 Estimate	12 Month Variance Favorable (Unfavorable)	
Enterprise Funds							
Airport Fund							
	\$	\$	\$	\$	\$	\$	
	88,044,055	45,195,949	47,572,337	2,376,388	88,044,055	0	
1	Expenses	87,763,074	35,579,918	34,096,333	1,483,585	86,266,947	1,496,127
Development Services Fund							
2	Revenues	30,053,250	14,239,028	13,731,140	(507,889)	29,255,072	(798,178)
	Expenses	32,778,361	13,022,000	12,949,791	72,209	32,592,516	185,845
Parking Fund							
	Revenues	10,076,810	4,690,991	4,700,588	9,597	10,083,054	6,244
3	Expenses	8,986,595	4,938,183	4,679,399	258,784	8,769,827	216,768
Solid Waste Management Fund							
4	Revenues	99,567,052	49,861,551	50,103,634	242,083	100,051,740	484,688
5	Expenses	100,923,161	48,891,809	44,425,674	4,466,135	95,820,341	5,102,820
Market Square Fund							
	Revenues	2,409,132	1,100,946	1,131,237	30,291	2,547,663	138,531
	Expenses	2,934,248	1,208,924	1,183,650	25,274	2,762,884	171,364
Restricted Funds							
Advanced Transportation District							
	Revenues	14,711,643	7,061,776	7,603,936	542,160	15,485,484	773,841
	Expenses	7,712,667	3,785,518	3,456,363	329,155	7,534,760	177,907
	Capital Projects	11,455,000	2,903,519	2,895,507	8,012	11,455,000	0
Confiscated Property							
	Revenues	1,366,188	1,063,088	1,138,978	75,890	1,512,376	146,188
	Expenses	2,441,284	871,504	790,573	80,931	2,441,284	0
Capital Improvements Management Services Fund							
	Revenues	18,011,011	7,404,780	7,422,390	17,610	18,045,248	34,237
	Expenses	18,011,011	8,807,120	8,789,214	17,906	17,915,262	95,749
Facility Services							
	Revenues	15,002,537	7,501,266	7,549,609	48,343	15,057,511	54,974
6	Expenses	15,321,063	6,714,430	6,420,525	293,905	14,771,017	550,046
Fleet Services							
7	Revenues	45,230,983	21,226,090	17,434,837	(3,791,253)	39,034,589	(6,196,394)
8	Expenses	44,546,239	21,376,064	17,070,041	4,306,023	38,763,376	5,782,863
Information Technology Services							
	Revenues	52,777,960	26,254,903	26,413,088	158,185	53,001,620	223,660
	Expenses	54,122,054	28,558,373	28,432,271	126,102	53,900,859	221,195
Purchasing & General Services							
	Revenues	5,201,688	2,567,084	2,704,724	137,640	5,484,166	282,478
	Expenses	5,754,421	2,809,105	2,652,163	156,942	5,663,309	91,112

NOTES

1. Adopted Budget consists of Original Budget for the fiscal year adjusted for ordinances approved by City Council throughout the fiscal year.

2. Actual figures are unaudited.



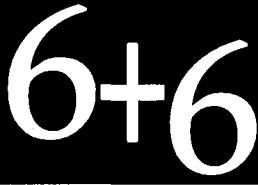
FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

ENTERPRISE AND RESTRICTED FUNDS

City of San Antonio

Variance Explanation

1. **Airport Expenses.** The Airport Expenses are projected to end the year \$1.5M below budget due to vacant positions (\$342K), the deferment of a Wi-Fi upgrade to FY 2016 (\$560K), and less contractual services spending (\$500K).
2. **Development Services Revenues.** Development Services revenues are projected to end the fiscal year \$800K below budget due to the commercial valuation being down 14% from FY 2014.
3. **Parking Fund Expenses.** The fund is projected to end the fiscal year \$216K better than budget due to the savings from 20 vacant positions.
4. **Solid Waste Management Revenues.** Solid Waste revenues are projected to end the fiscal year \$500K better than the budget due to favorable recycling commodity pricing. Commodity pricing was anticipated to be \$1 per ton however it is projected at \$10 per ton.
5. **Solid Waste Management Expenses.** The Solid Waste expenses are projected to end the fiscal year \$5.1M better than the budget from lower than budgeted fuel prices and savings on vehicle maintenance and repairs due to having a newer fleet.
6. **Facility Services Expenses.** At year end, Facilities Services expenses are projected to be below budget \$550K due to continued utility savings.
7. **Fleet Services Revenues.** Fleet Services revenues are to be below budget by \$6.2M primarily due to the continued lower than budgeted fuel prices for the remainder of the fiscal year. Unleaded was budgeted at \$2.98 per gallon but is projected at \$2.02 per gallon and diesel was budgeted at \$3.25 per gallon and is projected at \$2.41 per gallon.
8. **Fleet Services Expenses.** Fleet Services expenses will end the year \$5.7M under budget due the lower than budgeted fuel prices expected for the remainder of the year.



FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

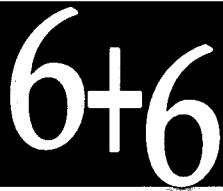
ENTERPRISE AND RESTRICTED FUNDS

City of San Antonio

	FY 2015 Adopted Budget ¹	FY 2015 6-Month Budget	FY 2015 6-Month Actuals ²	6-Month Variance Favorable (Unfavorable)	FY 2015 Estimate	12 Month Variance Favorable (Unfavorable)	
Restricted Funds							
Hotel Occupancy Tax & Hotel Occupancy Tax Supported Funds							
Revenues							
1	Hotel Occupancy Tax	\$ 60,529,453	\$ 28,809,771	\$ 29,330,141	\$ 520,370	\$ 61,349,803	\$ 820,350
2	Convention Center	12,279,359	6,405,112	7,009,157	604,045	12,782,833	503,474
	Alamodome	10,187,748	5,735,834	5,743,006	7,172	10,189,196	1,448
	Other Revenues	1,116,309	274,305	297,272	22,967	1,236,228	119,919
Expenditures							
	Community & Visitors Facilities	38,258,908	18,376,836	18,286,956	89,880	38,258,797	111
	Convention & Visitors Bureau	20,112,509	9,984,712	9,980,095	4,617	20,110,688	1,821
	Culture & Creative Development	9,233,649	4,658,632	4,634,146	24,486	9,188,244	45,405
	History & Preservation	8,679,105	4,339,553	4,339,553	0	8,679,105	0
	Other Expenses	3,014,871	1,507,436	1,507,436	0	3,014,871	0
Right of Way Management Fund							
3	Revenues	2,573,926	1,334,924	1,221,527	(113,397)	2,464,118	(109,808)
	Expenses	1,790,429	929,715	831,498	98,217	1,790,346	83
Storm Water Operations Fund							
	Revenues	39,603,197	19,724,987	20,004,523	279,536	39,863,677	260,480
4	Expenses	40,731,080	18,776,055	18,209,805	566,250	39,734,500	996,580
Storm Water Regional Facilities Fund							
	Revenues	4,944,570	2,320,045	2,285,081	(34,964)	4,890,942	(53,628)
	Expenses	1,524,517	739,376	684,631	54,745	1,499,264	25,253
	Capital Projects	3,800,000	32,808	0	32,808	3,800,000	0
Parks Environmental Fund							
	Revenues	6,718,812	3,327,406	3,342,605	15,199	6,765,036	46,224
	Expenses	6,749,430	3,216,680	3,212,071	4,609	6,721,854	27,576
Self-Insurance Funds							
Employee Benefits Fund							
5	Revenues	138,536,595	69,090,092	69,916,042	825,950	140,044,622	1,508,027
6	Expenses	138,761,557	69,449,615	69,204,514	245,101	140,525,614	(1,764,057)
Liability Fund							
	Revenues	10,749,230	5,374,620	5,423,151	48,531	10,827,664	78,434
7	Expenses	9,873,666	4,132,095	3,984,160	147,935	10,370,665	(496,999)
Workers' Compensation Fund							
8	Revenues	17,390,293	8,695,146	9,229,268	534,122	18,263,137	872,844
	Expenses	14,902,504	7,245,624	6,255,405	990,219	14,812,014	90,490

NOTES

1. Adopted Budget consists of Original Budget for the fiscal year adjusted for ordinances approved by City Council throughout the fiscal year.
2. Actual figures are unaudited.



FY 2015 SIX PLUS SIX BUDGET AND FINANCE REPORT

ENTERPRISE AND RESTRICTED FUNDS

City of San Antonio

Variance Explanation

1. **Hotel Occupancy Tax Revenues.** Hotel Occupancy Tax revenues are projected to be above budget \$820K due to increased growth in the Average Daily Rate which is up 5.5% from FY 2014 and an increase in Room Demand which is up 2.5% from FY 2014.
2. **Convention Center Revenues.** Revenues for the Convention Center are anticipated to be higher \$503K at year end due to higher than planned facility rentals, catering and concessions from unanticipated events in FY 2015, such as PAX South, the Texas Music Educator Association and Pepsi Co.
3. **Right of Way Revenues.** Revenues are projected to end the year \$109K below budget. This decrease in revenues is due to 791 or 15% fewer permit application fees assessed. Additionally, there is also a decrease in the number of inspection days for new projects. Inspections were budgeted at 60 days per project however projects are being completed within 50 days.
4. **Storm Water Expenses.** Storm Water Operations expenses are expected to be \$996K below budget at year end due to 24 vacant positions, lower than budgeted fuel prices and the contractual savings from internalizing the right of way mowing contract.
5. **Employee Benefits Revenues.** At year end, Employee Benefits Revenues are projected to be \$1.5M better than budgeted due to additional civilian assessments collected from grant and Pre-K for SA positions planned. The budget planned for 608 positions and the civilian assessment is being collected on 790 positions between the two.
6. **Employee Benefits Expenses.** Through the first six months of FY 2015, Police and Fire uniform healthcare claims are 14% higher than the same period in FY 2014, while civilian claims are 3% lower than last year. By the end of the fiscal year, it is projected that the Employee Benefits expenses will be \$1.7M over the adopted budget.
7. **Liability Fund Expenses.** The Liability Fund is projected to be \$500K above budget. The Year End Actuarial report is projecting higher claims costs in the remaining six months of FY 2015 than originally planned.
8. **Workers' Compensation Revenues.** Workers' Compensation revenues are projected to be above budget \$872K above budget due to assessments for Pre-K for SA, WIC Grant, and CSBG Grant.

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS

FISCAL YEAR 2015
3RD QUARTER REPORT

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



TABLE OF CONTENTS

Service Area 1: Public Safety

1. Fire Response Time (Non Medical Calls)
2. Fire Response Time (Medical Calls)
3. Structure Fires per 1,000 Residents
4. Medical Incidents per 1,000 Residents
5. Police Emergency Response Time for Priority Calls
6. Violent Crime Rate per 100,000 Residents
7. Driving While Intoxicated (DWI) Arrests & Alcohol-Related Traffic Accidents
8. Total Calls for Police Service

Service Area 2: Infrastructure

9. 2012 Bond Projects in Construction or Completed
10. 2012 Bond Projects On-Time
11. Acres Approved by Council and Protected Under Edwards Aquifer Protection Program
12. Streets Moving from Bad to Excellent Condition
13. Potholes Filled within 48 Hours
14. Fleet Availability

Service Area 3: Neighborhoods

15. Live Release Rate
16. Animal Shelter Intake
17. Spay/Neuter Surgeries Performed
18. Days from Initial Complaint to First Code Inspection
19. Code Enforcement Compliance Rates – Tier 1 & 2
20. Days for Initial Review of New Residential Plans
21. Building-Related Inspections Performed as Scheduled
22. Childhood Immunization Coverage Rates
23. Participants in Preservation Outreach Programs
24. Café College Participants and FAFSA Completion
25. Prospects Courtyard and Haven for Hope Campus Graduates
26. Senior Center Participants
27. Seniors Satisfied with Services
28. Annual Visits to Library
29. Annual Library Circulation
30. Computer and Wi-Fi Usage
31. Recreation Facility Attendance

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



TABLE OF CONTENTS

Service Area 4: Sustainability

- 32. Municipality Facility Retrofit Projects Completed & Avoided Utility Costs
- 33. Recycling Containers Installed to Achieve 1:1 Ratio with Trash Receptacles
- 34. Recycling Rate
- 35. Refuse and Recycling Collection Misses

Service Area 5: Economic Development

- 36. Housing Units Facilitated within SA2020 Boundary
- 37. Jobs Created/Retained through Economic Development Activities
- 38. Total Corporate Investment in San Antonio

Service Area 6: Convention, Visitor & Arts

- 39. Airport Overall Customer Satisfaction
- 40. International Airport Operating Cost per Passenger
- 41. Convention Center Exhibit Hall Occupancy Levels
- 42. Event Days at the Alamodome
- 43. Average Revenue Per Attendee at the Alamodome
- 44. Revenue Per Net Square Foot of Convention Facility Rentable Space

Service Area 6: Convention, Visitor & Arts (continued)

- 45. Convention Room Nights Booked
- 46. Annual Online Engagement
- 47. Attendance at Cultural Events
- 48. Non-City Dollars Leveraged for Arts by Funded Agencies
- 49. Events at Downtown Parks and Plazas
- 50. Square Feet of Sidewalks Pressure Washed
- 51. Riverboat Cruise Passengers

Service Area 7: Open Government

- 52. General Fund Expenditures as Percentage of Estimate
- 53. General Fund Revenues as a Percentage of Estimate
- 54. Achieve Payment to Vendors within Terms
- 55. Days to Collect Payment
- 56. News Releases/Media Inquiries
- 57. Voluntary Turnover Rate
- 58. Virgin Pulse HealthMiles Wellness Program Participation
- 59. Business Days to Fill a Position
- 60. Calls Received by 311

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 1: PUBLIC SAFETY

1. FIRE RESPONSE TIME (NON MEDICAL CALLS) ✓

Target: 7:40

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.

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.

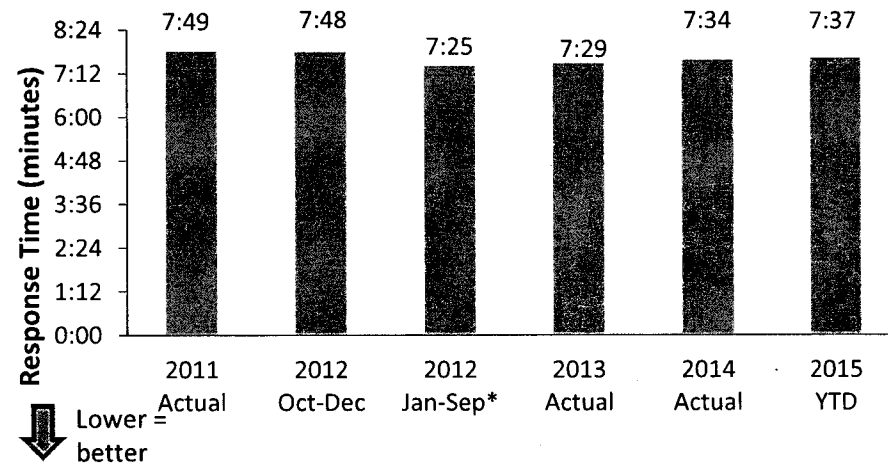
What is being done:

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.

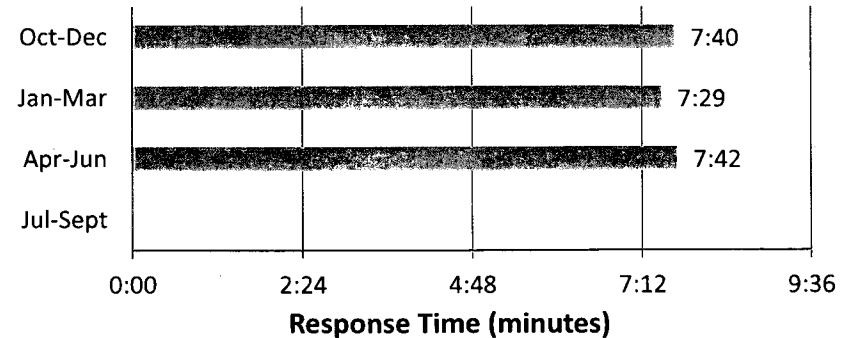
Responsible Department: Fire



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



* The Department made a change in the calculation of response time in January 2012. The chart reflects this change.

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. 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.

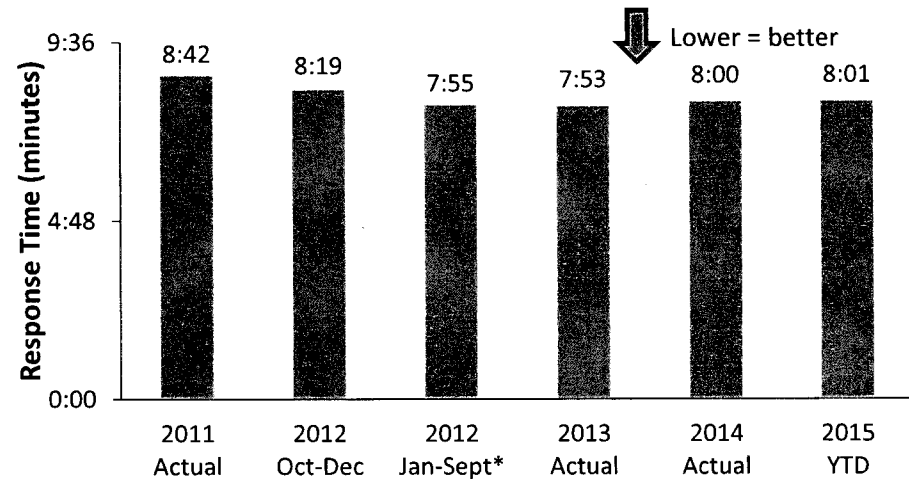
What is being done:

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 Fire Department continues to analyze ways to reduce overall response times through its Strategic Planning Initiative.

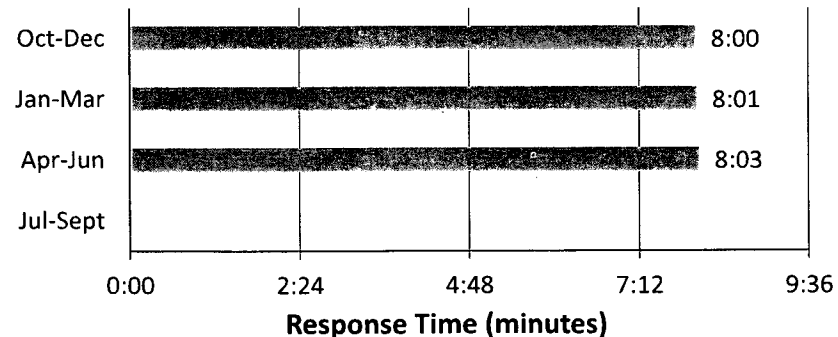
Responsible Department: Fire



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



* The Department made a change in the calculation of response time in January 2012. The chart reflects this change.

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:

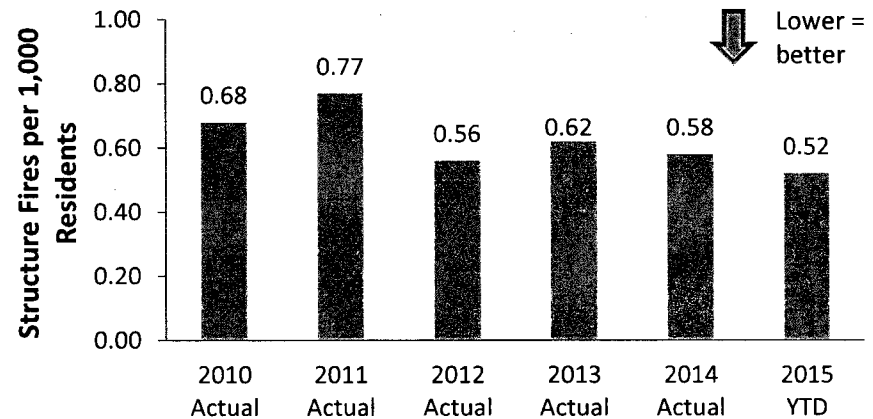
This measure provides a relative indicator of structure fires within a community. The measure reflects the impact that the fire code and the community safety education programs have on the community.

What is being done:

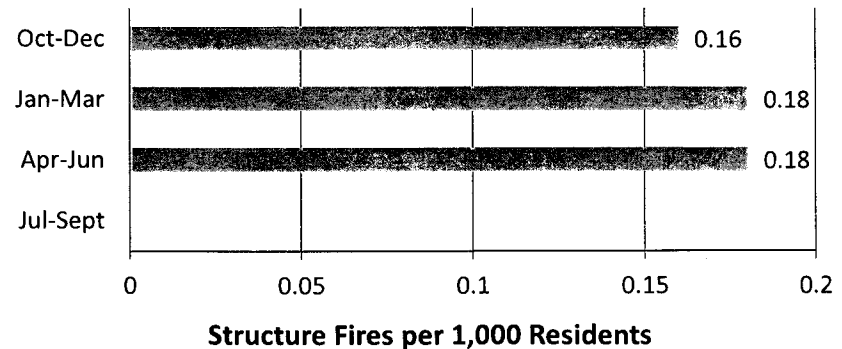
The Fire Prevention Division minimizes potential fire and environmental damage through inspections, investigations, and the development and enforcement of the fire code. The Community Safety and Education Group develops programs where all Fire Department personnel can participate to educate the public through safety fairs, visiting schools in our LIFE school program, holding commercial fire drills and pre-planning, and performing home safety checks.

Responsible Department: Fire

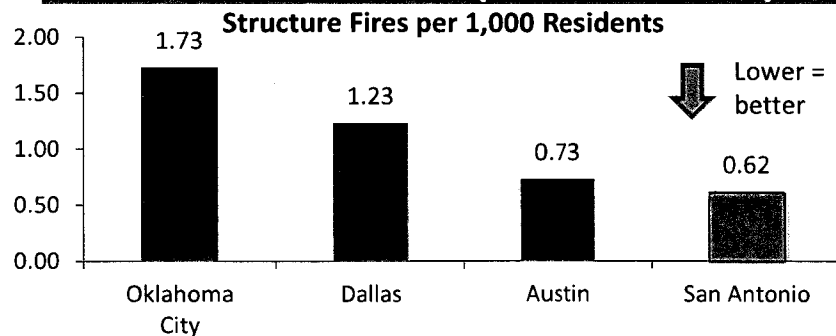
HISTORICAL PERFORMANCE (BY FISCAL YEAR)



PROJECTED CURRENT YEAR PERFORMANCE (BY QUARTER)



COMPARATIVE ANALYSIS (ICMA 2013 DATA)



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 Fire Department.

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.

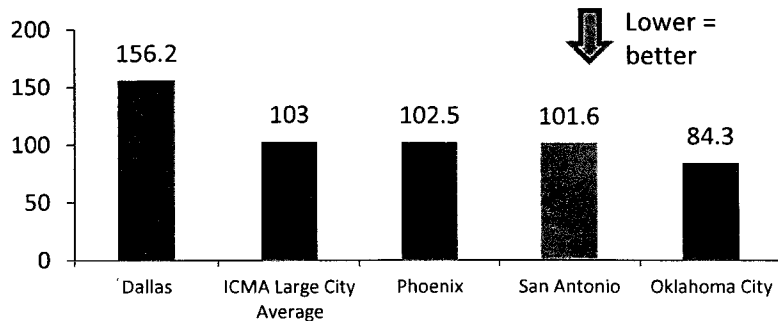
What is being done:

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.

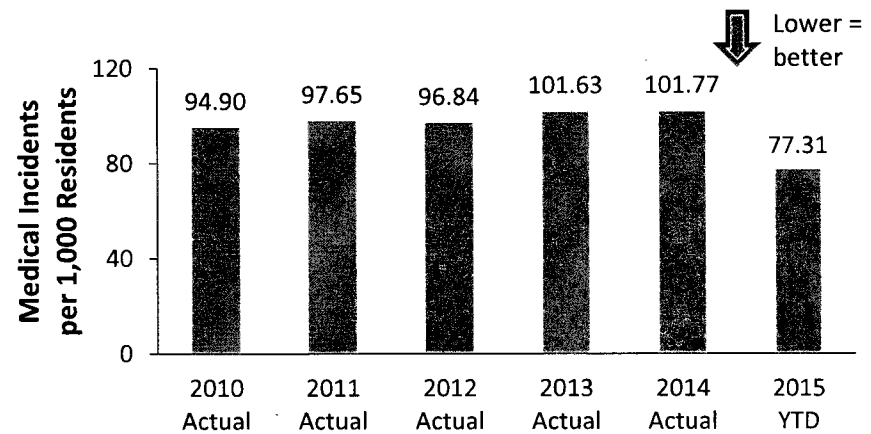
Responsible Department: Fire

COMPARATIVE ANALYSIS (ICMA 2013 DATA)

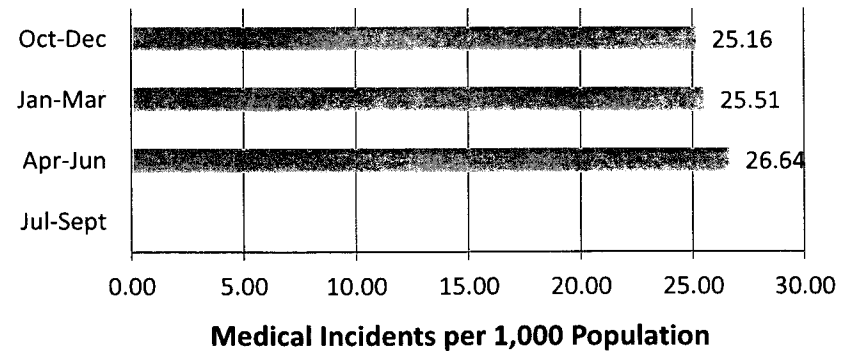
All EMS Responses per 1,000 Residents



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



PROJECTED CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 1: PUBLIC SAFETY

5. POLICE EMERGENCY RESPONSE TIME FOR PRIORITY CALLS

Target: 7:15

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 (SAPD) covers approximately 453 sq. miles. This measure reflects the department's ability to leverage internal resources to respond to priority calls efficiently, while also ensuring officer safety.

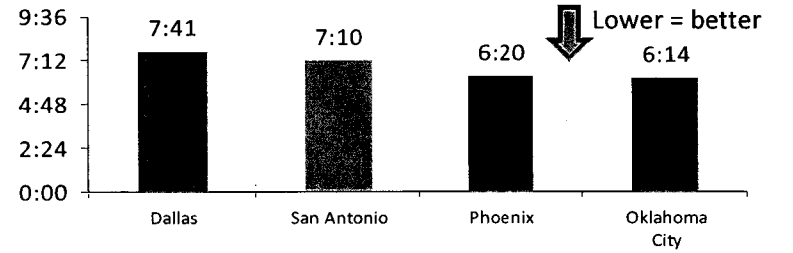
What is being done:

In FY 15 the benefits from the Patrol Resource Allocation Model implemented in FY 14 continue to result in lower response times. The realignment of resources continues to provide equity of workload, improved response times, and enhanced officer safety.

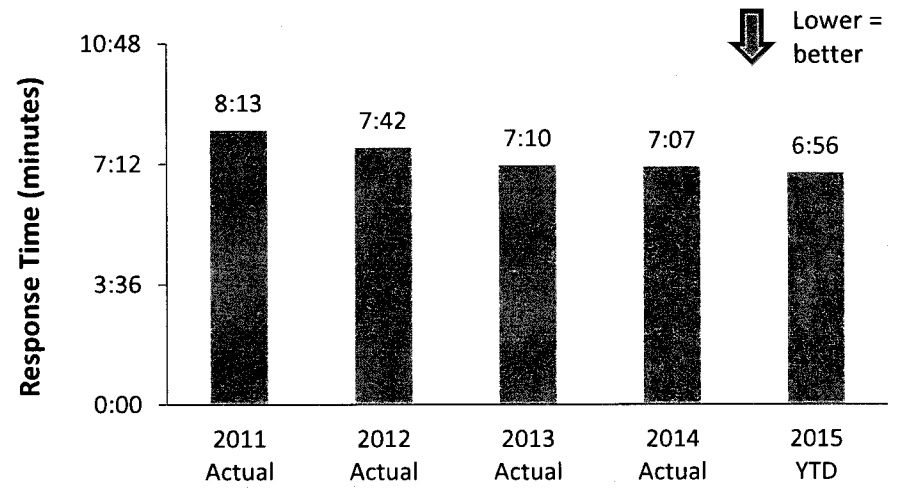
Responsible Department: Police

COMPARATIVE ANALYSIS (ICMA 2013 DATA)

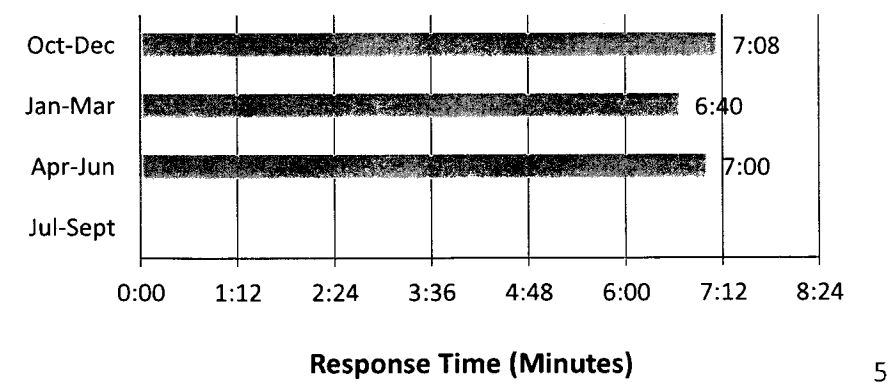
Top Priority Average Time from Receipt to Arrival on Scene



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



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) program's violent crime category is composed of four offenses: murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. It is reported as a rate per 100,000 population.

Why it is important:

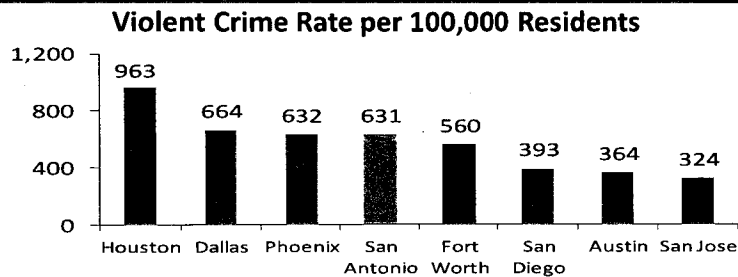
While other cities are listed for informational purposes, violent crime rate measurement is a tool for internal year-to-year comparison and self assessment. *As per the FBI, due to differences in reporting methodology, UCR comparisons to other cities may "lead to simplistic and/or incomplete analyses that often create misleading perceptions."*

What is being done:

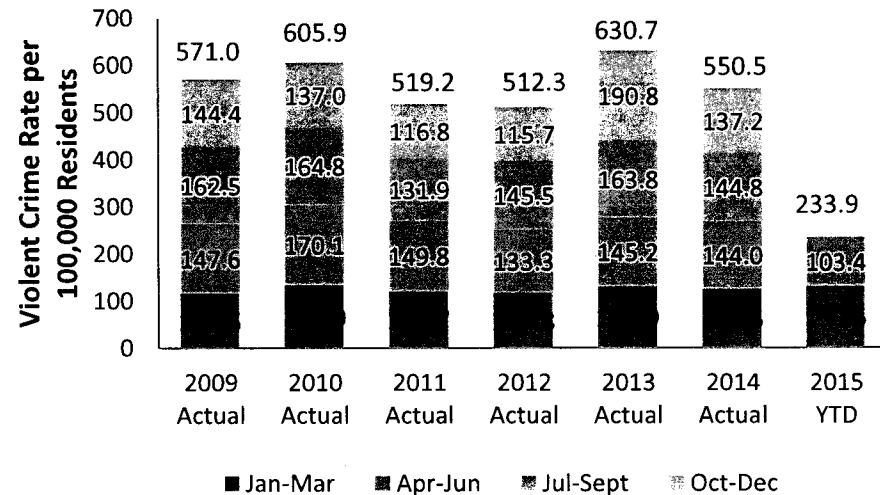
In FY15 the "Cure Violence" program implemented by the Major Crimes Section will be fully implemented. Focusing on select areas of violent crime in San Antonio, this program will complement the efforts of patrol and investigations to reduce violence and the fear of violence in troubled neighborhoods.

Responsible Department: Police

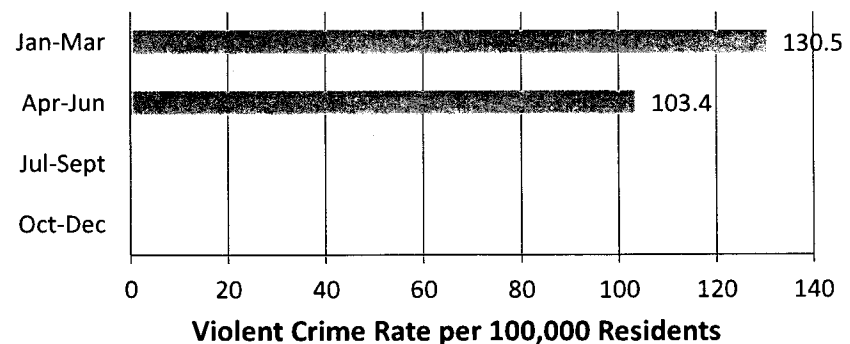
COMPARATIVE ANALYSIS (FBI 2013 DATA)



HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



CURRENT YEAR PERFORMANCE (BY CALENDAR YEAR)



*Due to reporting delays, 2nd quarter includes only partial data.

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 1: PUBLIC SAFETY

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

Target: 5,765 arrests/1,510 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:

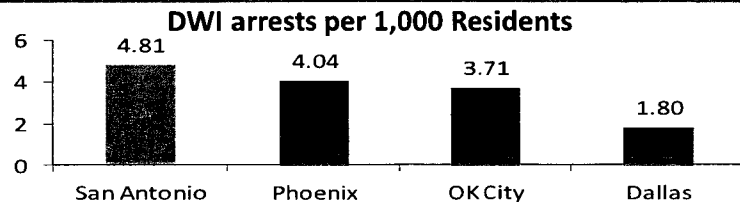
High numbers of DWI arrests demonstrate the San Antonio Police Department's commitment to safety in our community and emphasize the proactive approach to addressing the issue of drunk driving in the City.

What is being done:

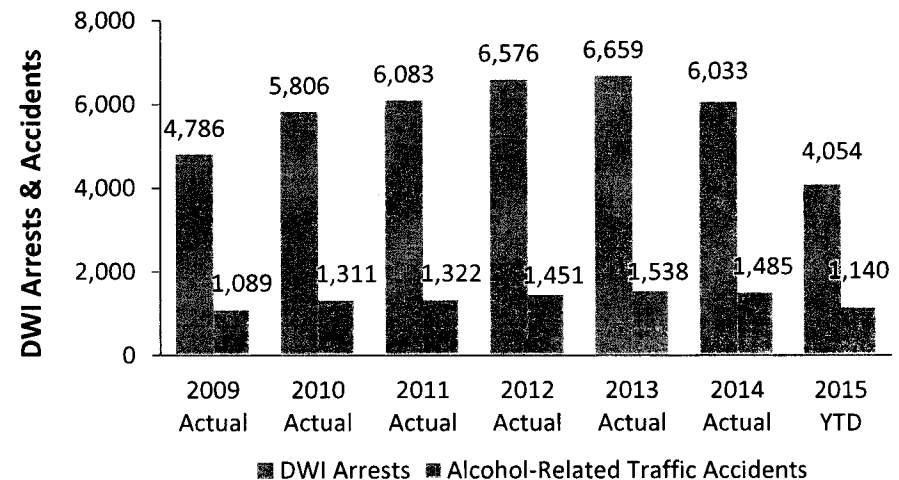
In FY15, the Department will maximize the use of the DWI Unit as well as grant-funded DWI STEP officers to deploy resources at peak times during the week and on specific holidays using a data-driven approach. San Antonio Fear-Free Environment officers will continue to promote the message of not drinking and driving with community outreach, and social media will be used to spread the message and encourage followers to stay sober and plan ahead.

Responsible Department: Police

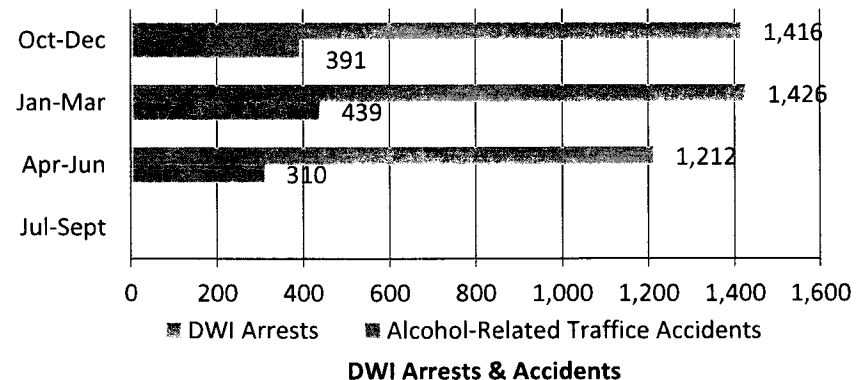
COMPARATIVE ANALYSIS (ICMA 2013 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



*Due to reporting delays, data from June is preliminary & subject to revision

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 2014, the Police Department responded to over 1.2 million calls for service. Calls for service have steadily increased yearly, in part due to overall population increase of the City.

Why it is important:

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

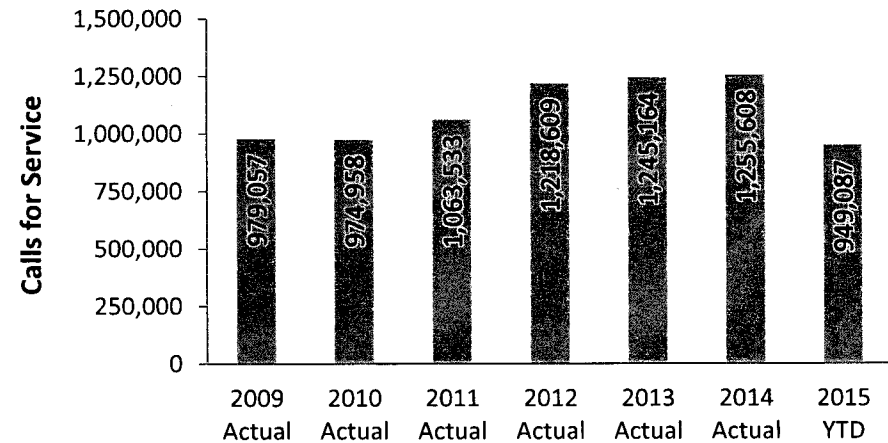
What is being done:

In FY 15, continued enhancements to the Computer Aided Dispatch system will improve communication and assist dispatch staff with determining the most appropriate response to incidents. Implementation of the Patrol Resource Allocation Model has also provided for enhanced response to calls.

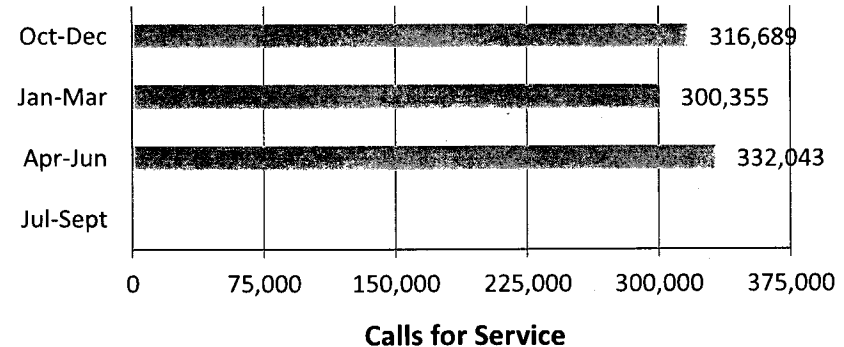
Responsible Department: Police



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

9. PERCENTAGE OF 2012 BOND PROJECTS IN CONSTRUCTION OR COMPLETED

Target: 75%

About this measure:

In May 2012, residents approved the \$596 million 2012-2017 General Obligation Bond Program consisting of 140 projects. This measure shows progress towards fulfilling the Transportation and Capital Improvement Department's commitment to have all 2012 Bond program projects in construction or substantially completed by 2018.

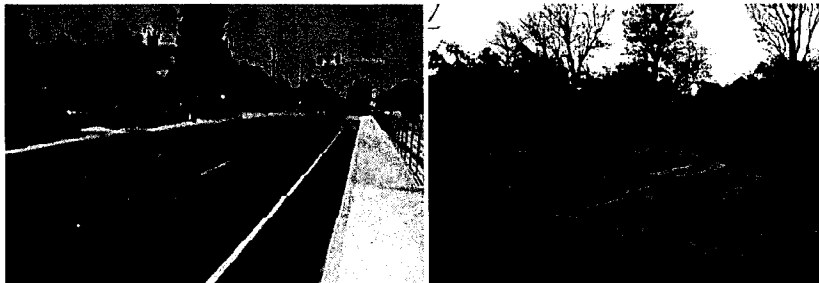
Why it is important:

Completing the 2012 Bond Program in a timely manner fulfills the commitment made to voters and provides much needed street, drainage, park, library and other facility improvements.

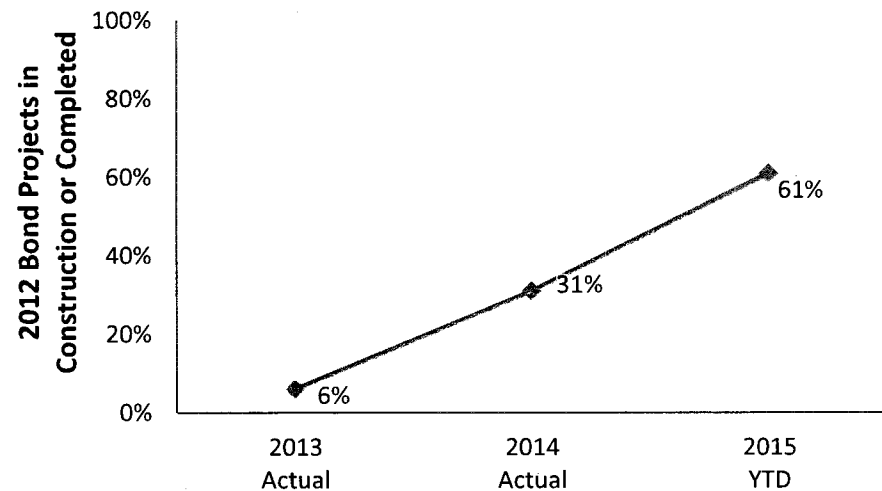
What is being done:

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 Citizen Bond Oversight Commission to track the schedule, budget and client satisfaction on projects.

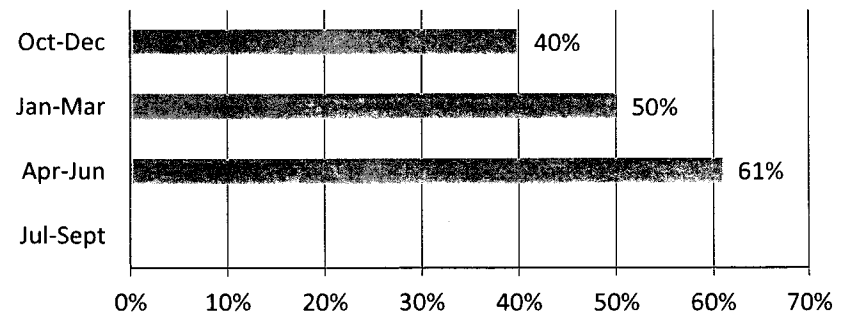
Responsible Department: Transportation and Capital Improvements



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



2012 Bond Projects in Construction or Completed

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

10. PERCENTAGE OF 2012 BOND PROJECTS ON-TIME

Target: 90%

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.

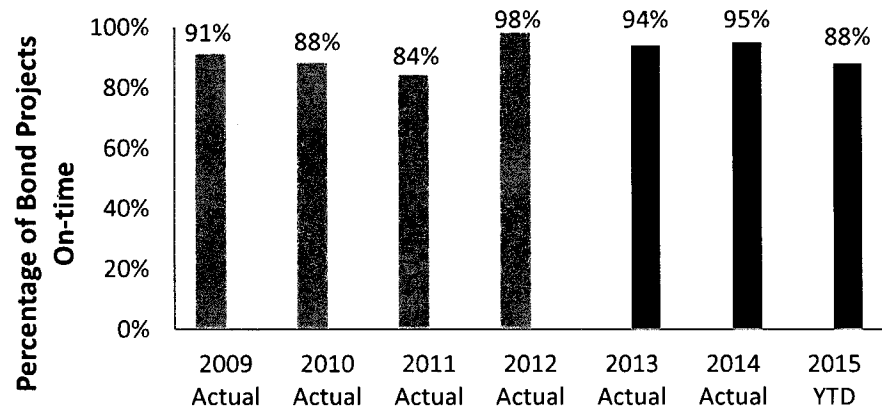
What is being done:

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. Recent project delays are due to flooding and/or construction having to be advertised a second time due to bids coming in higher than expected.

Responsible Department: Transportation and Capital Improvements (TCI)



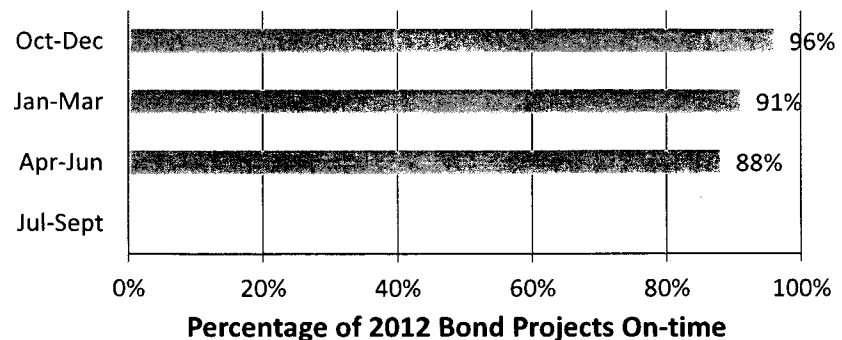
HISTORICAL PERFORMANCE (BY FISCAL YEAR)



↑ Higher = better

■ 2007 Bond ■ 2012 Bond

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

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

Target: 10,000 acres

About this measure:

This measure shows how much property 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 three elections related to the Edwards Aquifer Program.

This measure tracks all of the programs:

- May 2000: Acquired 6,553 acres
- May 2005: Acquired 90,150 acres
- November 2010: Acquired 37,253 acres

Why it is important:

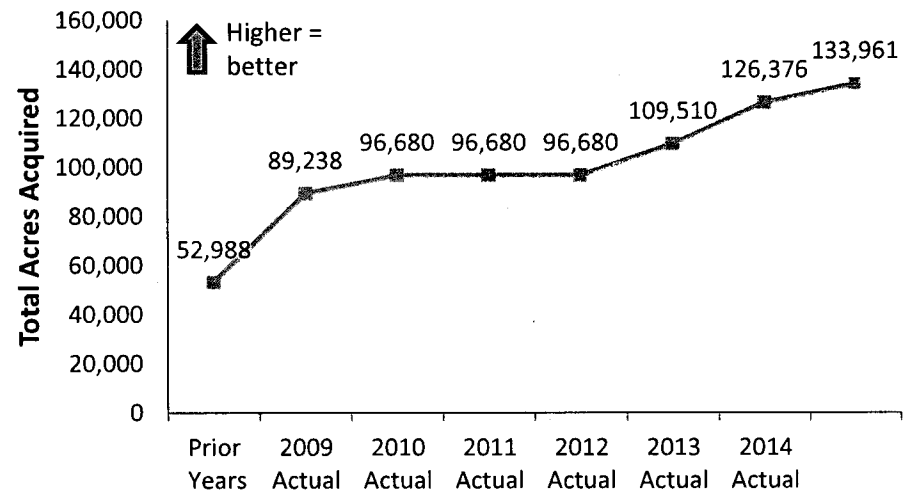
The best way to protect the aquifer is to protect sensitive and irreplaceable land located over its recharge and contributing zones. The Edwards Aquifer provides San Antonio with a pure source of water vital to the livelihood of a growing population and an expanding economy.

What is being done:

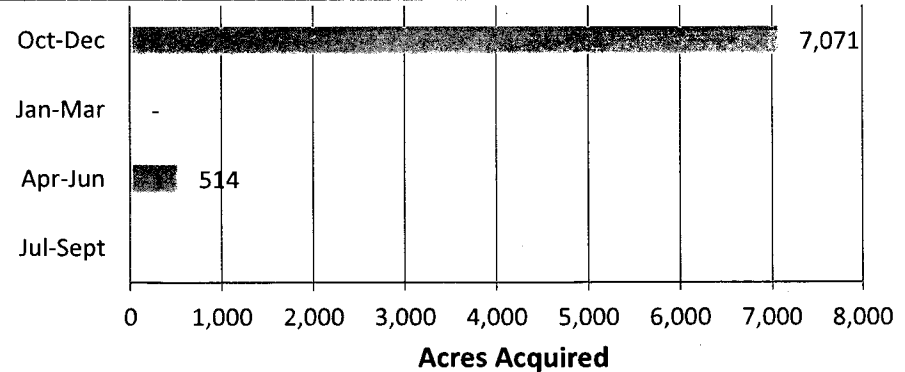
Through a 1/8-of-a-cent sales tax, extended in the November 2010 election, the City is collecting \$90 million to acquire and preserve land or land interests in the aquifer's recharge and contributing zones inside Bexar County and two neighboring counties. More properties are scheduled to be presented for Council approval in 4th quarter.

Responsible Department: Office of EastPoint & Real Estate

HISTORICAL PERFORMANCE (BY FISCAL YEAR)*



CURRENT YEAR PERFORMANCE



*Measure shows cumulative acres

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

12. MILES OF STREETS MOVING FROM BAD TO EXCELLENT CONDITION

Target: 86.5 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). The initial FY2015 target of 101.7 miles of streets has been adjusted due to budget amendments.

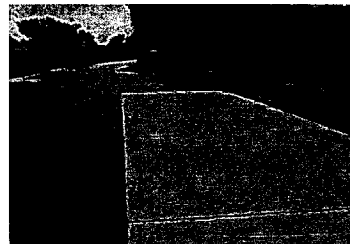
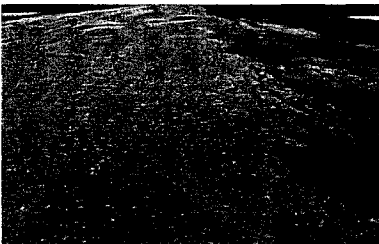
Why it is important:

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.

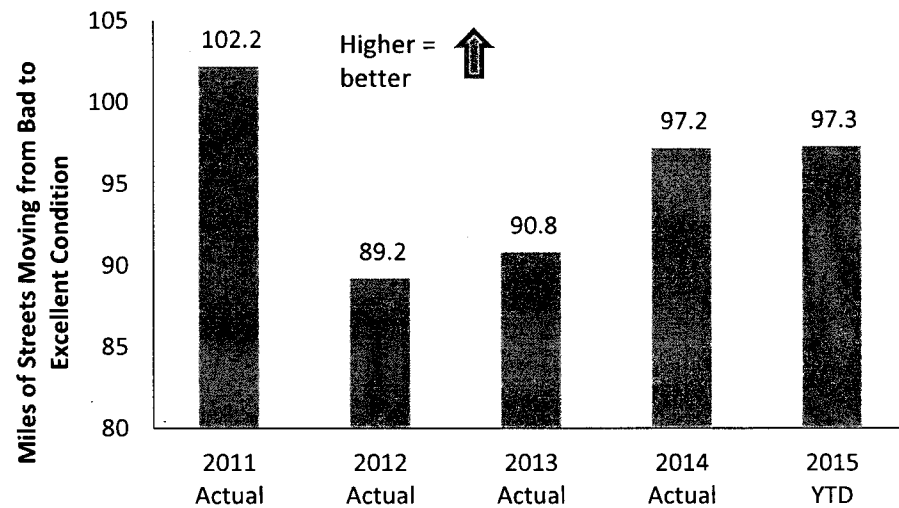
What is being done:

Every year, TCI 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.

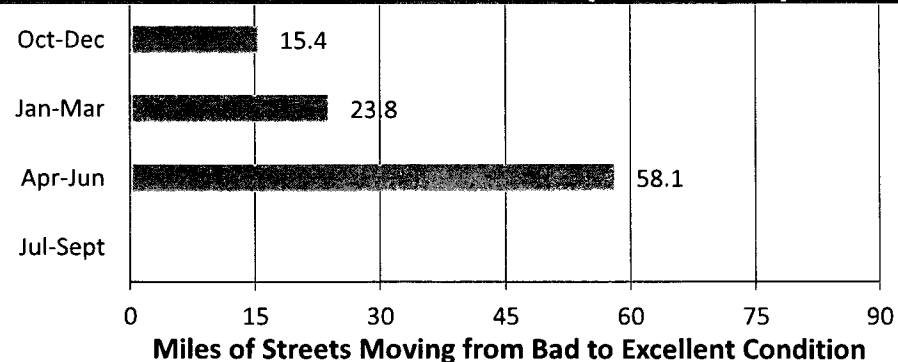
Responsible Department: Transportation & Capital Improvements



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

13. PERCENTAGE OF POTHOLES FILLED WITHIN 48 HOURS ✓

Target: 95%

About this measure:

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

Why it is important:

Not only do potholes contribute to the deterioration of the roadway, but they are a nuisance to drivers and a major concern of the community as evidenced in the 2010, 2012 and 2014 Community Surveys. The reduction of potholes on streets through a quick response is a major priority for the Transportation & Capital Improvements Department.

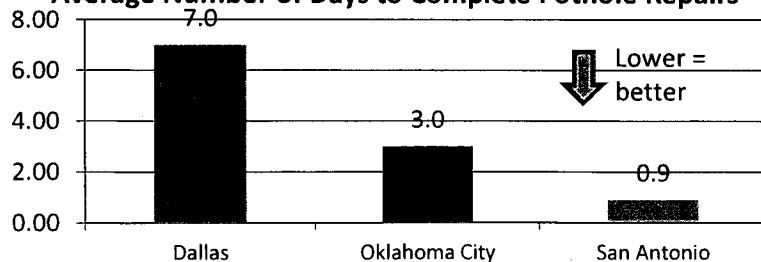
What is being done:

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. Additionally, the Department continues to implement a robust pavement preservation program to lengthen the lifespan of streets.

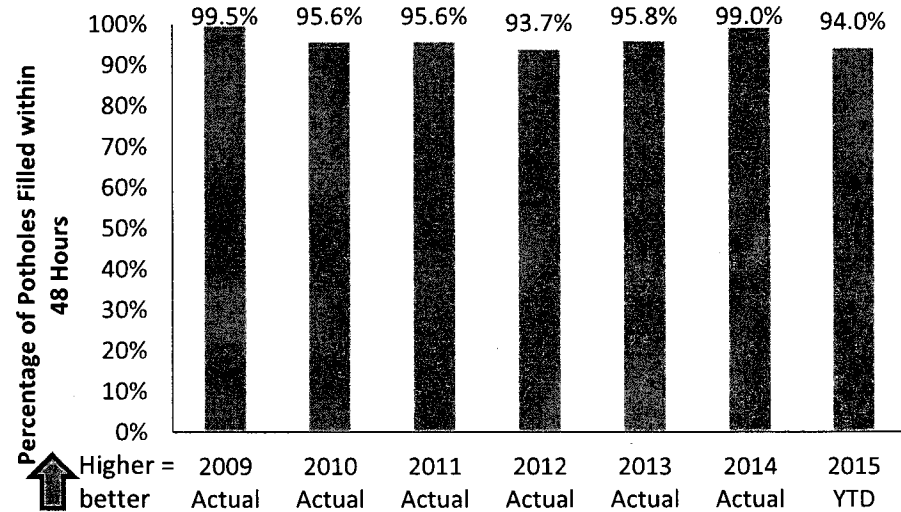
Responsible Department: Transportation & Capital Improvements

COMPARATIVE ANALYSIS (ICMA 2013 DATA)

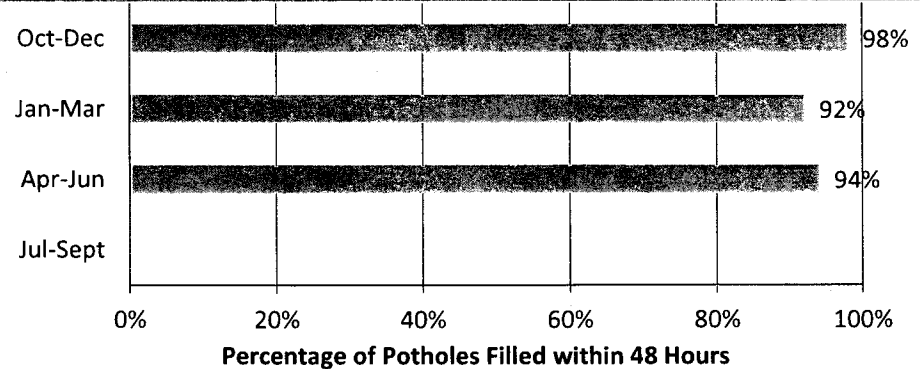
Average Number of Days to Complete Pothole Repairs



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 4: INFRASTRUCTURE

14. FLEET AVAILABILITY

Target: 90% Fleet Availability for Police & Central Shop

About this measure:

This measures the performance of fleet maintenance activities for the Police and Central Shop that provide maintenance and repair services to Police vehicles, as well as a majority of light duty and administrative vehicles for the City.

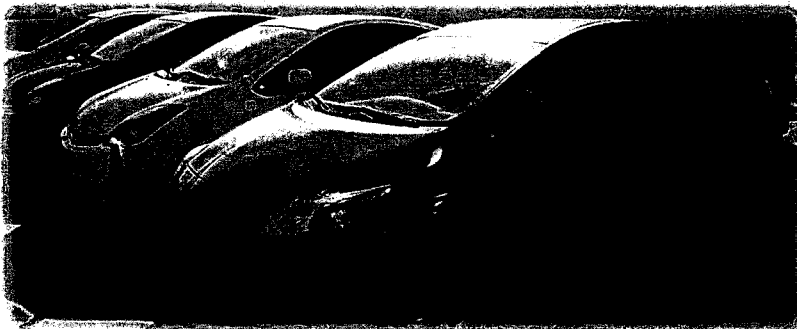
Why it is important:

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.

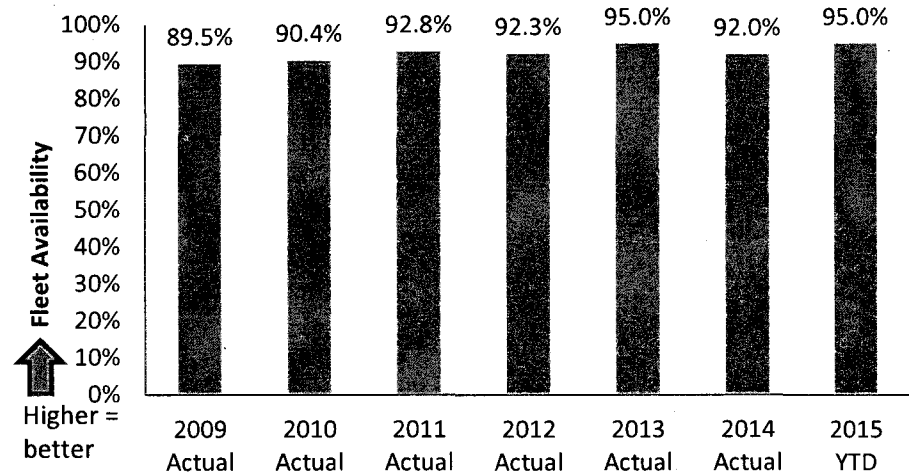
What is being done:

Preventive Maintenance for vehicles and equipment are monitored to ensure vehicles and equipment are operating in good condition. Timeliness of repairs is monitored to minimize the amount of time equipment is not available to departments.

Responsible Department: Building & Equipment Services

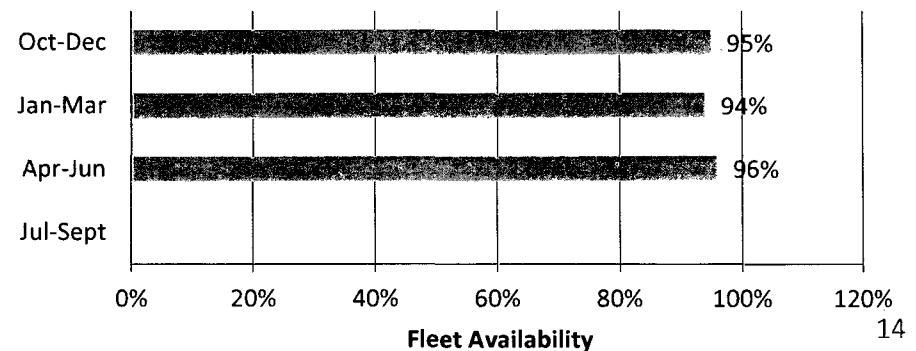


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



Numbers for 2015 reflect availability for police vehicles, light duty and administrative vehicles assigned to Police and Central Shop only. Prior year data reflects performance prior to separation of fleet service centers.

CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

15. LIVE RELEASE RATE

Target: 80%

About this measure:

This measure shows the percentage of live outcomes (animals that are either adopted by a citizen, rescued by a non-profit group, Trapped Neutered and Returned (TNR), or returned to their owner) compared to the total shelter intake.

Why it is important:

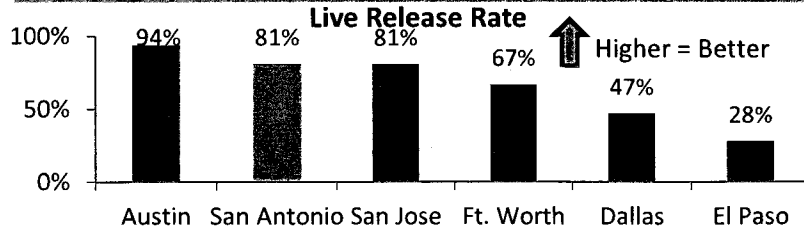
The way a community treats its most vulnerable populations is a reflection of the values of the community. San Antonio made a commitment to increase its live release rate to 80% in 2015.

What is being done:

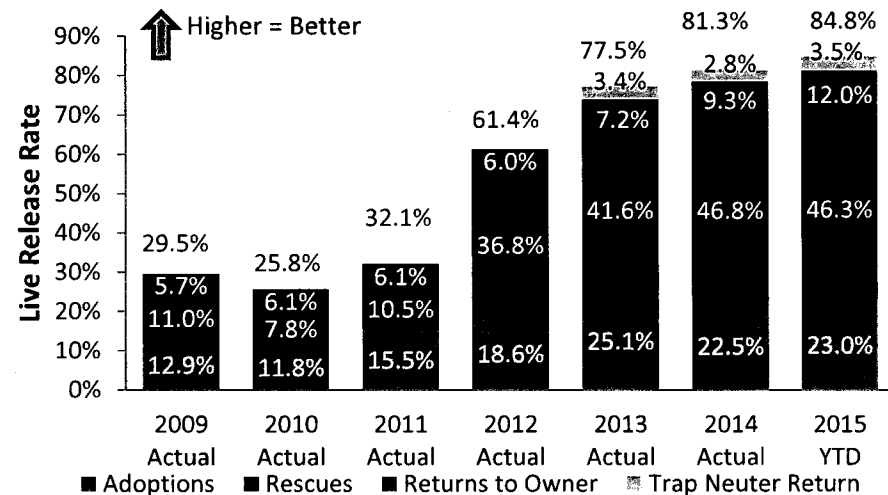
In FY 2015, Animal Care Services will continue highly successful partnerships with non-profit organizations who committed to rescuing over 14,000 animals this year, complimenting the 3,000 additional live outcomes through the Paul Jolly Center for Pet Adoptions at Brackenridge Park as well as work performed at the City shelter to facilitate adoptions. Furthermore, the ACS stray kennels on the campus of the Animal Defense League opened in December 2014 will increase live outcomes by an additional 3,100 animals.

Responsible Department: Animal Care Services

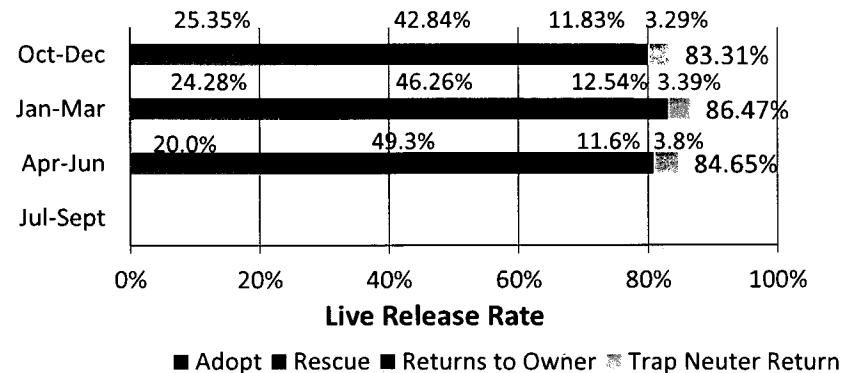
COMPARATIVE ANALYSIS (FY 2014)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



16. ANIMAL SHELTER INTAKE

Target: 29,000

About this measure:

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

Why it is important:

ACS receives 80,000 to 90,000 calls for service each year. 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.

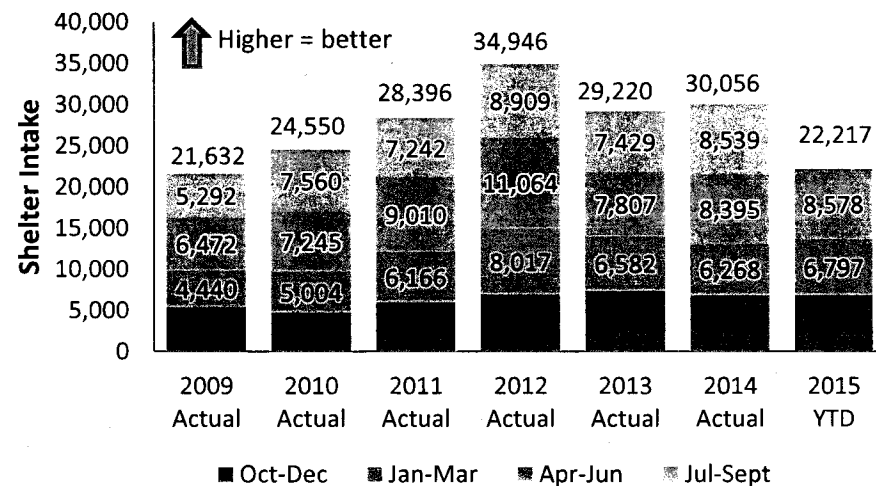
What is being done:

ACS continues to develop innovative solutions to increase kennel capacity including allowing approved rescue organizations to house stray animals upon intake, implementing a City-wide Trap Neuter Return program for cats, and reducing the stray hold period for a pet with an identified live outcome. In December 2014, the City has also partnered with the Animal Defense League to increase capacity by over 3,100 animals through the construction and operation of ACS Stray Kennels on the campus of the Animal Defense League.

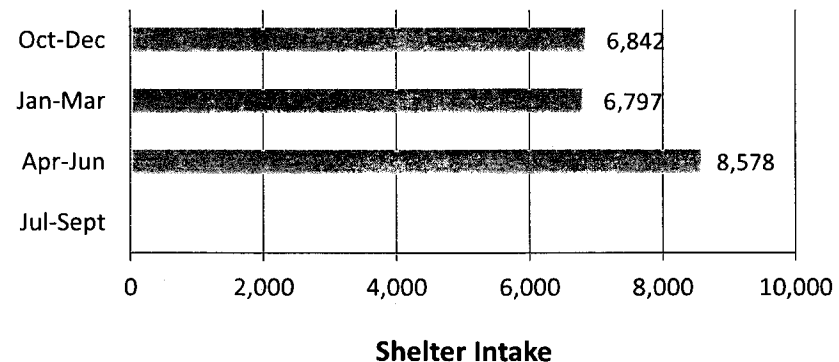
Responsible Department: Animal Care Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

17. SPAY & NEUTER SURGERIES PERFORMED

Target: 25,800 Surgeries

About this measure:

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

Why it is important:

ACS receives between 80,000 to 90,000 calls for service each year and controlling the stray animal population is one of the strategic priorities of ACS. Many of these strays are owned animals allowed to roam free of constraint, or have been abandoned by owners.

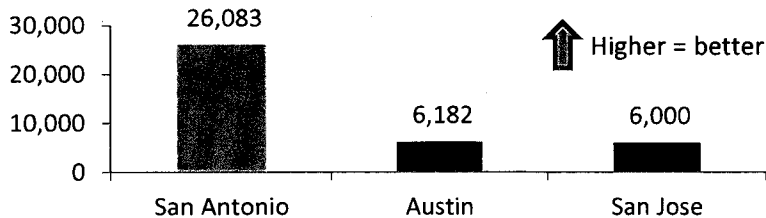
What is being done:

In FY 2015, City Council allocated \$515,000 for community spay/neuter surgeries. These surgeries will be targeted to areas with the greatest volume of call-for-service requests and animal impoundments.

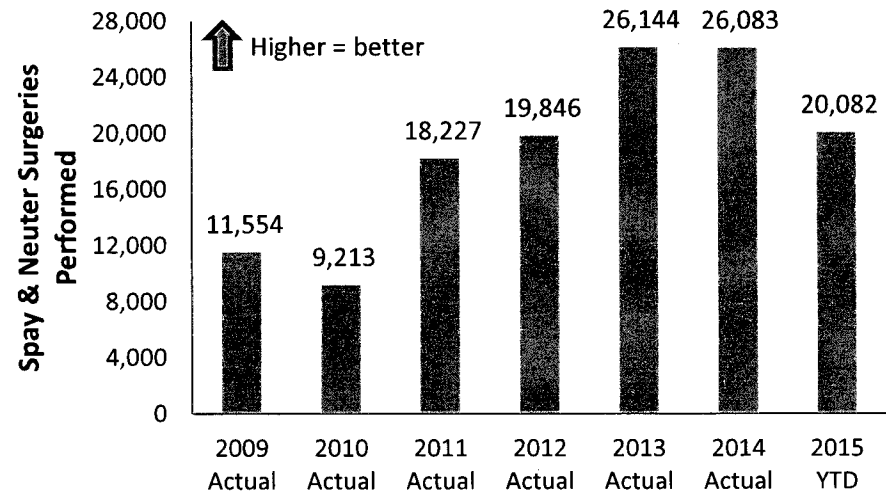
Responsible Department: Animal Care Services

COMPARATIVE ANALYSIS (FY 2014)

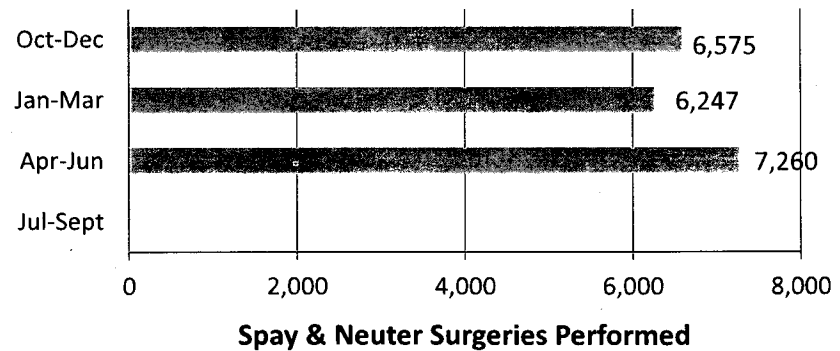
Spay & Neuter Surgeries



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



*FY2015 Q3 data from partner agencies pending; updated information to be provided in future reports

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



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

Target: Tier 1 in 2 business days; Tier 2 in 6 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 "*" have been escalated to Tier 2 status for 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.

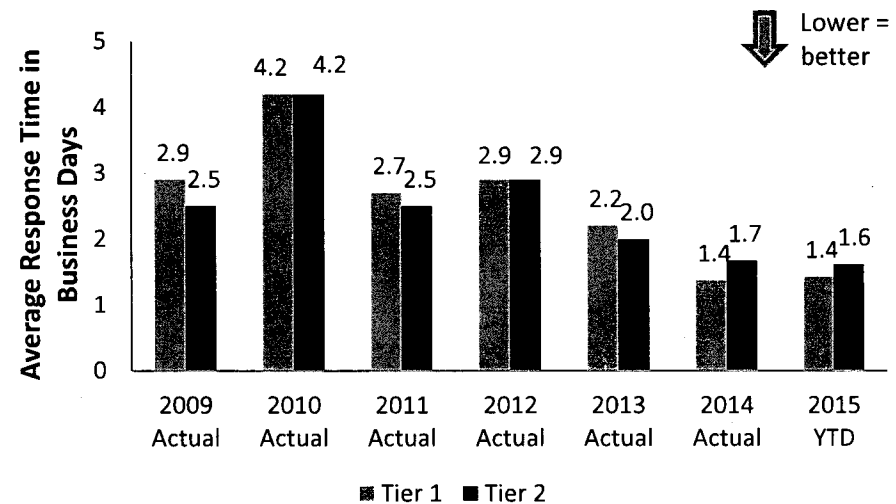
What is being done:

FY 2015 is the third year of the Code Improvement Plan implementation. In FY2013, additional resources expanded Field Units from 7 to 10 Officers. Additional measures have been introduced through a Performance Management Plan. In FY 2015, three violations have been escalated to Tier 2 to promote quicker compliance.

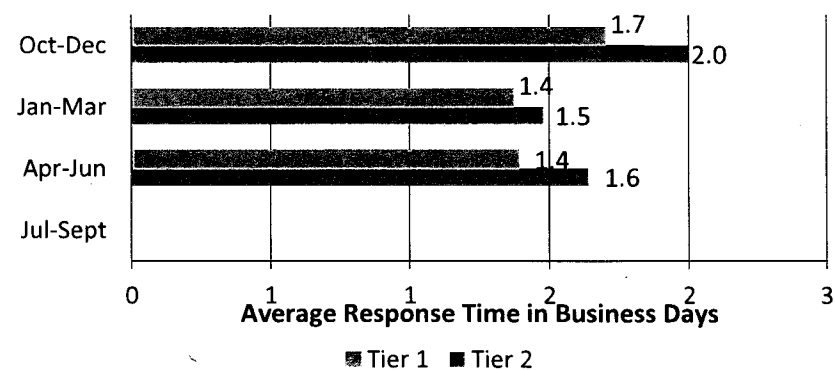
Responsible Department: Development Services/Code Enforcement

Tier 1 Violations - Key Health/Safety Issues	Tier 2 Violations - Property Uses & Building Maintenance
<ul style="list-style-type: none"> Visual obstructions Unsecure 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)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: 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.

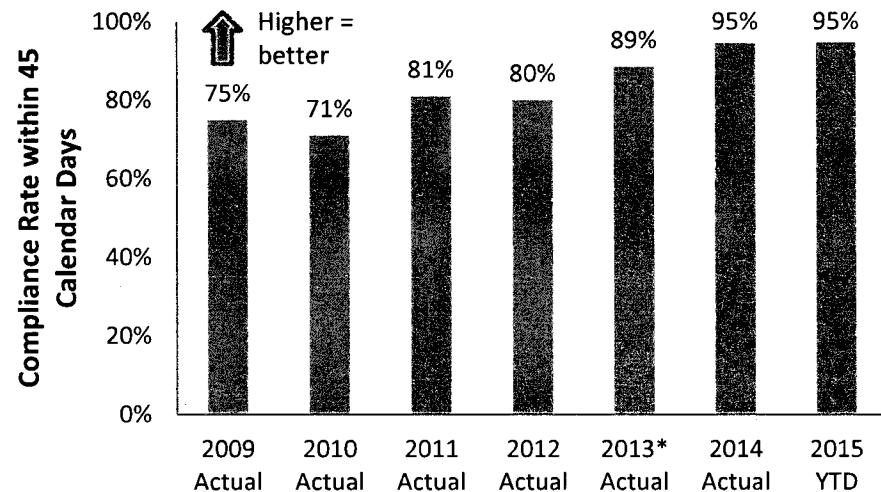
What is being done:

By escalating three violation types to Tier 2, Officers will be charged with addressing these complaints on a quicker turnaround. It is anticipated that addressing these items more quickly will increase the satisfaction of residents who identified these issues and the quality of life across communities.

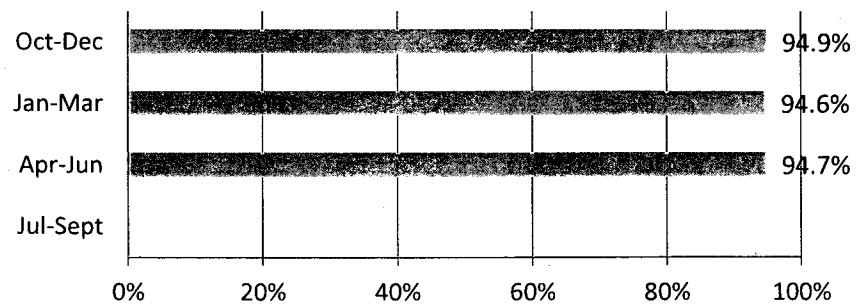
Responsible Department: Development Services/Code Enforcement



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Compliance Rate within 45 Calendar Days

* The 2013 measure was calculated using April-September numbers as a new code enforcement initiative was implemented in March.

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



20. DAYS FOR INITIAL REVIEW OF NEW 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:

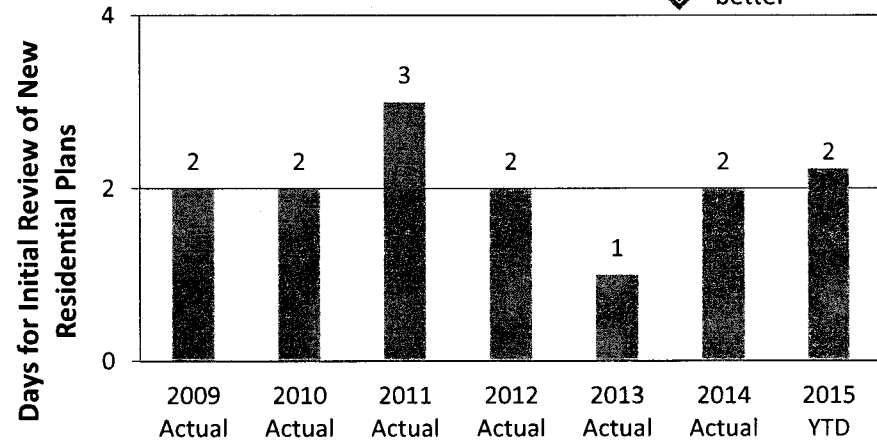
Development Services implemented electronic plan review, allowing plans to be submitted on-line through a secure web portal and reviewed electronically and concurrently.

Responsible Department: Development Services

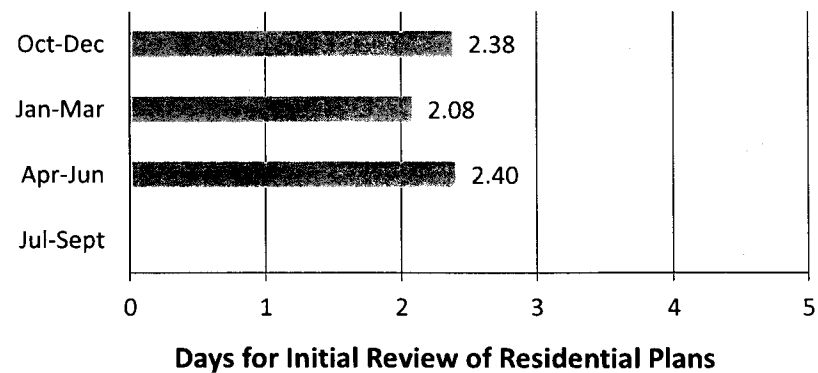


HISTORICAL PERFORMANCE (BY FISCAL YEAR)

↓ Lower = better



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: 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:

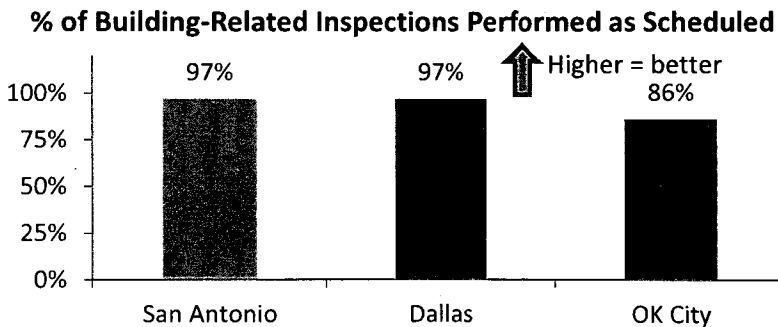
Customers schedule inspections based on construction schedules. Performing inspections as scheduled is important to ensure customers do not encounter delays.

What is being done:

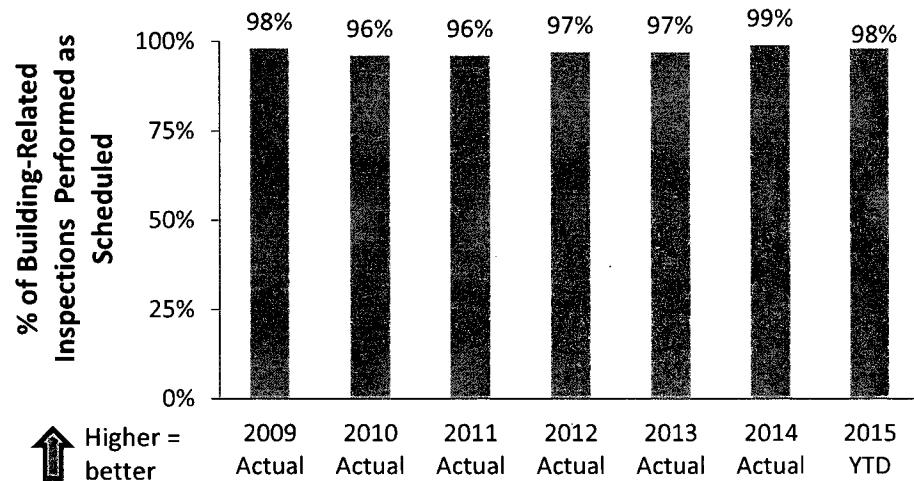
The department is making inspector routes more efficient to give our customers a more accurate time of arrival, helping the department achieve increased customer service levels.

Responsible Department: Development Services

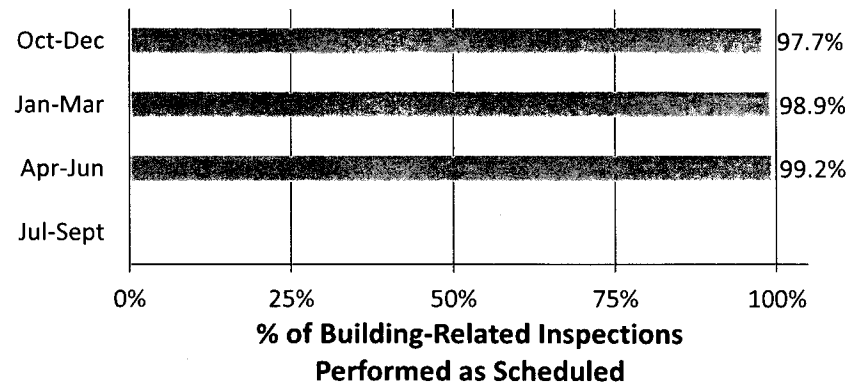
COMPARATIVE ANALYSIS (FY 2013 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

22. CHILDHOOD IMMUNIZATION COVERAGE RATES

Target: 92%

About this measure:

The measure reflects the percentage of medical sites participating in the Vaccines For Children (VFC) program. Sites participating in the VFC program provide vaccinations regardless of the ability to pay.

Why it is important:

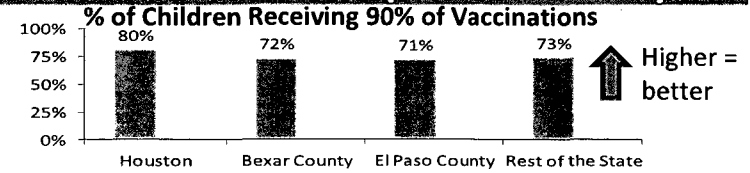
The VFC Program is intended to increase the number of children receiving newly recommended vaccines, thus strengthening immunity levels. This program has contributed to high immunization rates & reduced delays in immunizations. Subsequently, the risk of serious illness or death from vaccine-preventable diseases has decreased.

What is being done:

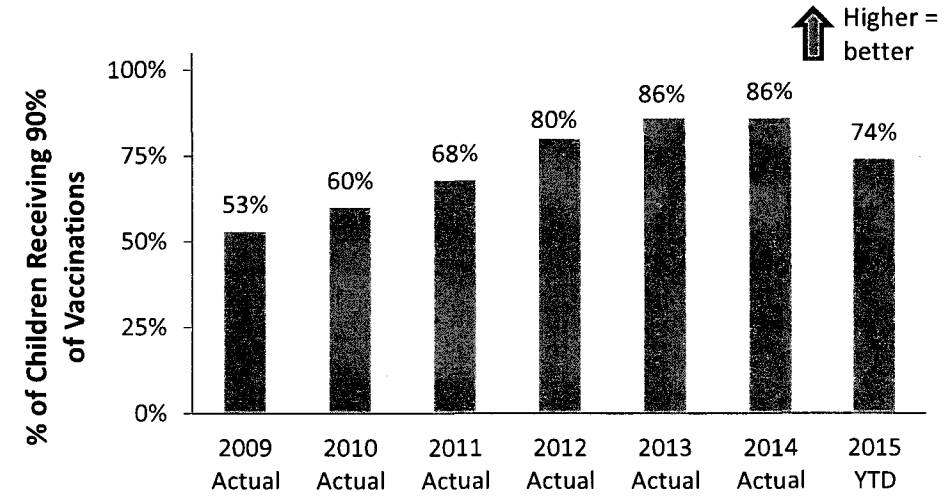
Site visits are conducted at VFC Program provider offices to ensure vaccines are stored and administered appropriately to provide protection against 17 vaccine-preventable diseases. Feedback on immunization rates is provided to offices, as well as implementation strategies to increase immunization coverage rates for their clients. Vaccine supply deficiency resulted in lower vaccination rates than forecasted in 1st Quarter of Fiscal Year 2015. Relatively few sites were due for assessment in 2nd & 3rd Quarters, thus skewing the result.

Responsible Department: Health

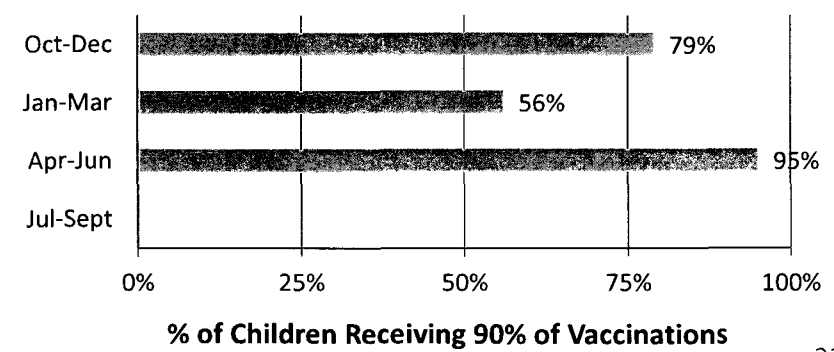
COMPARATIVE ANALYSIS (2013 NIS* DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



* National Immunization Survey

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



23. NUMBER OF PARTICIPANTS IN PRESERVATION OUTREACH PROGRAMS

Target: 4,500 Participants

About this measure:

This is a measure of the total number of participants in Preservation Outreach Programs conducted by the Office of Historic Preservation (OHP) for FY 2015.

Why it is important:

OHP holds a range of events and educational initiatives to promote the value of historic preservation to San Antonio. The OHP also offers hands-on training for skills needed to maintain historic properties.

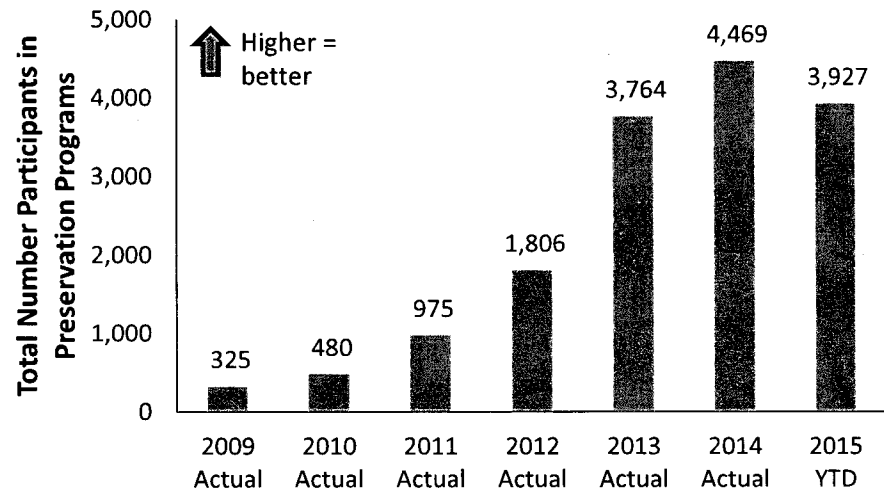
What is being done:

The OHP continually looks for collaboration opportunities with other city departments and local groups such as the Power of Preservation Foundation in order to expand total reach. Staff also promotes events through the use of social media and a monthly e-newsletter.

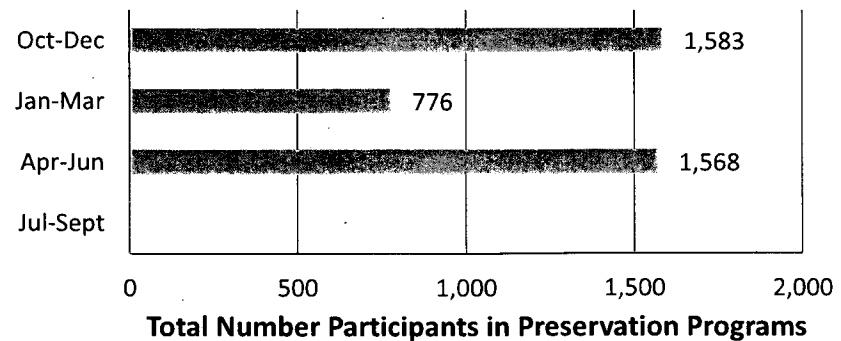
Responsible Department: Office of Historic Preservation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

24. CAFÉ COLLEGE PARTICIPANTS & FAFSA COMPLETION

Target: 30,000 participants and 3,400 students assisted in completing a Free Application for Federal Student Aid (FAFSA)

About this measure:

The Department of Human Services contracts with the San Antonio Education Partnership (SAEP) 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 form.

Why it is important:

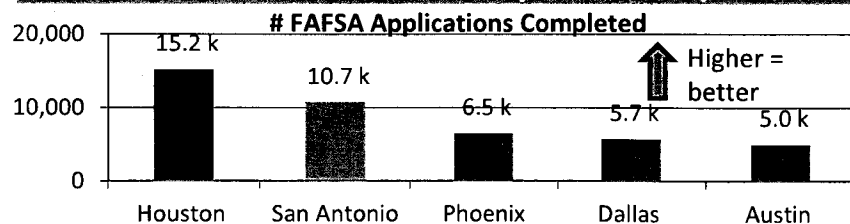
cafécollege opened in September 2010 with a goal of increasing the number of San Antonio residents enrolling in college. Although not all cafécollege participants are seeking help with financial aid applications, FAFSA completion is an indication of intention to attend college.

What is being done:

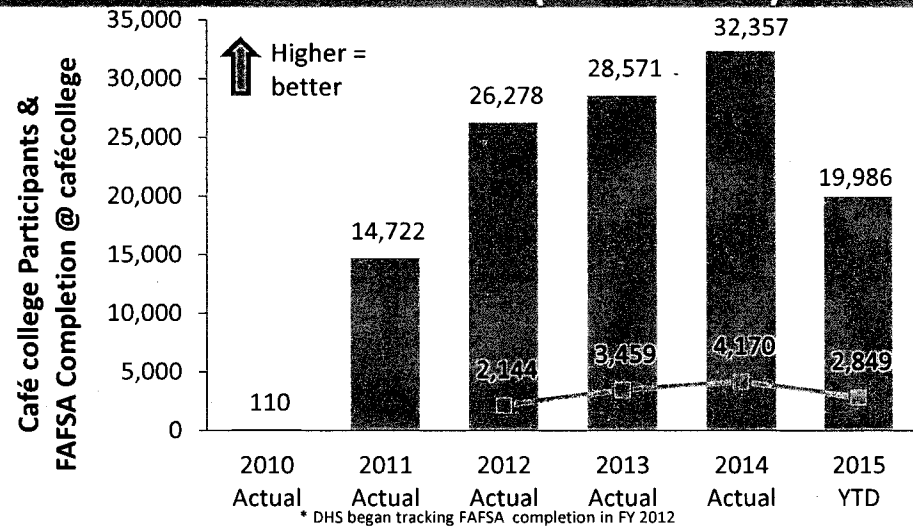
cafécollege collaborates with area schools to create specific programming tailored to the needs of students. Student Aid San Antonio events are held to increase the number of students completing FAFSA forms. FAFSA completion rates are cyclical in nature, with an increase towards the end of the fiscal year.

Responsible Department: Human Services

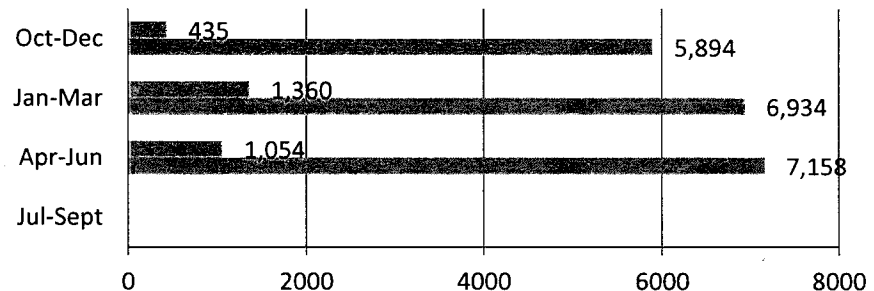
COMPARATIVE ANALYSIS (2014 DATA)*



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Cafécollege Participants & FAFSA Completion

■ FAFSA ■ Participants

*Comparative data includes total number of FAFSA applications completed, not only those completed at facilities such as cafécollege

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



25. PROSPECTS COURTYARD & HAVEN FOR HOPE GRADUATES

Target: 800 Prospects CY, 375 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 and from the Haven for Hope campus into Permanent Housing.

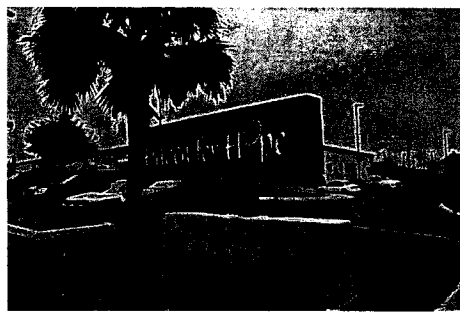
Why it is important:

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.

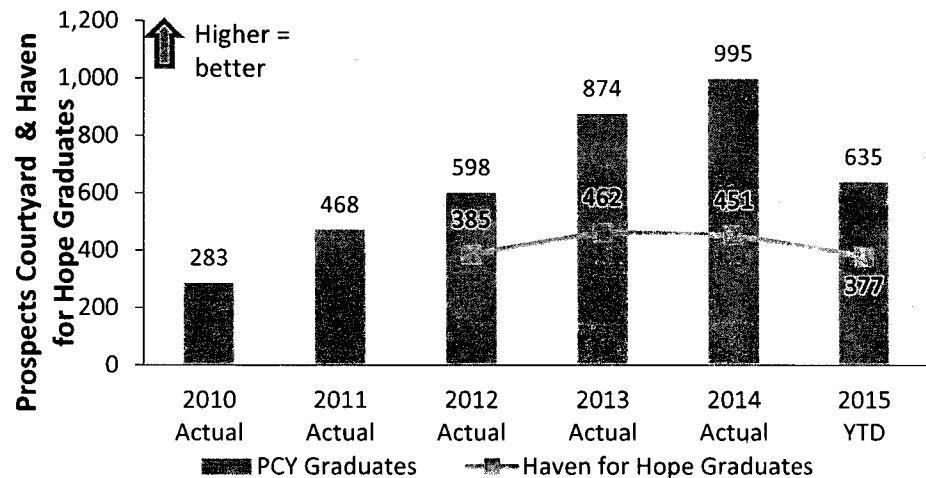
What is being done:

In Fiscal Year 2015, the City is investing \$6.8 million in Haven for Hope and campus partners to fund operations and security, safe outdoor sleeping and mental health, restoration, community based counseling, residential, food, and other support services.

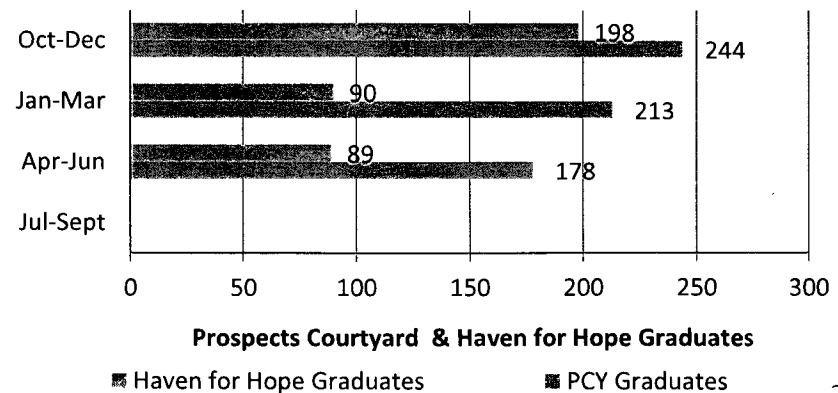
Responsible Department: Human Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



* DHS began tracking Haven for Hope Campus graduates in FY 2012

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

26. NUMBER OF SENIOR CENTER PARTICIPANTS

Target: 19,500 participants

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 number of participants, aged 60 and older, who attend Senior Centers.

Why it is important:

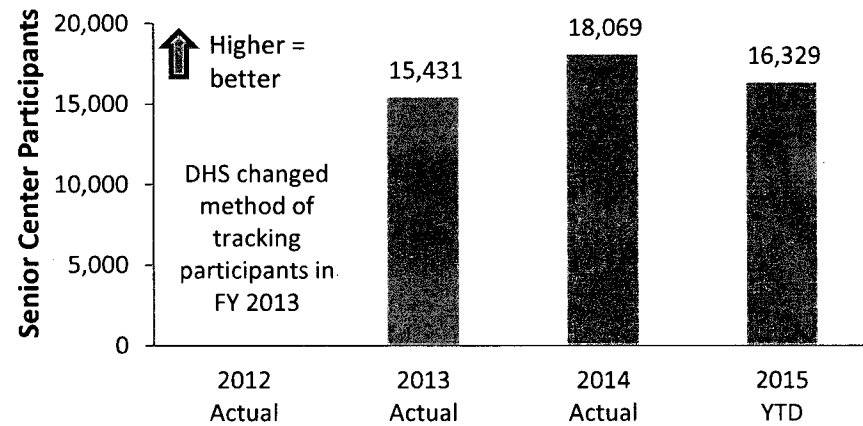
The Program provides an opportunity to inform seniors of available resources and services which focus on improving quality of life for seniors. The centers offer activities which lead to increased socialization, mobility, fitness, and learning opportunities.

What is being done:

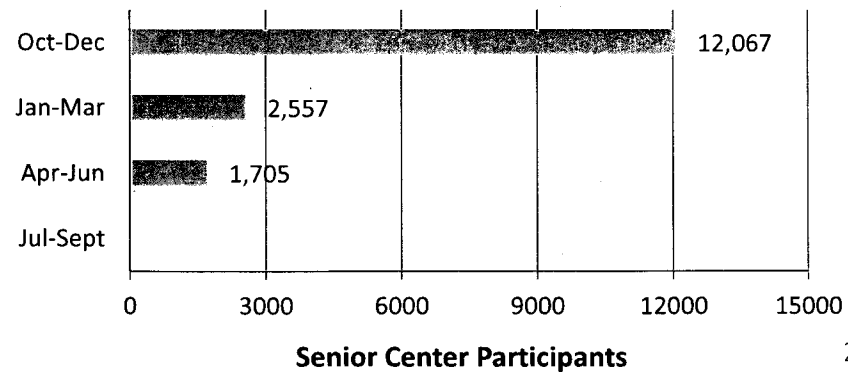
To meet the demands of the growing senior population and increase the number of meals served, DHS is expanding the Senior Nutrition Program in Council District 2, 6 and 7 in FY 2015. Sites have been strategically located to provide services within a 5-mile radius for all City residents.

Responsible Department: Human Services

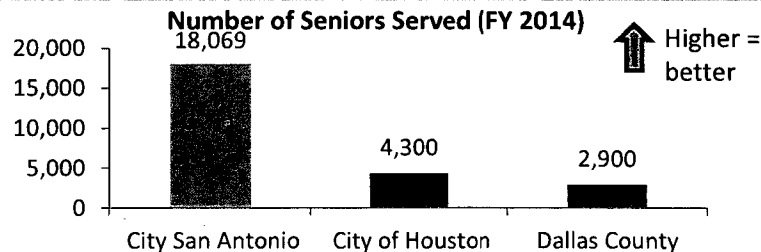
HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



COMPARATIVE ANALYSIS (2014 DATA)



*D5 Normoyle & D10 Centers construction delayed; scheduled to open September & October, 2015, respectively.

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



27. PERCENTAGE OF SENIORS SATISFIED WITH SERVICES

Target: 92%

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 63 Senior Center locations.

Why it is important:

The Program provides an opportunity to inform seniors 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. 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.

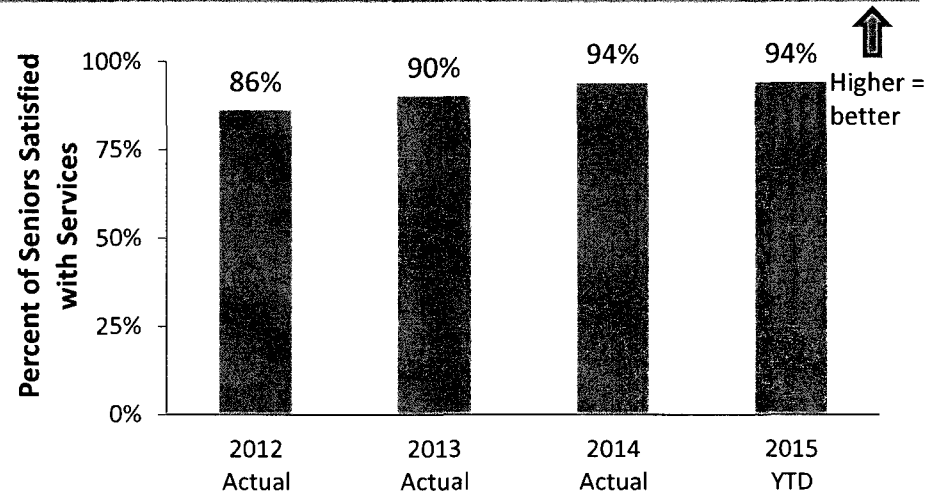
What is being done:

To meet the demands of the growing senior population, DHS is expanding the Senior Nutrition Program in Council District 2, 6 and 7 in FY 2015. Sites have been strategically located to provide services within a 5-mile radius for all City residents.

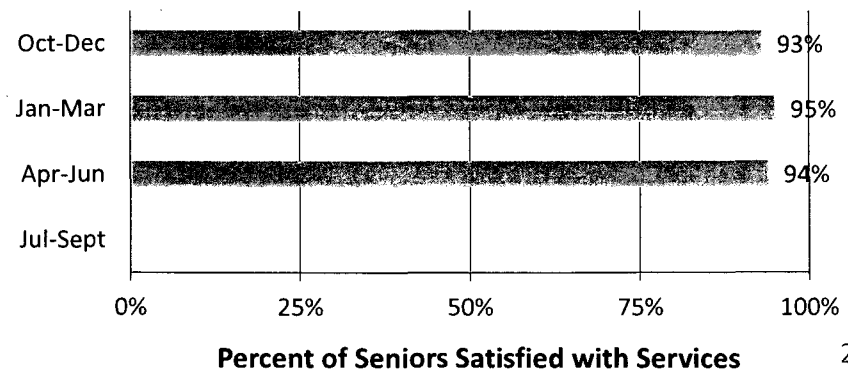
Responsible Department: Human Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS

28. ANNUAL VISITS TO LIBRARY

Target: 5,390,000 Visits

About this measure:

This measure shows the number of visits to all library locations to access all available services in person.

Why it is important:

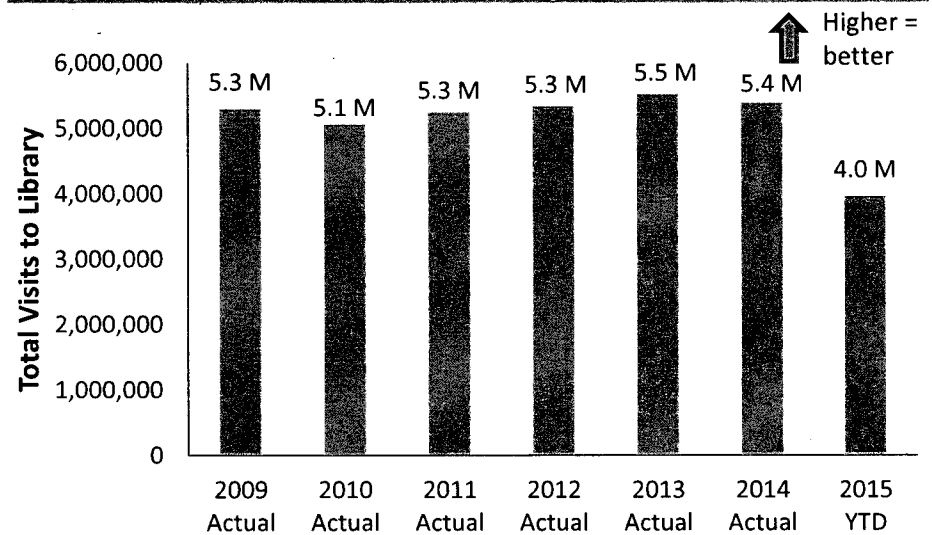
The City's Libraries provide access to books, computers and programs to promote literacy and other educational opportunities throughout the community.

What is being done:

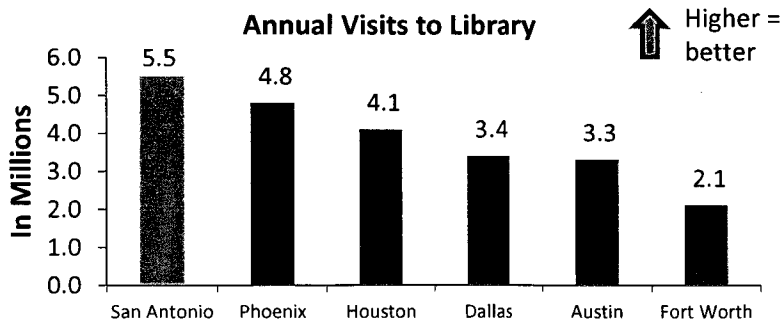
The Encino Branch Library opened in April. The Library Department's Strategic Plan includes a marketing and branding campaign to increase public awareness. In addition, library services are being tailored by location to community needs to provide a greater incentive for visits.

Responsible Department: Library

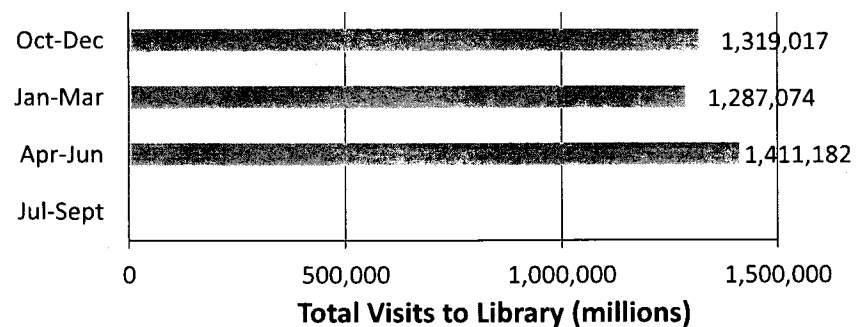
HISTORICAL PERFORMANCE (BY FISCAL YEAR)



COMPARATIVE ANALYSIS (FY 2013 PLDS)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



29. ANNUAL LIBRARY CIRCULATION

Target: 7,313,500 Items

About this measure:

This measure indicates the number of items checked out by customers of the San Antonio Public Library. These resources include books, e-books, magazines, CDs and DVDs.

Why it is important:

The Circulation performance measure shows customer usage of the Library's collection.

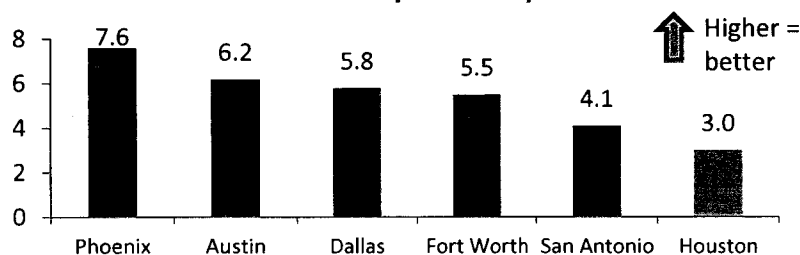
What is being done:

The Library has ramped up its marketing efforts to increase public awareness. The Library conducts an analysis to identify demand for the most popular items which assists in buying and distribution efforts. The Library continues to analyze and adjust its service strategies to the information needs of patrons.

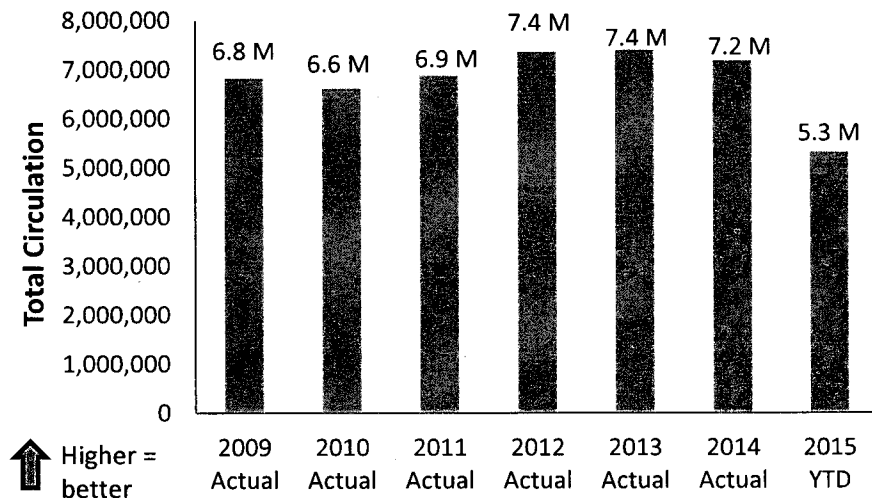
Responsible Department: Library

COMPARATIVE ANALYSIS (FY 2013 PLDS)

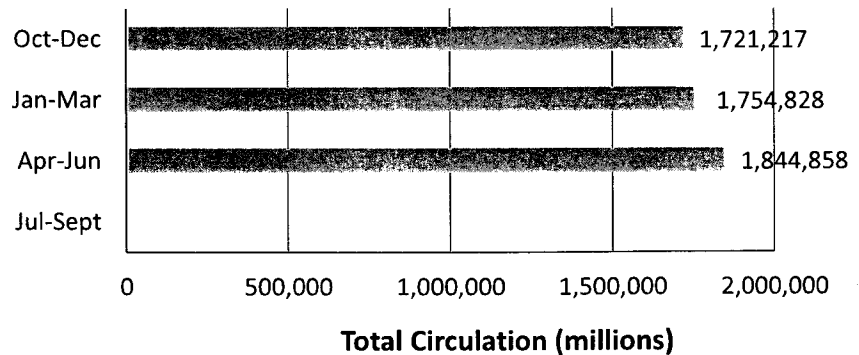
Total Annual Per Capita Library Circulation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



30. HOURS OF COMPUTER & Wi-Fi USAGE



Target: 2,202,000

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:

For many customers, library computers are their only access to broadband internet and to various basic software programs.

What is being done:

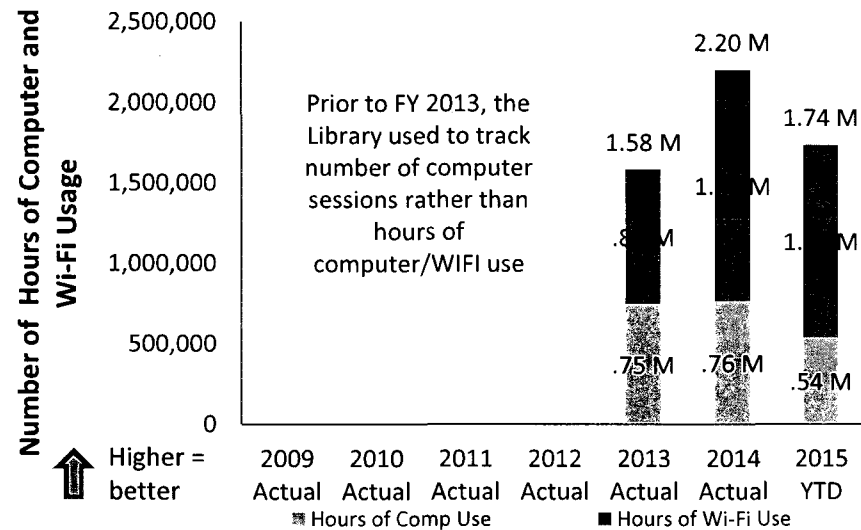
Beginning in 2013, library management noted new trends in public technology usage across the library locations. Library customers continued to rely on library provided public computers, but also were increasing their use of personal devices on the library's free Wi-Fi. In addition, library customers were using library public computers for longer periods of time on average. Beginning in FY 2015, the library is using a new technology performance measure based on hours of library public computer and Wi-Fi use to measure customer usage more accurately and to get better information on how well library technology is serving the community. As this change is an innovative shift in Library services and measurement of those services, comparative data is not yet available in other cities.

Responsible Department: Library

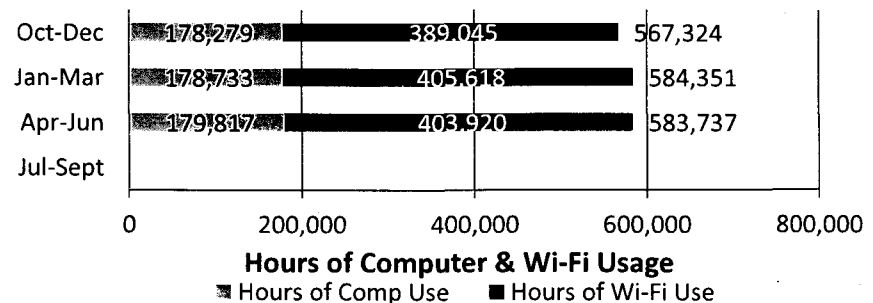


* Children using Wi-Fi at Central Library

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 2: NEIGHBORHOODS



31. RECREATION FACILITY ATTENDANCE

Target: 554,263

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.

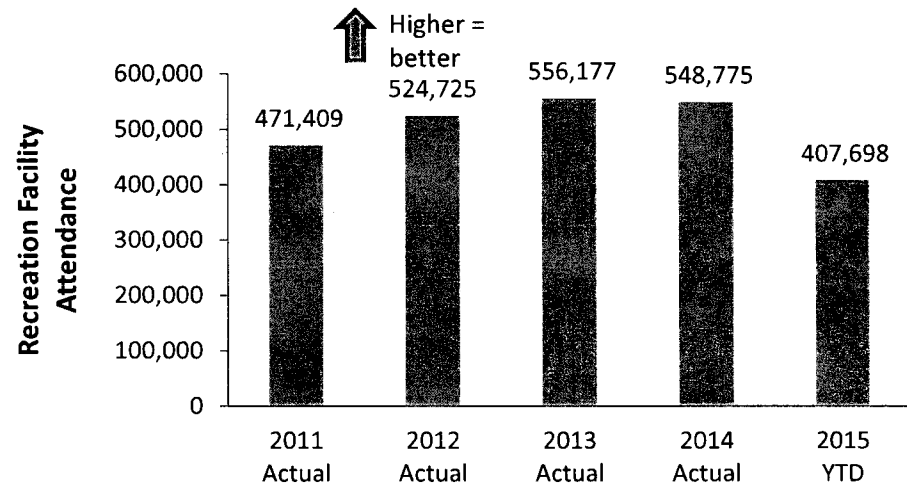
What is being done:

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.

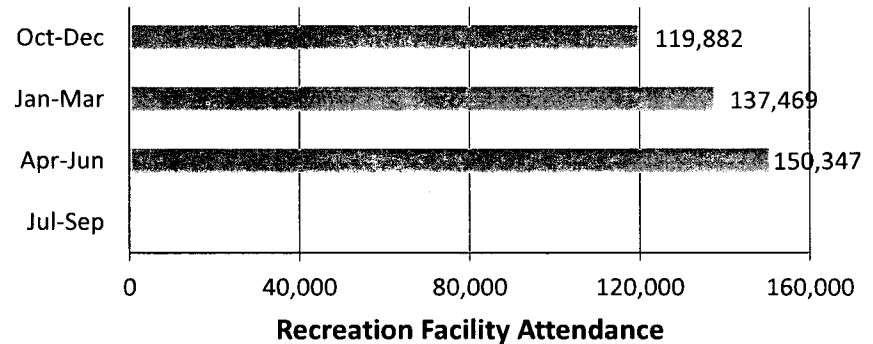
Responsible Department: Parks & Recreation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 5: SUSTAINABILITY

32. MUNICIPALITY FACILITY RETROFIT PROJECTS COMPLETED & AVOIDED UTILITY COSTS

Target: 20 Projects and \$125,000 Avoided Annually

About this measure:

These measures show the number of utility conservation projects completed in municipal facilities and the associated utility costs that will be avoided each year as a result of the new projects.

Why it is important:

The Office of Sustainability implements municipal facility retrofits to reduce the City's environmental impact, save taxpayer funds, conserve natural resources, and improve sustainability of City facilities. Staff select projects which generate cost savings greater than the cost of the project.

What is being done:

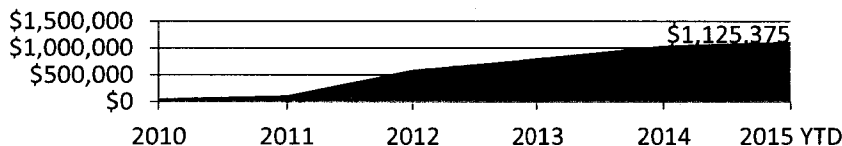
The City has 5 primary municipal facility projects underway for FY2015:

1. Equipment optimization ("retro-commissioning") at 9 locations
2. Sustainable design for the Convention Center expansion project
3. Heating, cooling, and ventilation improvements at 12 locations
4. Lighting equipment improvements at 18 locations
5. Solar window film at 4 locations

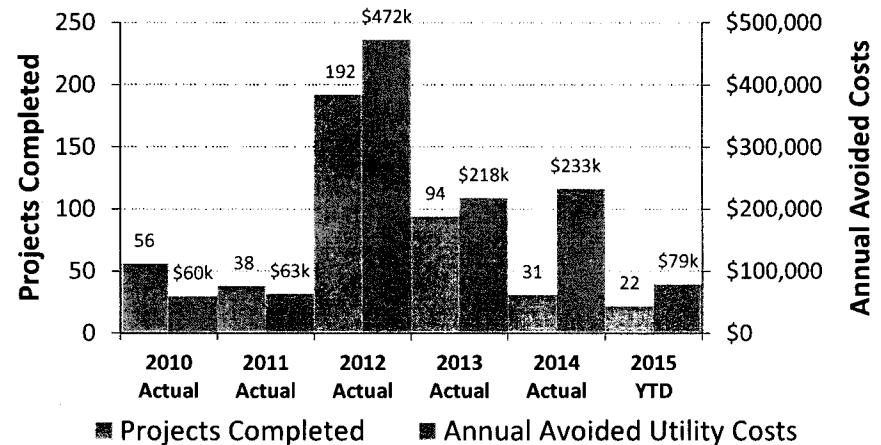
Additional analysis is being conducted on an ongoing basis to identify cost effective projects to implement in the future.

Responsible Department: Office of Sustainability

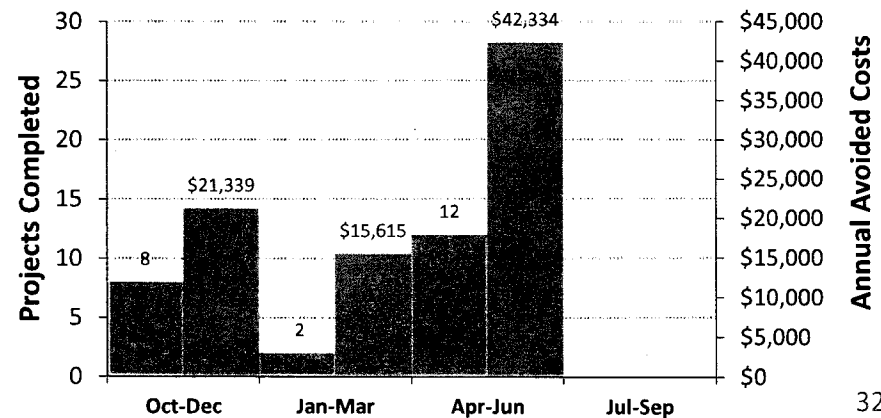
CUMULATIVE ANNUAL AVOIDED COST



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 5: SUSTAINABILITY

33. NUMBER OF RECYCLING CONTAINERS INSTALLED TO ACHIEVE 1:1 RATIO WITH TRASH RECEPTACLES

Target: 1,688

About this measure:

This measure reflects the Department's progress in providing the public more opportunities to recycle. In FY 2010, the City implemented a pilot program to initiate recycling efforts in City parks by installing recycling receptacles. The program has been expanded to achieve a 1:1 ratio between recycling containers and trash receptacles in parks.

Why it is important:

The Parks & Recreation recycling program supports the City's goal of creating a pathway to zero waste.

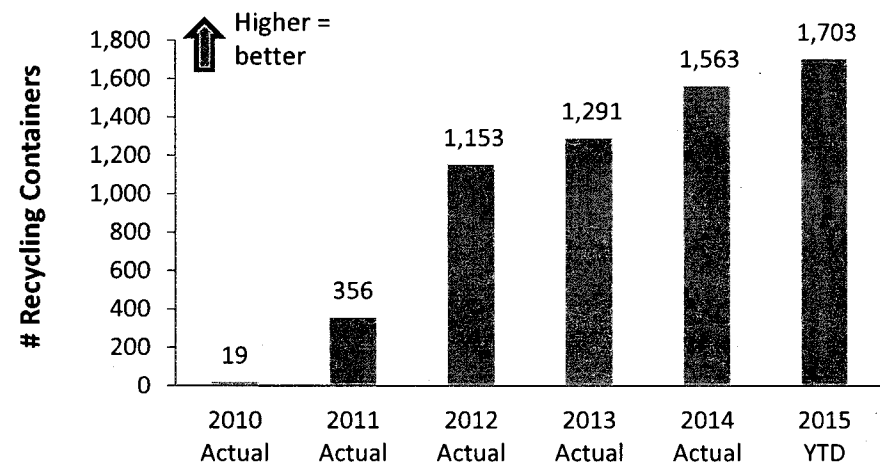
What is being done:

This measure will reflect an increase in recycling availability to the public.

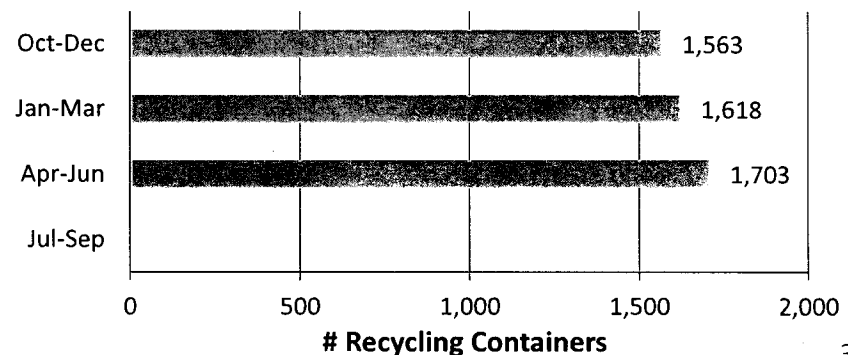
Responsible Department: Parks & Recreation



HISTORICAL PERFORMANCE (BY FISCAL YEAR)*



CURRENT YEAR PERFORMANCE (BY QUARTER)



*Measure shows cumulative recycling containers

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 5: SUSTAINABILITY

34. RECYCLING RATE



Target: 31% in FY 2015, 60% by 2025

About this measure:

This measures the percent of solid waste, collected from approximately 346,000 customers, that is recycled. The City's single-family recycling programs include weekly curbside recycling collection, semi-annual curbside brush collection, drop-off brush material sites and subscription-based curbside organics collection.

Why it is important:

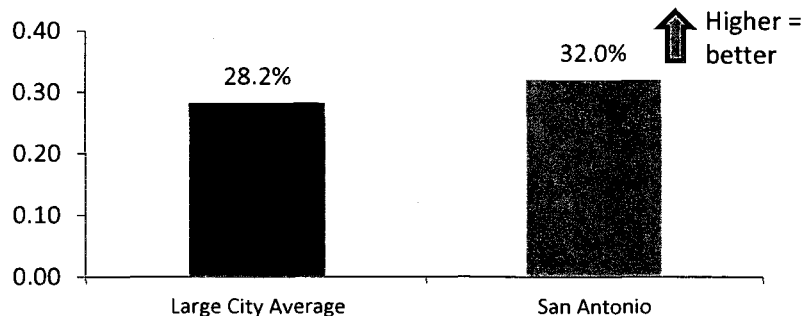
Recycling promotes environmental stewardship and long-term sustainability. It is a cost-effective alternative to burying waste in landfills.

What is being done:

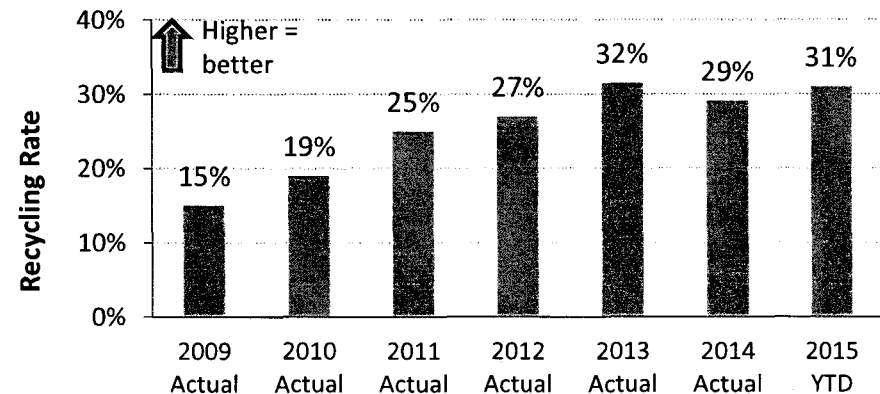
The City suspended expansion of the organics-subscription program at the start of FY 2015 to prepare for a new pricing structure. In October 2015, the city will begin an 18-month rollout of the new pricing structure.

Responsible Department: Solid Waste Management

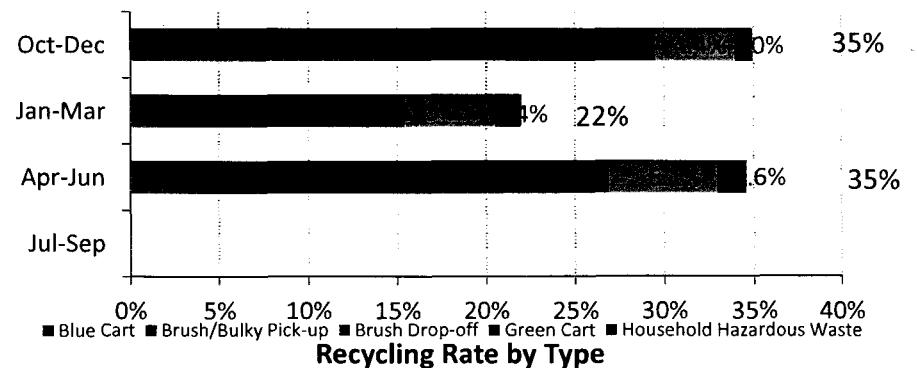
COMPARATIVE ANALYSIS (ICMA 2013 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)¹



¹ Brush recycling is seasonal and causes a variation in the overall recycling rate throughout the year.

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 5: SUSTAINABILITY

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



Target: 9.00 Missed Collections per 10,000 Collection Points

About this measure:

This measure tracks the percentage of missed collections for all single-family homes serviced by City crews. This includes garbage, recycling and organic recycling collections.

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.

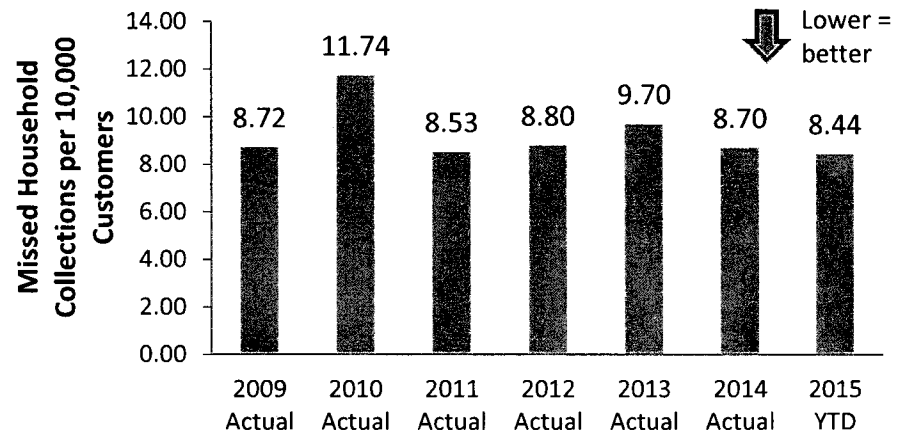
What is being done:

The department provides weekly garbage, recycling, and organics collection services to 346,000 single-family households. To ensure that material is collected on time, route supervisors coach drivers to service routes efficiently and dispatch replacement vehicles during equipment breakdowns.

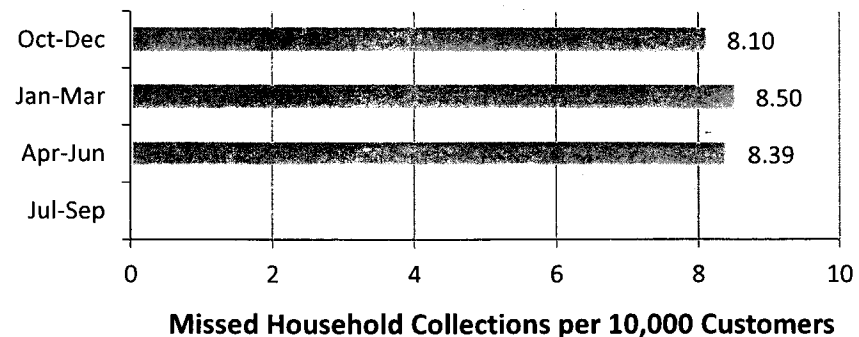
Responsible Department: Solid Waste Management



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 3: ECONOMIC DEVELOPMENT

36. Downtown area housing units facilitated through incentives (SA2020 Boundary)*

Target: 850 housing units

About this measure:

This measure shows the number of incentivized housing units approved by City Council. The SA2020 goal is to provide an additional 5,000 housing units by 2020.

Why it is important:

All great downtowns are anchored by residential life that provides authenticity and animation. Additional residential life will enhance the visitor-serving industry and lay the foundation for increased employment and retail opportunities.

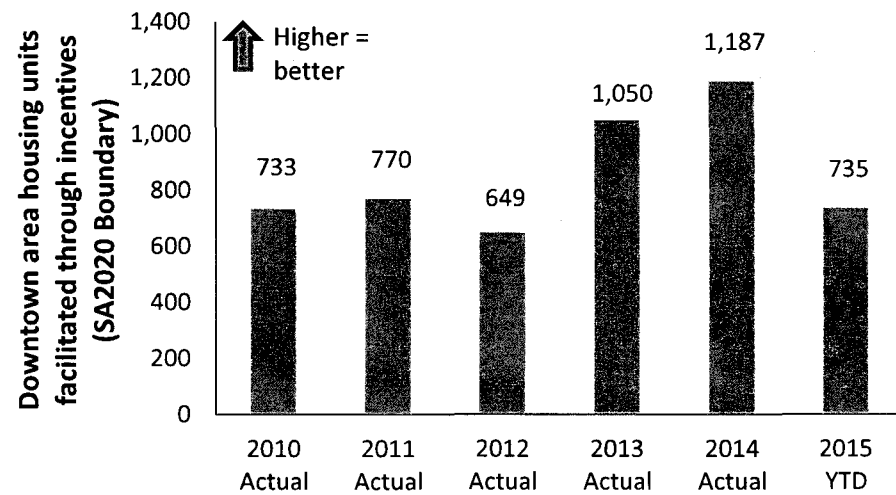
What is being done:

The FY 2015 budget allocated \$2 million in incentives for downtown redevelopment. This funding will provide incentives resulting from the Center City Housing Incentive Policy as well as fund the Brownfields program, Office of Urban Renewal San Antonio, and provide funding for incentives for the West Side Development Corporation (WDC) and San Antonio Growth for the Eastside (SAGE).

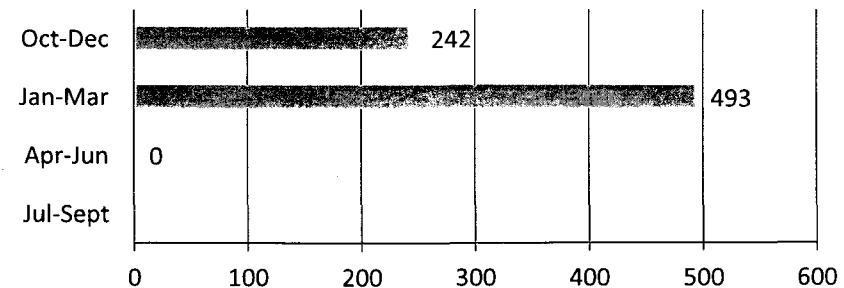
Responsible Department: Center City Development & Operations

*Measure title changed from "Housing Units within the Inner City Reinvestment/Infill Policy Area" to "Downtown area housing units facilitated through incentives (SA2020 Boundary)" as of Q3 2014.

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Downtown Area Housing Units Facilitated Through Incentives (SA2020 Boundary)

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 3: ECONOMIC DEVELOPMENT

37. JOBS CREATED/RETAINED THROUGH ECONOMIC DEVELOPMENT ACTIVITIES

Target: 3,600 jobs

About this measure:

This is a measure of all jobs created and retained through economic development incentives provided by the Economic Development Department in partnership with 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

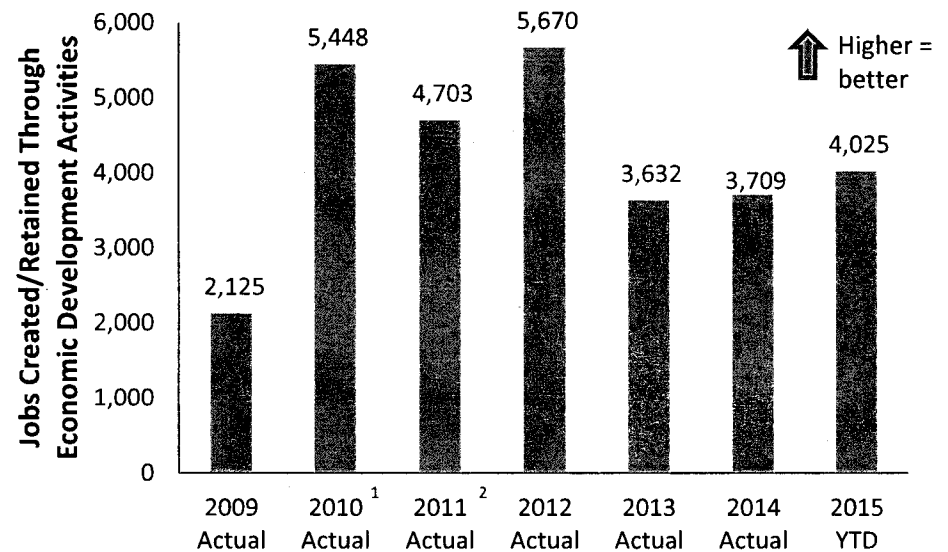
The Economic Development Department utilizes a number of state and local tools and programs to attract and retain jobs. In addition, the department manages a contract with the EDF for marketing and business retention expansion (BRE)/attraction services. The City Council allocated \$1.75 million in FY 2015 for economic development grants to assist in the retention, recruitment and attraction of businesses to San Antonio.

Responsible Department: Economic Development

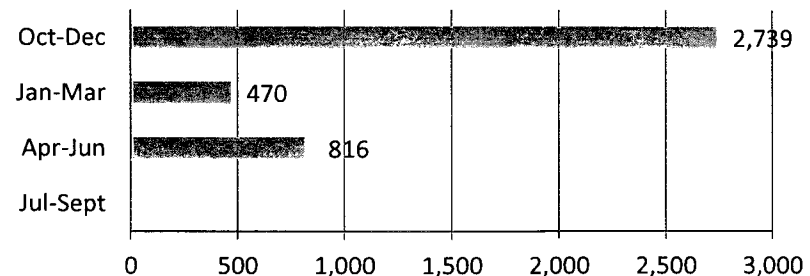
¹FY 2010 includes jobs from Nationwide, Kohl's and Toyota

²The 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



Jobs Created/Retained Through Economic Development Activities

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 3: ECONOMIC DEVELOPMENT



38. TOTAL CORPORATE INVESTMENT ✓

Target: \$250 million in New Investment

About this measure:

This measure shows the amount of planned company investment in projects announced through the City's incentivized programs. 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.

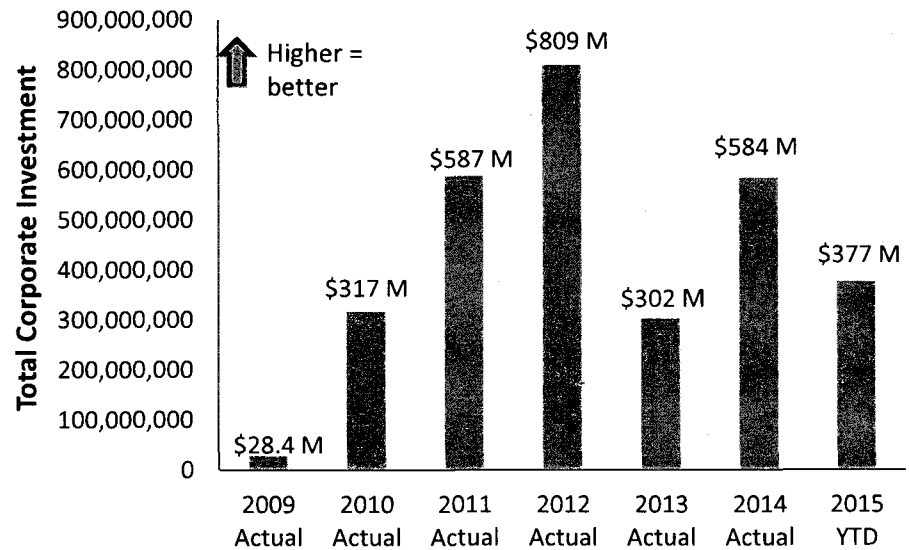
What is being done:

The Economic Development Department manages the City's contract with the Economic Development Foundation for global marketing and business retention/attraction. The City Council allocated \$1.75 million in FY 2015 for economic development grants to assist in the retention, recruitment and attraction of businesses to San Antonio.

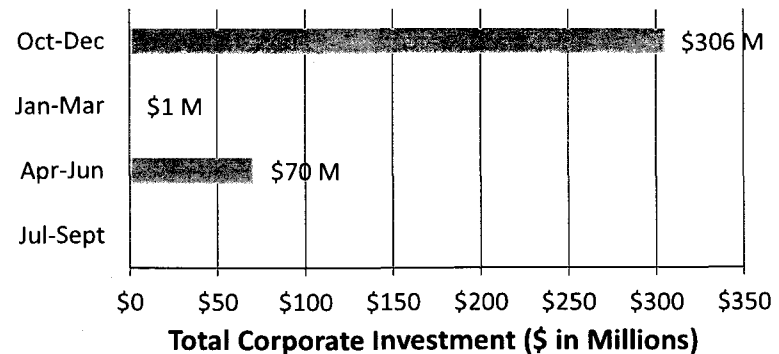
Responsible Department: Economic Development

¹The increases in FY 2010 and FY 2011 were due to Toyota (\$100M), the Chevron Data Center (\$335M) and UTHSCSA South Texas Research Facility (\$150M) respectively. The increase in FY 2012 was due to Halliburton (\$300M) and Maruchan (\$318M). The increase in FY 2014 is due to the Microsoft Data Center Expansion Project (\$250M).

HISTORICAL PERFORMANCE (BY FISCAL YEAR)¹



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

39. AIRPORT OVERALL CUSTOMER SATISFACTION

Target: 4.0 (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:

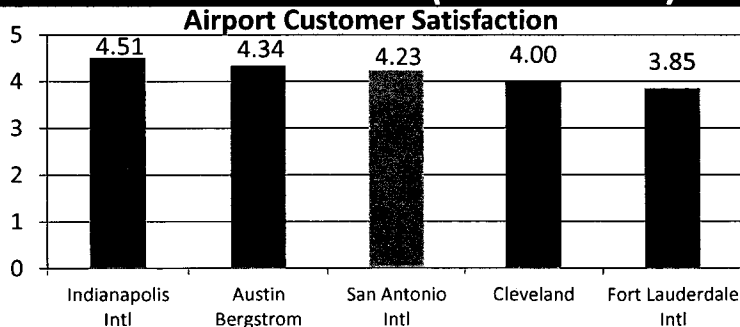
Findings from the ASQ assist the airport in identifying areas for improvement as well as areas where the Airport excels.

What is being done:

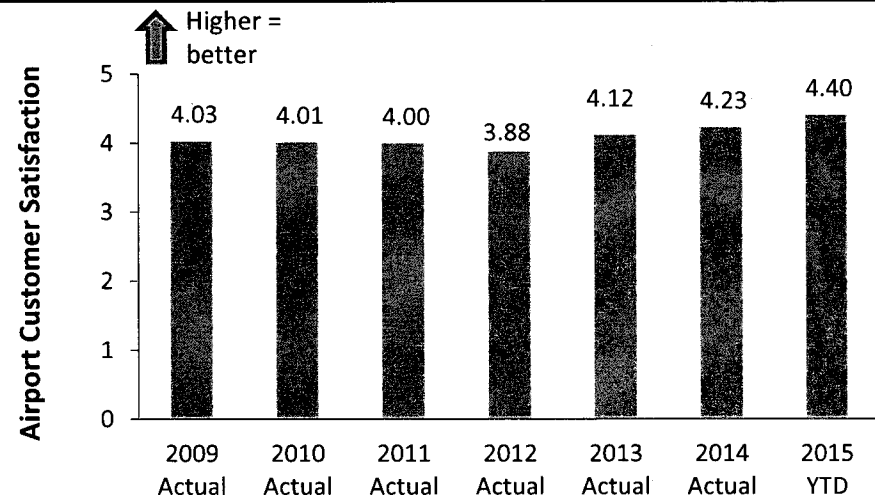
The Aviation Department is focused on improving the customer experience for our passengers. In FY 2015, the Airport, in conjunction with the Library, unveiled kiosks with access to digital content and an avatar providing tips to assist passengers through the security checkpoint area.

Responsible Department: Aviation

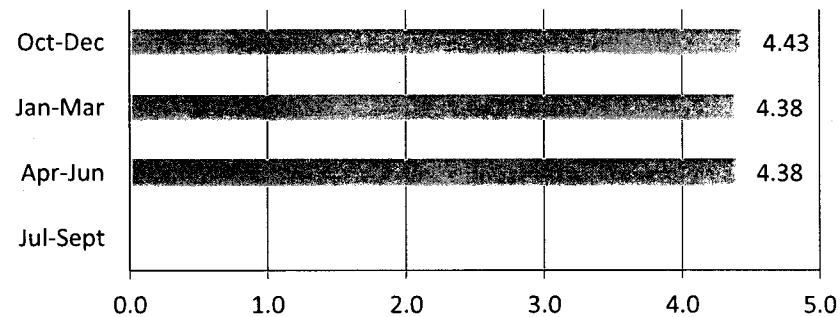
COMPARATIVE ANALYSIS (FY 2014 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Airport Customer Satisfaction

*3rd Quarter results estimated pending final survey results

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

40. INTERNATIONAL AIRPORT OPERATING COST PER PASSENGER



Target: \$11.60

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:

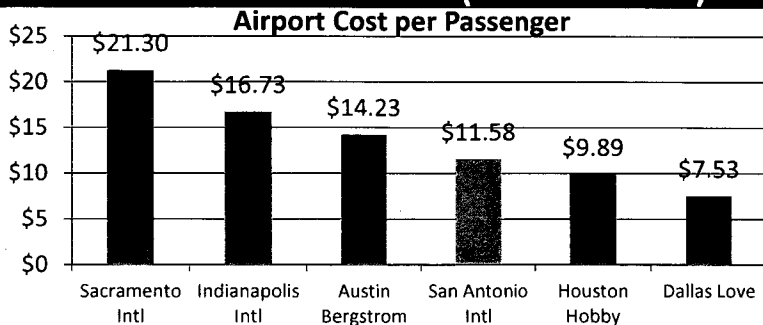
Cost per passenger is a benchmark measure that is commonly used to compare airports. It is an indication of how efficiently the Airport is operating.

What is being done:

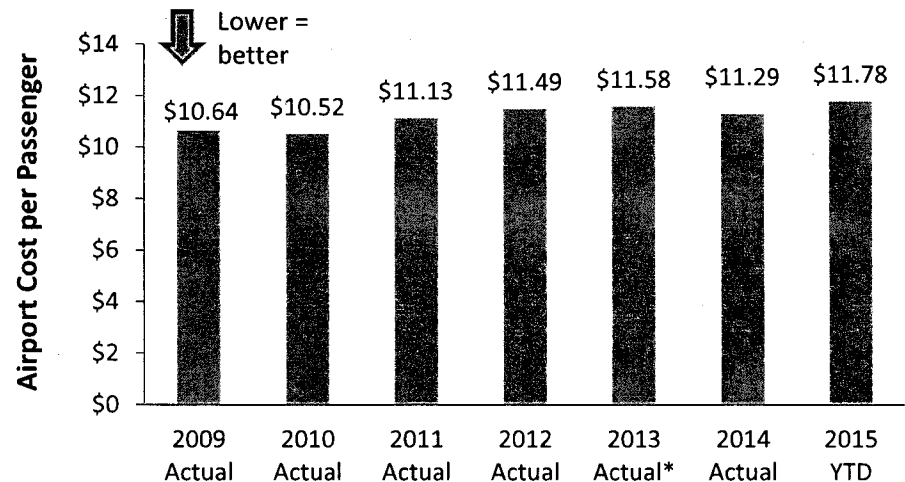
The Airport continues to look for non-airline revenue opportunities year-round. The Airport is scheduled to award a concession agreement for a gas station/convenience store in Fiscal Year 2015. Cost per passenger in 2nd Quarter FY2015 is higher than normal due to a decrease in passenger volume and extraordinary expenses.

Responsible Department: Aviation

COMPARATIVE ANALYSIS (FY 2013 DATA)

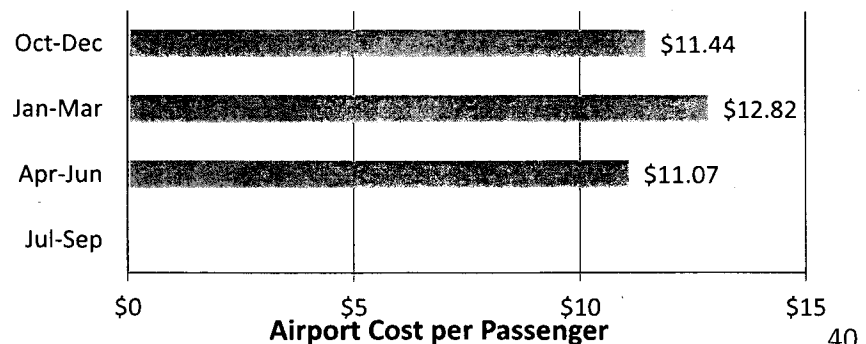


HISTORICAL PERFORMANCE (BY FISCAL YEAR)



*In 2013 this measure was adjusted to remove Capital & Stinson costs from the calculation. Historical performance reported in 2013 & 2014 reflects this change.

CURRENT YEAR PERFORMANCE (BY QUARTER)



*3rd Quarter results estimated pending final results

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

41. CONVENTION CENTER EXHIBIT HALL OCCUPANCY LEVELS

Target: 70%

About this measure:

This measure is the percentage of available days occupied at each of the four exhibit halls of the Henry B. Gonzalez Convention Center. The industry standard among convention centers considers 70% to be an excellent occupancy rate.

Why it is important:

Tracking convention center exhibit hall occupancy helps determine a level of maximum use of the facility, allows the city to compare activity to competitive destinations, and determines the success of CVB sales strategies in booking conventions with tradeshows. Maximizing occupancy results in positive economic impact for the local economy.

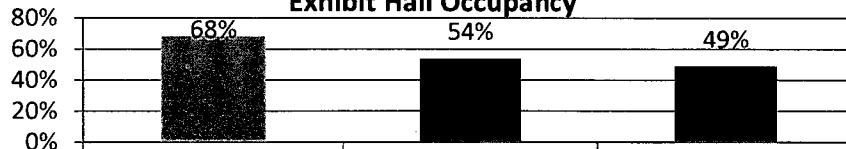
What is being done:

Convention Center booking staff works with the Convention and Visitors Bureau to maximize exhibit hall efficiency and occupancy.

Responsible Department: Convention & Sports Facilities

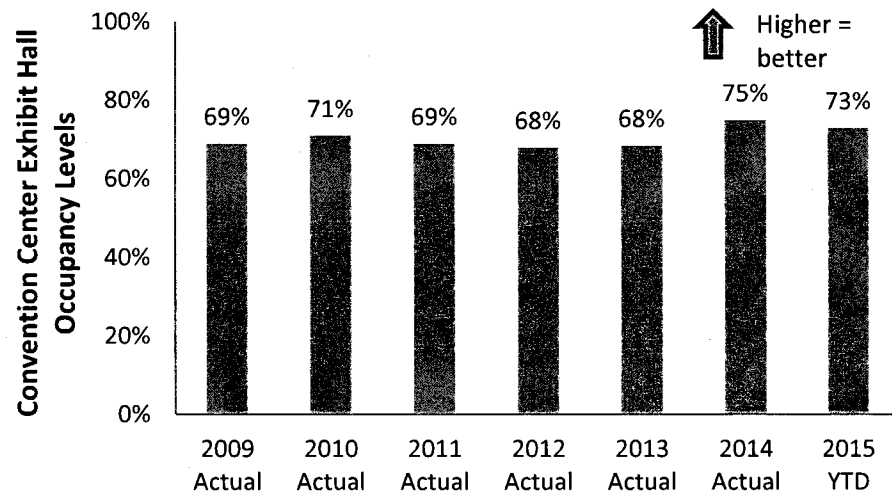
COMPARATIVE ANALYSIS (2013)

Exhibit Hall Occupancy

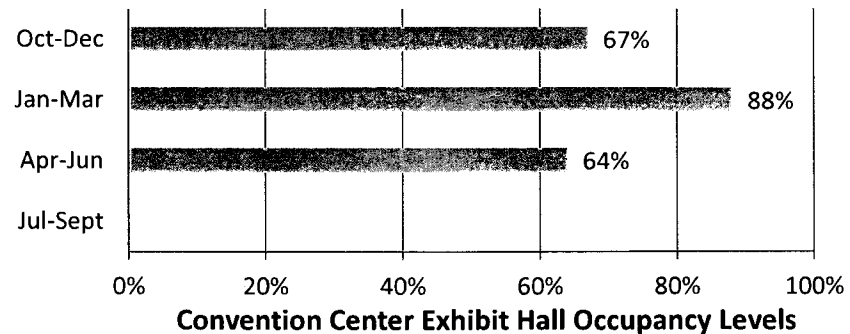


↑ Higher = better

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



*Source: PricewaterhouseCoopers (PwC) Convention Centers Report

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

42. EVENT DAYS AT THE ALAMODOME ✓

Target: 140 days

About this measure:

This measure represents the total number of days per year when an event is actually occurring at the Alamodome. This does not include the move-in/move-out days for events. Each attended event counts as one event day.

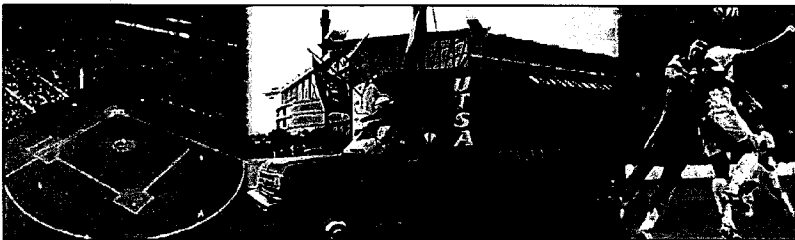
Why it is important:

Event days at the Alamodome determine the amount of utility that the facility provides the community by offering a variety of entertainment options. The relationship between event days and revenue generation is important in that the goal is to achieve an overall low net cost of operations. The more events held in the facility, the more that revenue is generated to offset fixed costs.

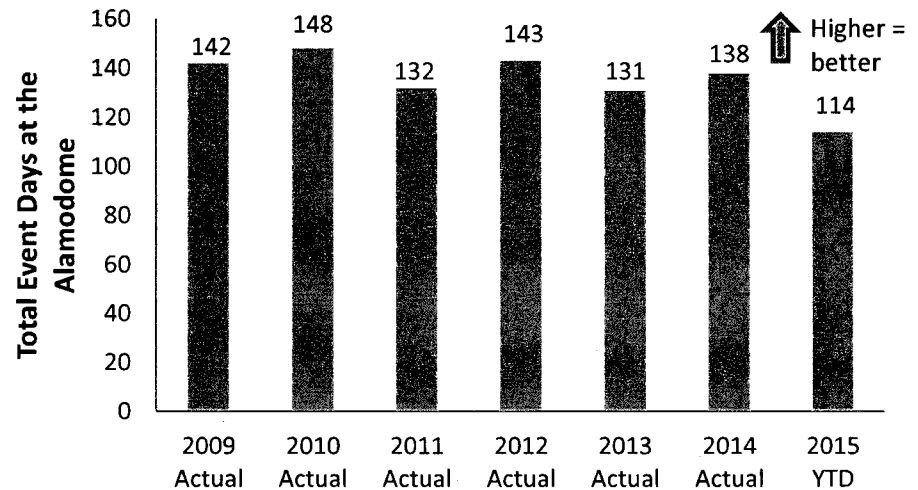
What is being done:

Staff employs a targeted business plan that focuses on maximizing the number of event days at the Alamodome.

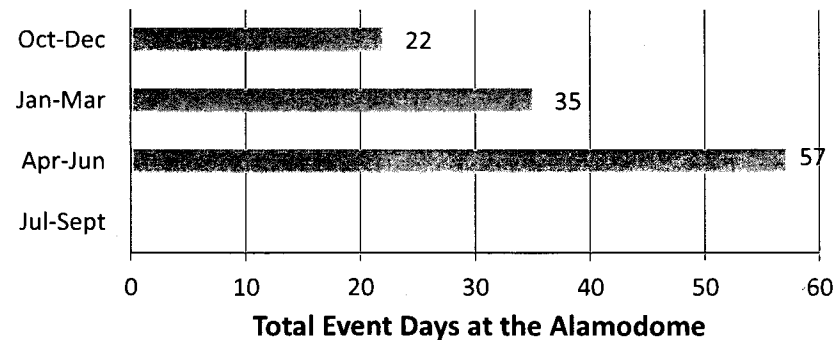
Responsible Department: Convention & Sports Facilities



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

43. AVERAGE REVENUE PER ATTENDEE AT THE ALAMODOME

Target: \$7.65

About this measure:

This measure represents the amount of revenue generated per attendee at the Alamodome on a yearly basis.

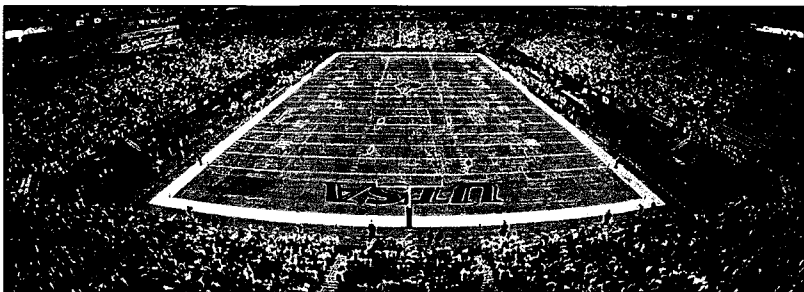
Why it is important:

This measure shows the financial success of the Alamodome events. Increasing revenues helps reduce the net cost of operating the Alamodome.

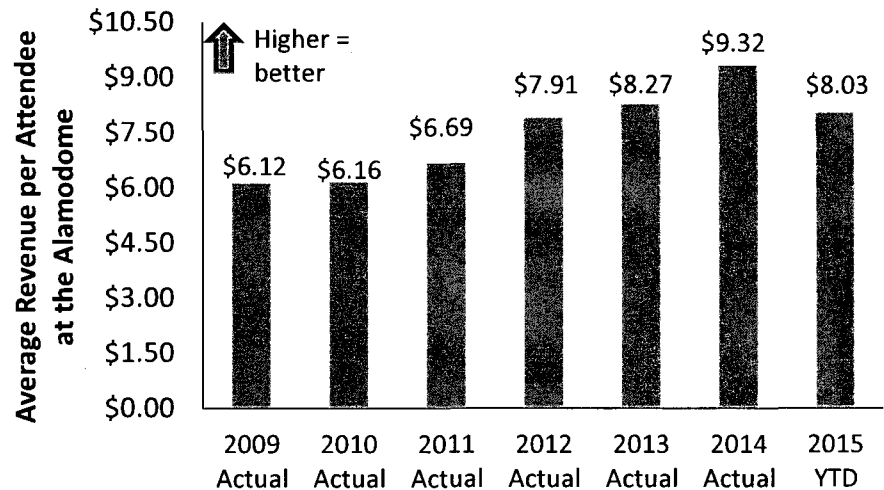
What is being done:

Staff is pursuing a diversified mix of attractive family entertainment and sporting events to increase revenue per attendee. In Fiscal Year 2015, the Alamodome will host feature events such as the UIL Boys & Girls Basketball State Championship games, Big League Weekend: LA Dodgers vs. TX Rangers, Disney on Ice: Frozen, and Marvel Universe Live.

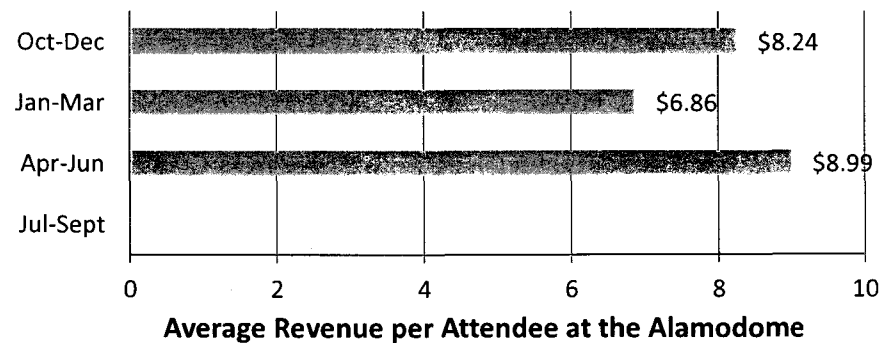
Responsible Department: Convention & Sports Facilities



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

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

Target: \$18.59

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. It is the total revenue divided by the total rentable square footage of both facilities.

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.

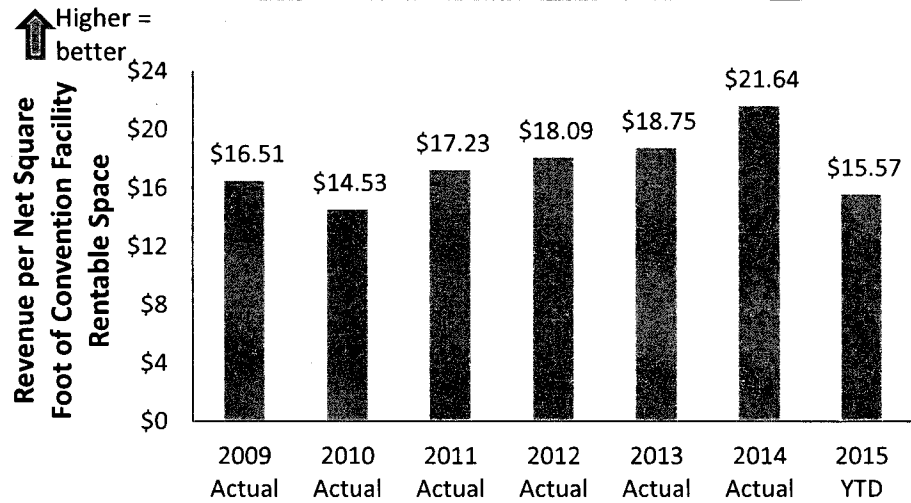
What is being done:

Attractive proposals which satisfy the needs and expectations of new and existing clients are being created in order to increase revenue.

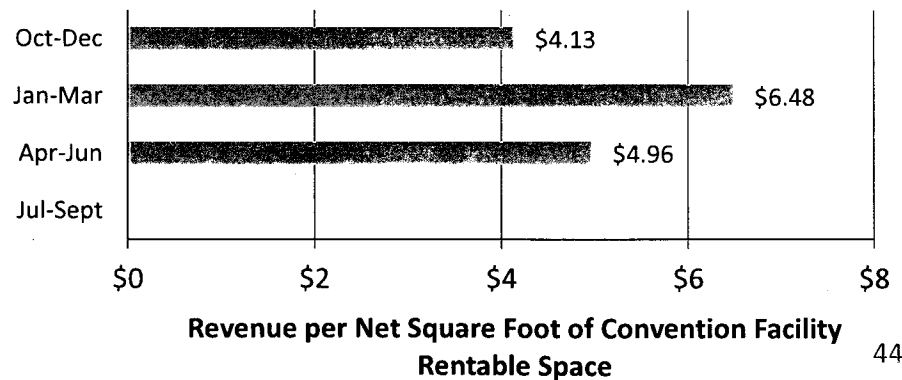
Responsible Department: Convention & Sports Facilities



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

45. CONVENTION ROOM NIGHTS BOOKED ✓

Target: 860,000

About this measure:

Room-night bookings are considered the Convention & Visitors Bureau industry standard to measure group sales performance. It represents the sum of overall sales efforts that target group and convention business. This measure includes the total room nights booked for meetings taking place at the Convention Center & hotel meeting space. Group room nights tend to book more sporadically rather than an even distribution over twelve months. Therefore, some variance is expected, with the rate of bookings increasing towards the end of the fiscal year.

Why it is important:

Revenue from hotel guest rooms is used to collect funds for the City's Hotel Occupancy Tax. This tax is the primary funding source for the Convention & Visitors Bureau, along with the Henry B. Gonzalez Convention Center. The money from the tax is also set aside to support the local arts community.

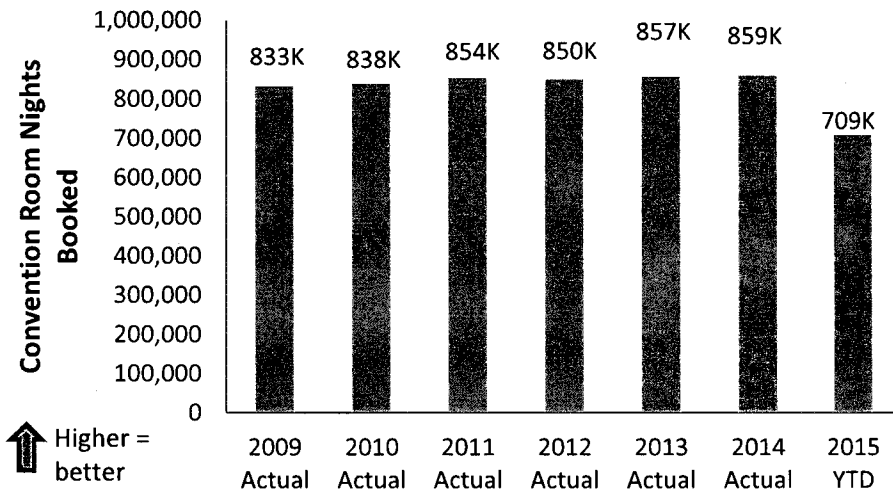
What is being done:

The Convention & Visitors Bureau is engaged in an active direct sales program to solicit key accounts. Staff has significantly increased visibility with customers through group events.

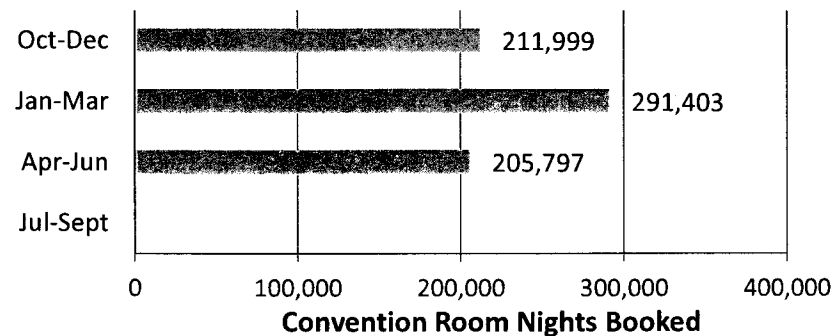
Responsible Department: Convention & Visitors Bureau



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

46. ANNUAL ONLINE ENGAGEMENT

Target: 5,800,000

About this measure:

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

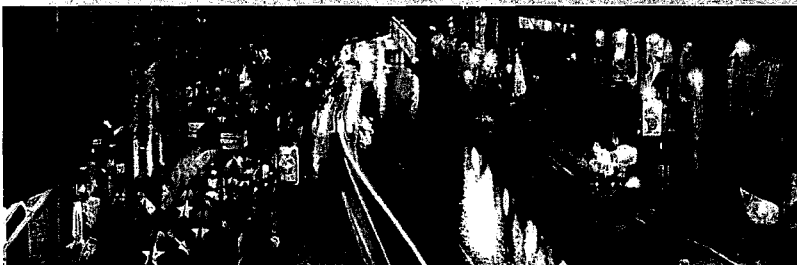
Why it is important:

The Convention & Visitors Bureau is a main source of information on the City and 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 SACVB marketing strategy by showing that consumers are considering travel to San Antonio and taking direct action to learn more.

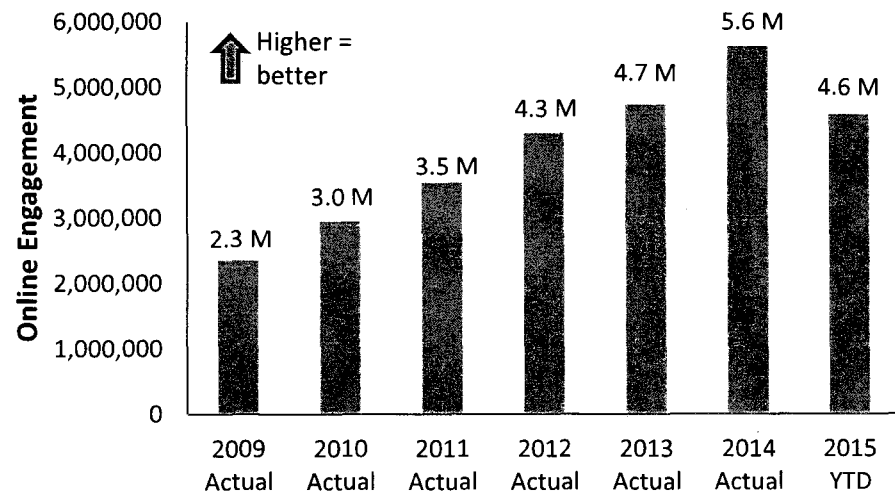
What is being done:

Online engagement interactions are not projected in equal 12-month increments as they are influenced by seasonality and timing of various campaigns. The Convention & Visitors Bureau continues to improve its website which will evolve to become an even more dynamic communication center.

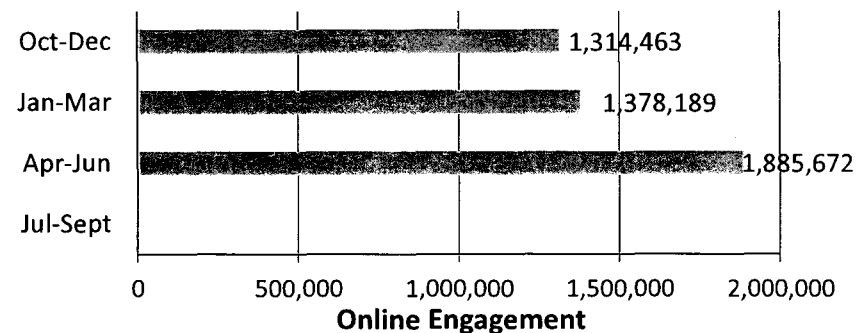
Responsible Department: Convention & Visitors Bureau



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

47. ATTENDANCE AT CULTURAL EVENTS

Target: 2,500,000

About this measure:

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

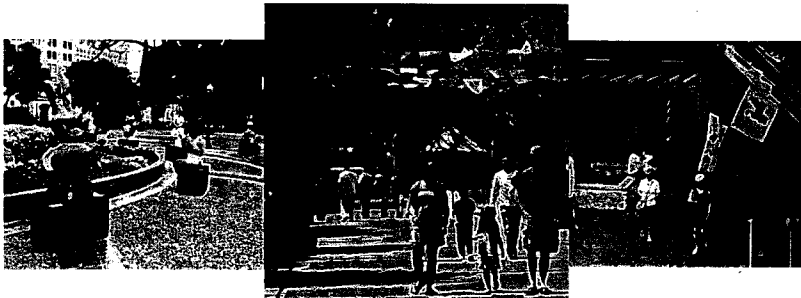
Why it is important:

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

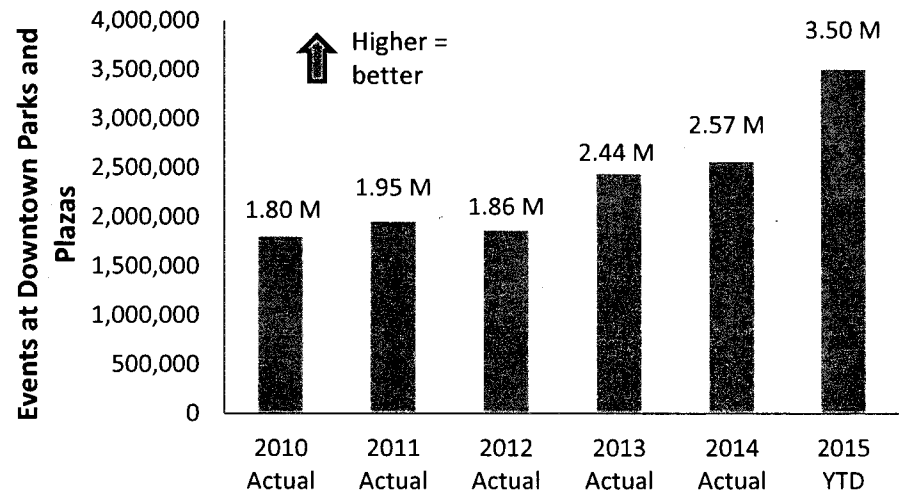
What is being done:

Staff advertises cultural events through different media venues including television, radio, written publications and online. Attendance generally increases with Fiesta and other summer events in the third and fourth quarters.

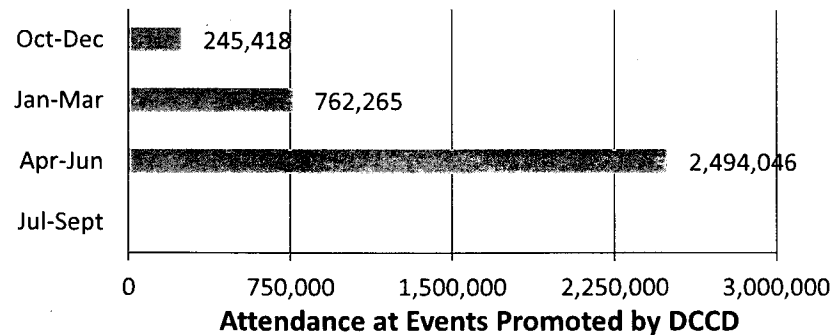
Responsible Department: Culture & Creative Development



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

48. NON-CITY DOLLARS LEVERAGED FOR ARTS BY FUNDED AGENCIES ✓

Target: \$34.5 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:

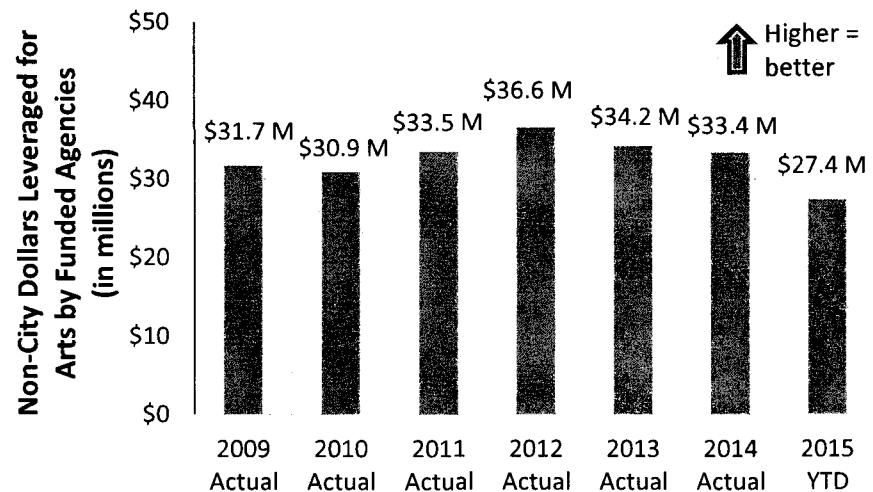
The City's investment in the arts are an important incentive for our arts and cultural partners. It anchors the message that "The Arts are important to San Antonio" and in return it helps organizations stimulate support from private and other public foundations as well as individual giving. The City's 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:

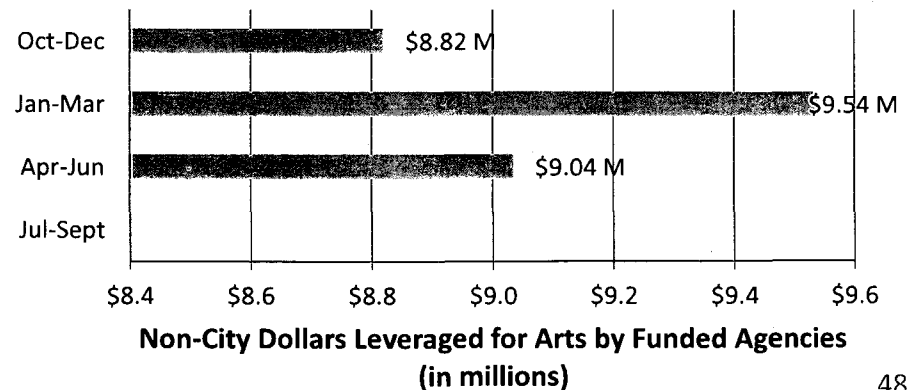
The Department of Culture & Creative Development (DCCD) monitoring team is responsible for overseeing the financial and programmatic performance of each funded organization and to evaluate the City's investment. DCCD also publishes a Creative Economic Impact Study to monitor economic growth and to help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

Responsible Department: Culture & Creative Development

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

49. EVENTS AT DOWNTOWN PARKS AND PLAZAS ✓

Target: 700 events

About this measure:

This measure shows the events held at Travis Park, Milam Park, HemisFair Park, Marriage Island and Alamo Plaza. This includes weddings, City-sponsored events, corporate events and private functions. Events such as Luminaria 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.

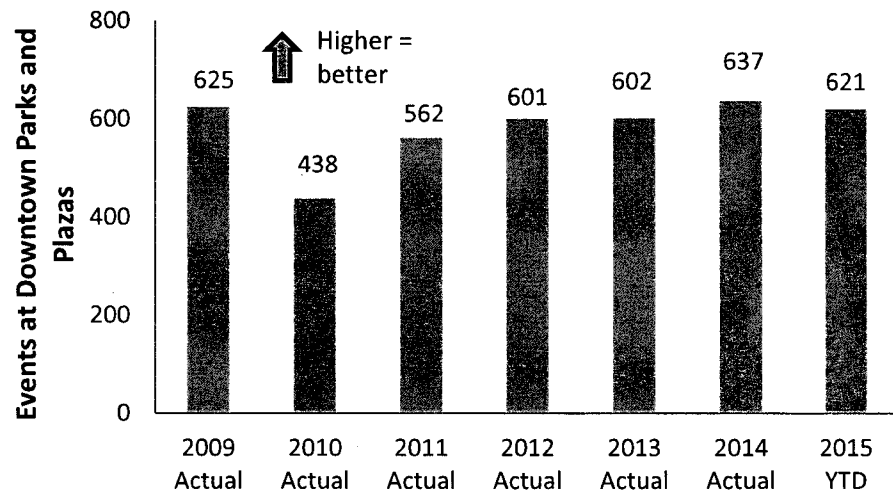
What is being done:

Staff advertises downtown parks and plazas through different media venues including, television, radio, written publications and online.

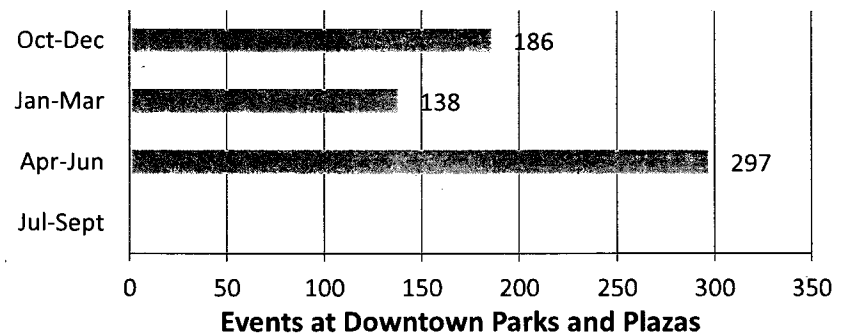
Responsible Department: Center City Development & Operations



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

50. SQUARE FEET OF SIDEWALKS PRESSURE WASHED ✓

Target: 15,600,000 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.

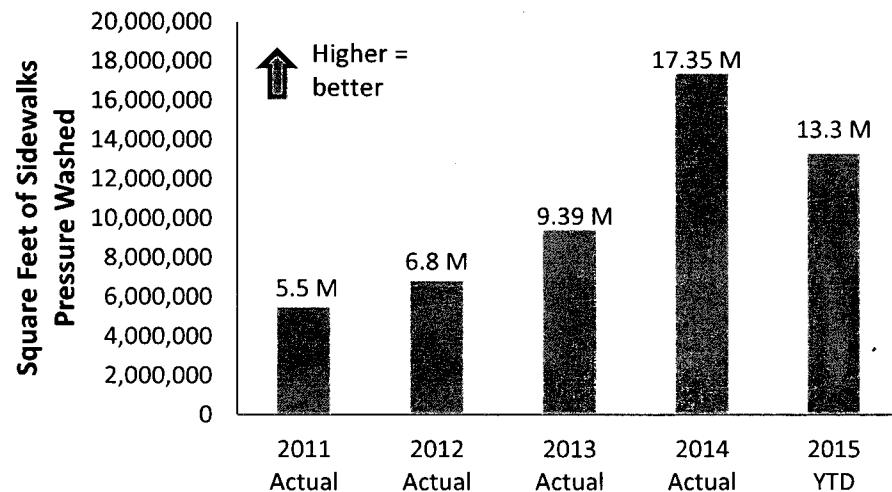
What is being done:

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. A new contract was executed in the fourth quarter of Fiscal Year 2013, which accounts for the increased amount of sidewalks pressure washed.

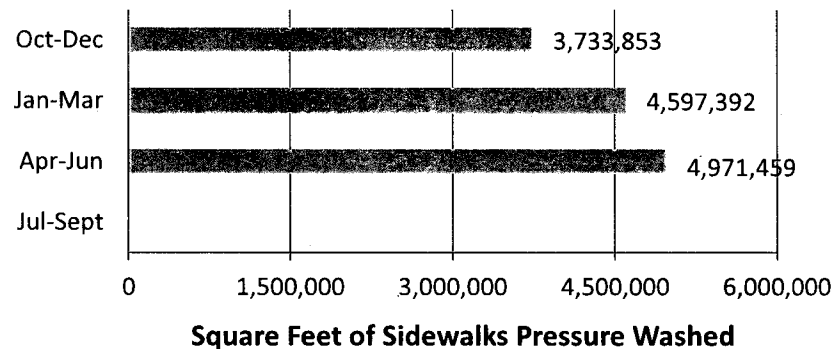
Responsible Department: Center City Development & Operations



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 7: CONVENTION, VISITOR & ARTS

51. RIVERBOAT CRUISE PASSENGERS

About this measure:

The City contracts with Rio San Antonio 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:

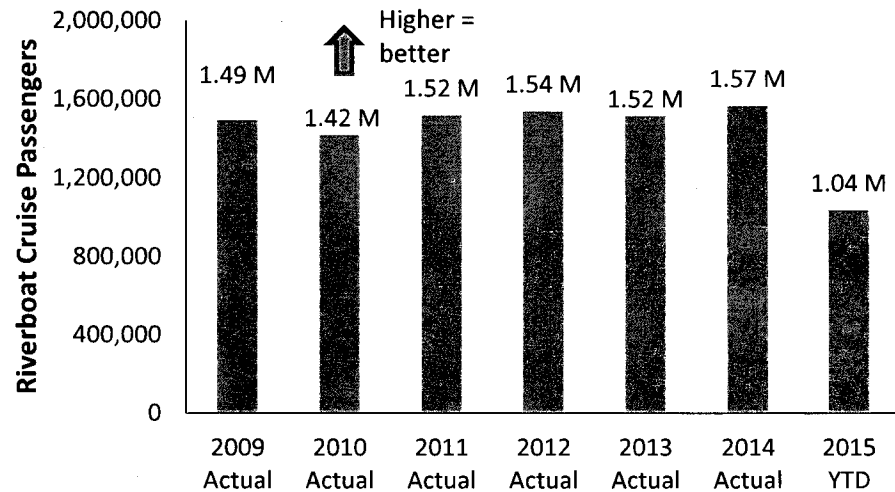
The City's Convention and Visitors Bureau staff advertises San Antonio Riverwalk through various media publications in order to increase tourism.

Responsible Department: Center City Development & Operations

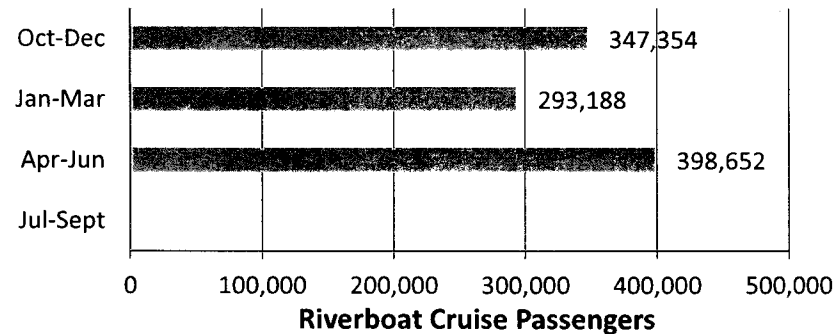


*Riverboat cruise passenger ticket sales vary on a seasonal basis. Lower sales occur in the fall and winter months, while a higher number of passengers is expected during spring and summer months.

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

52. GENERAL FUND EXPENDITURES AS PERCENTAGE OF ESTIMATE ✓

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:

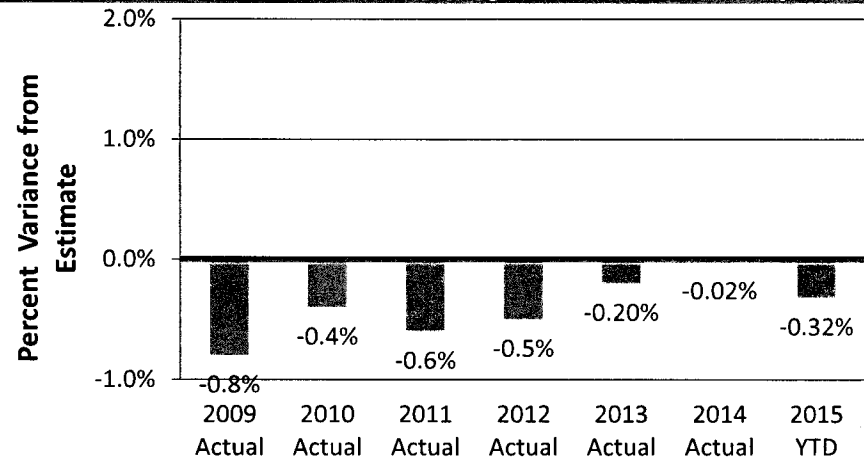
Accurate estimates are key to maintaining a balanced budget and for forecasting next year's budget.

What is being done:

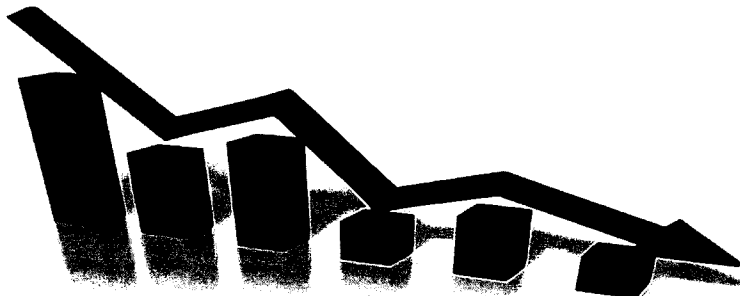
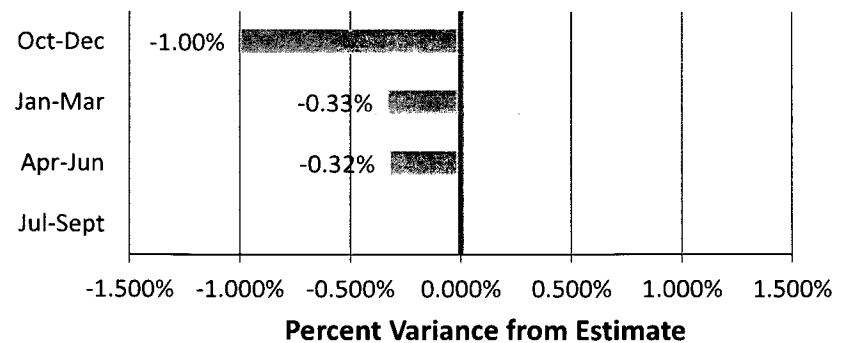
Monthly Reports of expenditures are provided to the City Manager and Quarterly Reports are presented to the City Council (3+9 Financial Report, 6+6 Financial Report, 9+3 Financial Report, and Year End Financial Report).

Responsible Departments: Budget, Finance

HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT



53. GENERAL FUND REVENUES AS PERCENTAGE OF ESTIMATE

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.

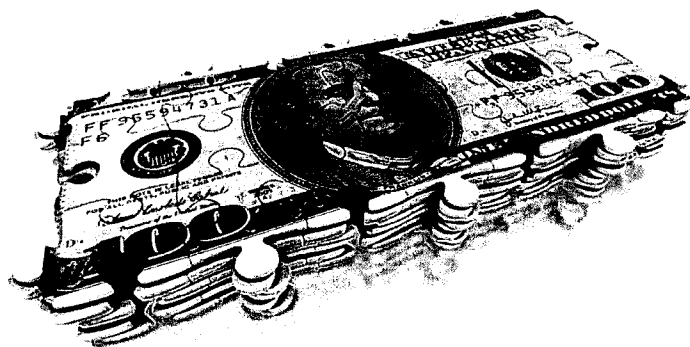
Why it is important:

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.

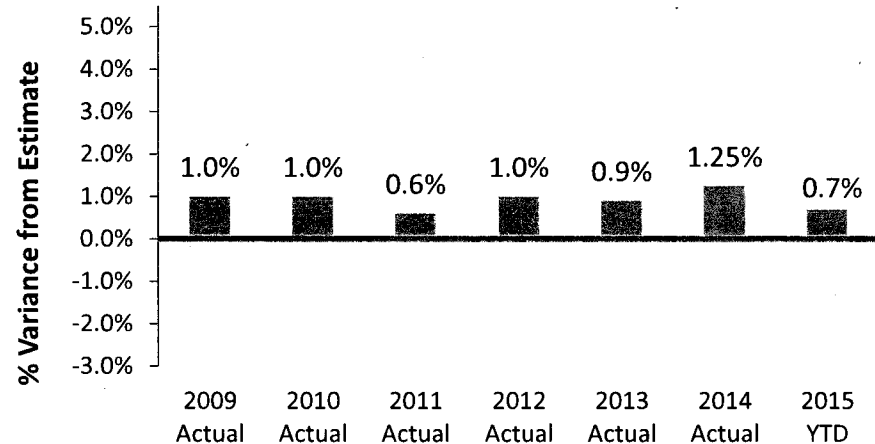
What is being done:

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

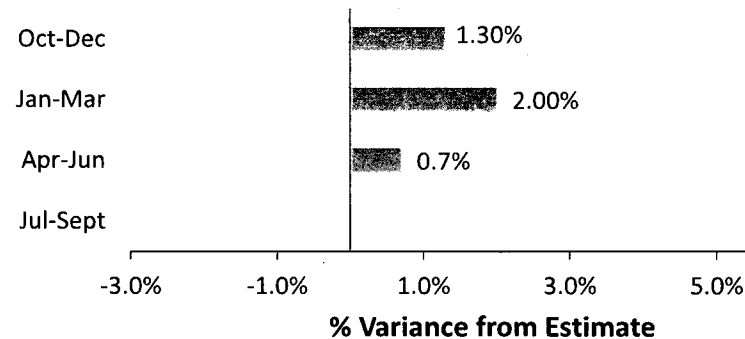
Responsible Department(s): Budget, Finance



HISTORICAL PERFORMANCE (BY CALENDAR YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

54. ACHIEVE PAYMENT TO VENDORS WITHIN TERMS ✓

Target: 80%

About this measure:

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

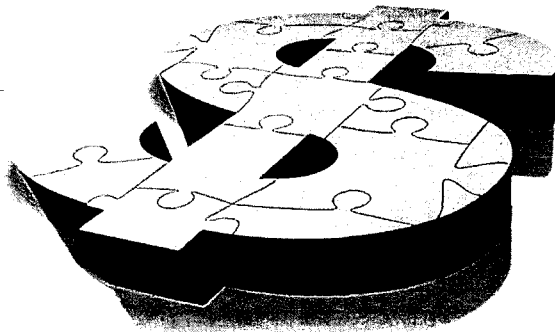
Why it is important:

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

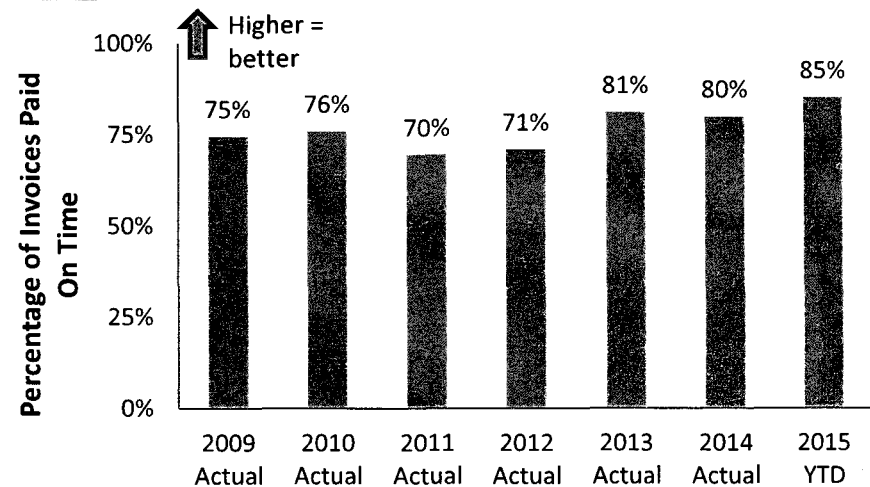
What is being done:

Technology upgrades implemented in 2010 have improved the payment process. Reports are periodically provided to identify payments needing immediate attention.

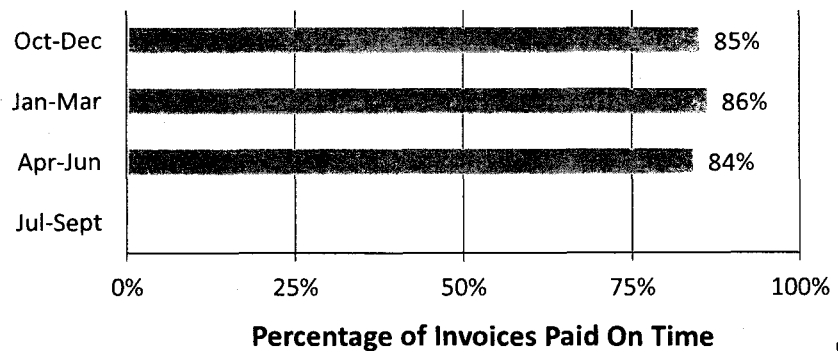
Responsible Department: Finance



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT



55. AVERAGE NUMBER OF DAYS TO COLLECT PAYMENT ✓

Target: Under 30 Days

About this measure:

This measure shows the average number of days to collect payment from billed customers, excluding sales tracked outside of SAP. Beginning in 2013, the average monthly accounts receivable has been used to calculate this measure more accurately than simply using quarter-end data.

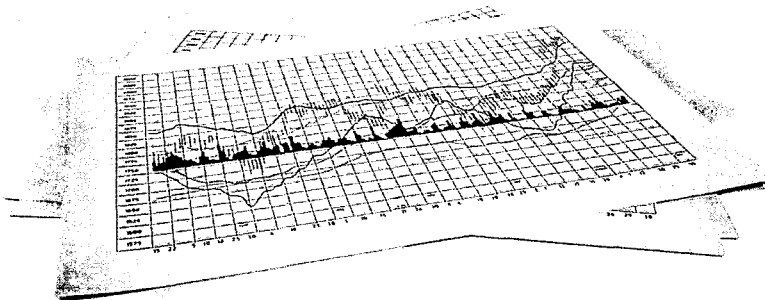
Why it is important:

A low average number of days is an indication of prompt and timely collections, while a high average number of days indicates slower collections. The timely collection of fees is essential to allow the City to have sufficient cash flow to meet its financial obligations.

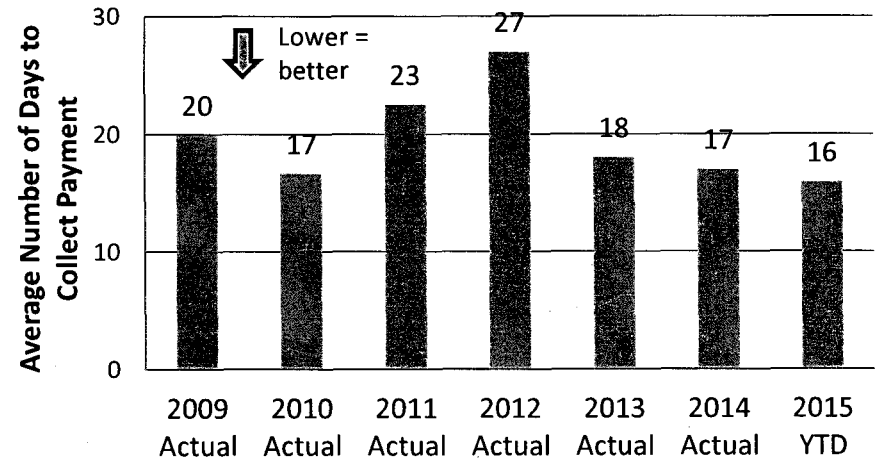
What is being done:

Finance staff tracks amounts owed to the City and provides operating departments with reporting to improve their collection efforts and identify those needing immediate attention.

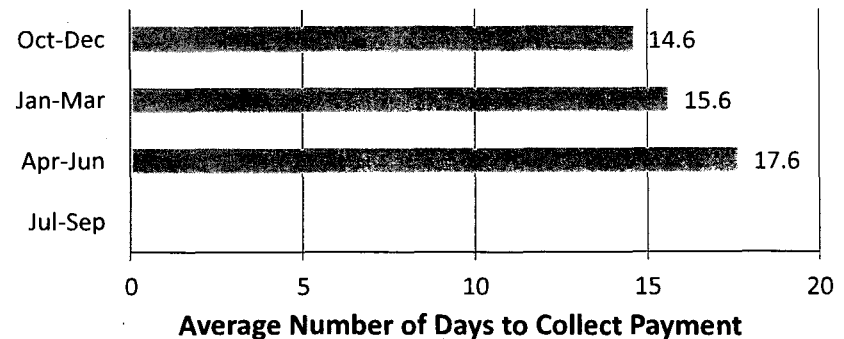
Responsible Department: Finance



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

56. TOTAL NUMBER NEWS RELEASES/MEDIA INQUIRIES ✓

Target: 878 News Releases // 2,000 Media Inquiries

About this measure:

This measure indicates the total number of News Releases disseminated and total number of media inquiries received. News Releases are used to provide proactive information to media outlets for release to the public. Media Inquiries are requests for information received from media outlets regarding City services and initiatives.

Why it is important:

Communications and Public Affairs is responsible for corporate communications and provides information to the community through the news media and internal communications channels which inform residents about City services including annual Budget, Boards and Commissions opportunities, and programs offered by the City.

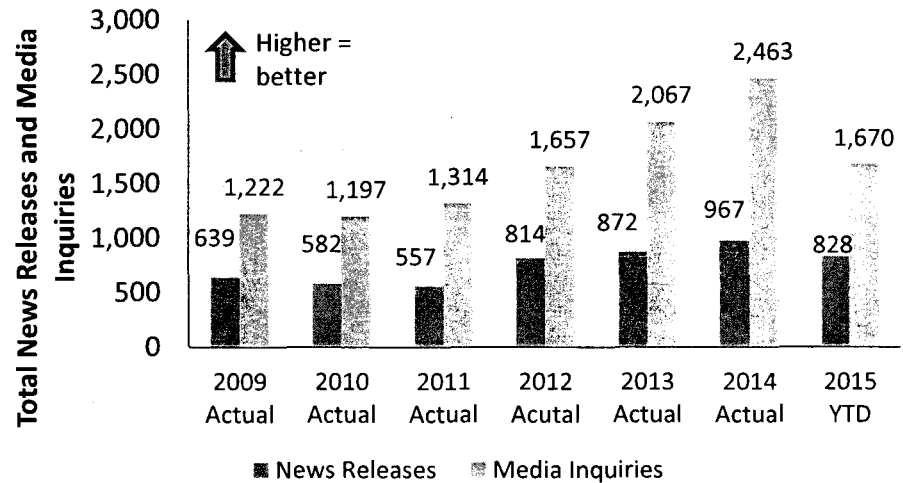
What is being done:

The Communication and Public Affairs Department assists news media on a daily basis with news interviews, news conferences, utilization of social media, conducting Media Open Houses, initiating calls to the media regarding City-related news and information, as well as reaching out to national news media to expand the City's national coverage.

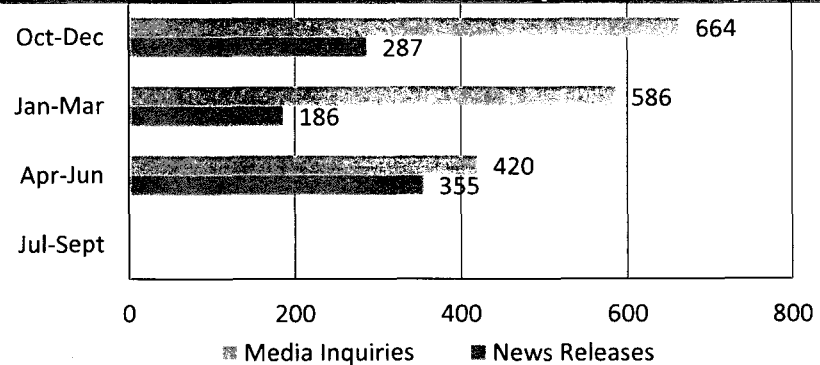
Responsible Department: Communications & Public Affairs



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Total News Releases and Media Inquiries

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

57. VOLUNTARY TURNOVER RATE

Target: 6%

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:

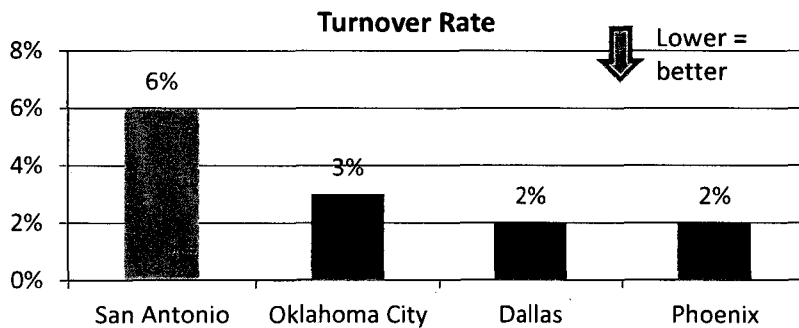
This is a useful measure that shows the organization's progress in becoming an employer of choice. Low voluntary turnover typically reflects a workforce in which employees are satisfied with their current jobs and are not leaving for other employment.

What is being done:

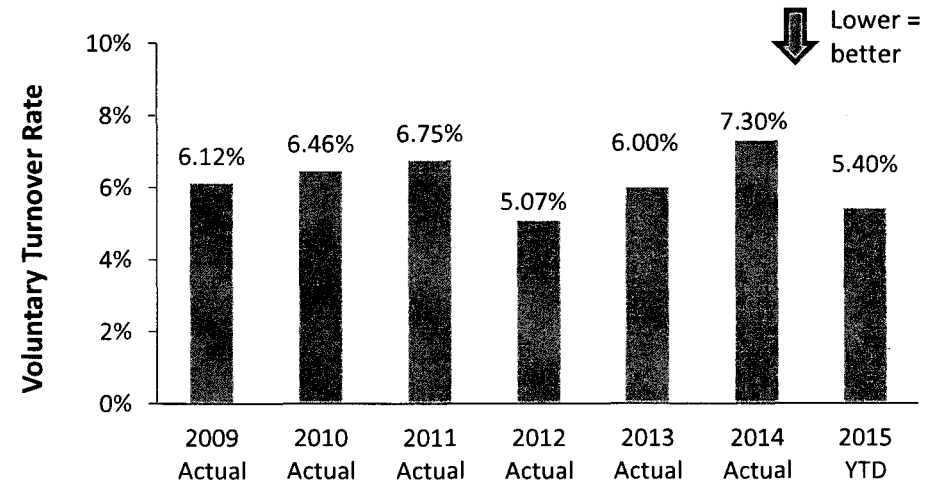
The City strives to increase employee satisfaction throughout the organization by working to provide employees with competitive salaries and a strong benefits package, along with an Employee Wellness Program that rewards healthy behavior.

Responsible Department: Human Resources

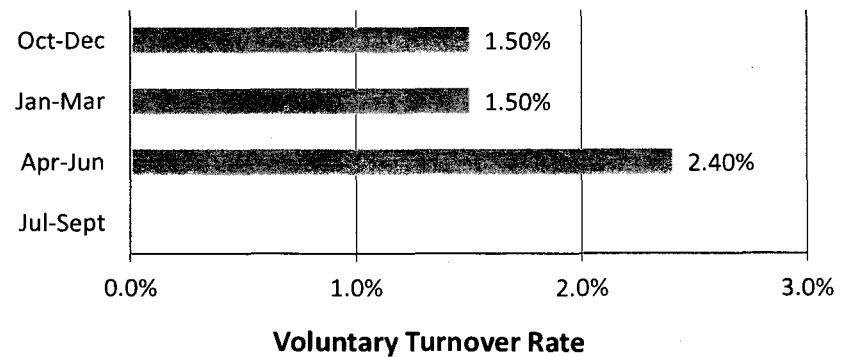
COMPARATIVE ANALYSIS (ICMA 2013 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

58. VIRGIN PULSE HEALTHMILES WELLNESS PROGRAM PARTICIPATION

Target: 4,266 Participants

About this measure:

In order to emphasize the importance of maintaining a healthy lifestyle, the Wellness Program provides employees financial rewards for participating in eligible healthy behaviors. In 2013, the city implemented the Virgin HealthMiles pedometer-based program. In Fiscal Year 2014, the City continued this initiative now called VirginPulse HealthMiles.

Why it is important:

Employees who maintain healthy habits and behaviors can lead to overall better health. Increasing enrollment in the program assists in maintaining a healthier workforce which results in reduced healthcare costs for both the employees and the City.

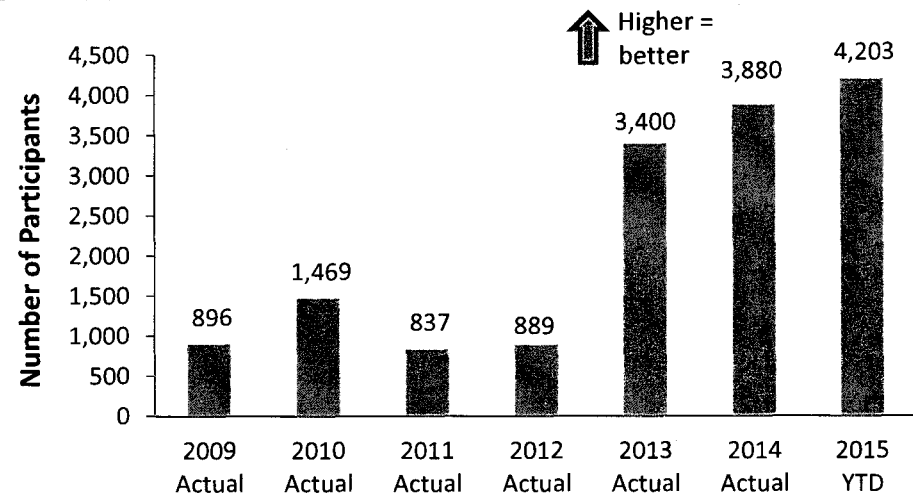
What is being done:

The City's Wellness Program began in Fiscal Year 2006. Employees are provided the opportunity to participate in VirginPulse HealthMiles, wellness fairs, a smoking cessation program, Weight Watchers at Work, and other activities that increase health and wellness.

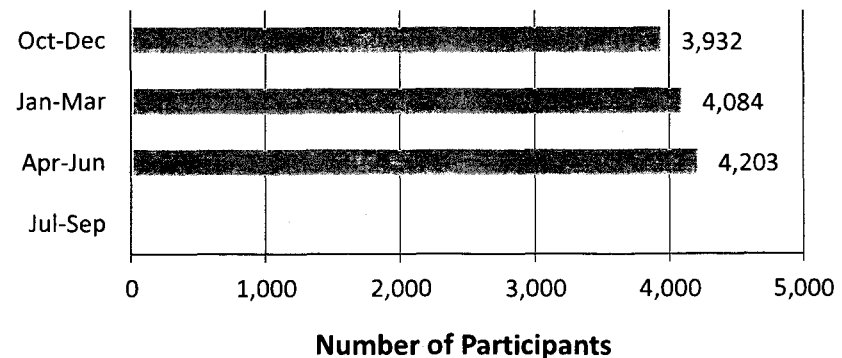
Responsible Department: Human Resources



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

59. NUMBER OF BUSINESS DAYS TO FILL A POSITION ✓

Target: 46 Business Days

About this measure:

This metric will measure the average number of business days to fill a civilian positions for all traditional recruitments (non-specialized). This process begins when the department initiates the request to fill the position and concludes when the new employee begins work.

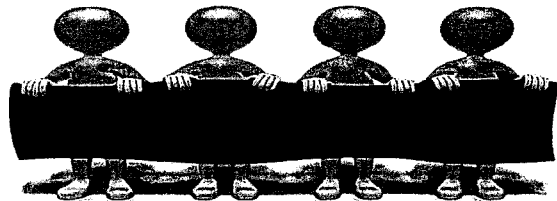
Why it is important:

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

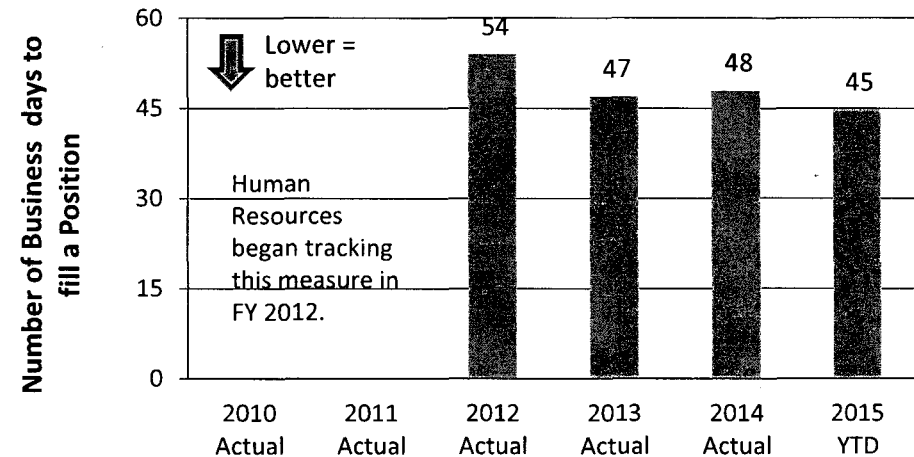
What is being done:

The Human Resources Department has significantly reduced the number of days to fill standard recruitments over the last few years, reducing the average from two to four months down to 48 days in 2014. In addition to internal process improvements, the department recently implemented an E-recruitment tool (NEOGOV) 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. In Fiscal Year 2015 the department will focus on enhanced coordination with departments to further streamline the hiring process, while also improving the quality and diversity of candidate pools.

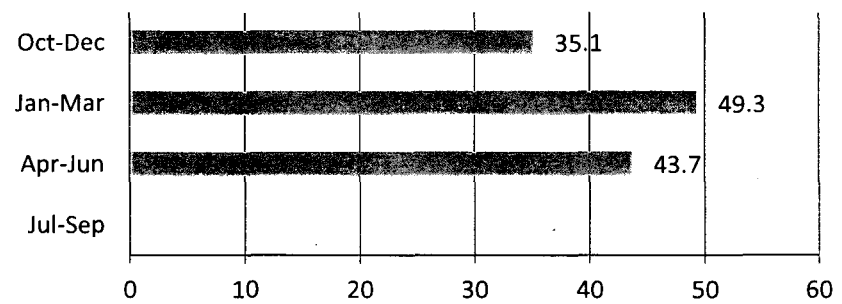
Responsible Department: Human Resources



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Number of Business Days to Fill a Position

SAN ANTONIO 24/7

PROVIDING SERVICES / MEASURING RESULTS



SERVICE AREA 6: OPEN GOVERNMENT

60. TOTAL CALLS ANSWERED BY 311

Target: 832,500 Calls Answered

About this measure:

This measure tracks the total number of calls that are answered by the San Antonio 311 Call Center.

Why it is important:

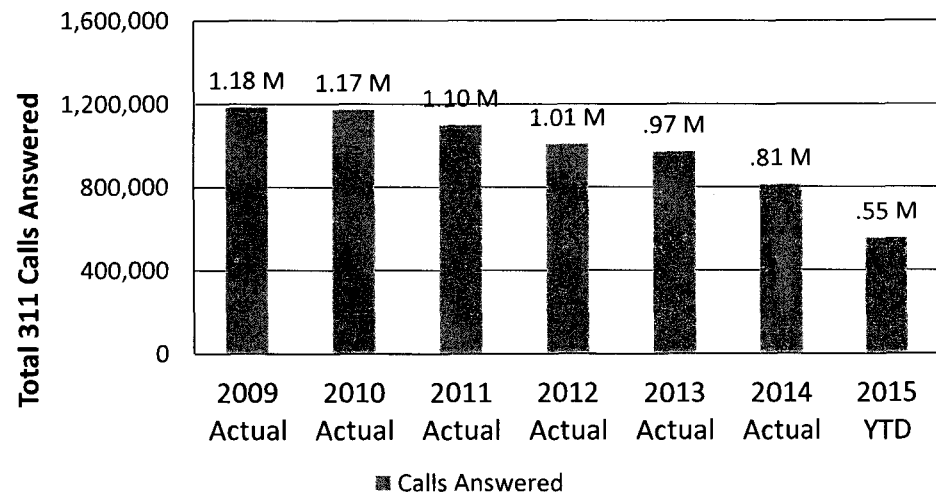
311 is the primary access phone number designated for residents inquiring about city services or events. 311 Customer Service Representatives are available to answer questions and register resident issues regarding a wide range of concerns including stray animals, potholes, garbage collection, overgrown yards, parks, etc.

What is being done:

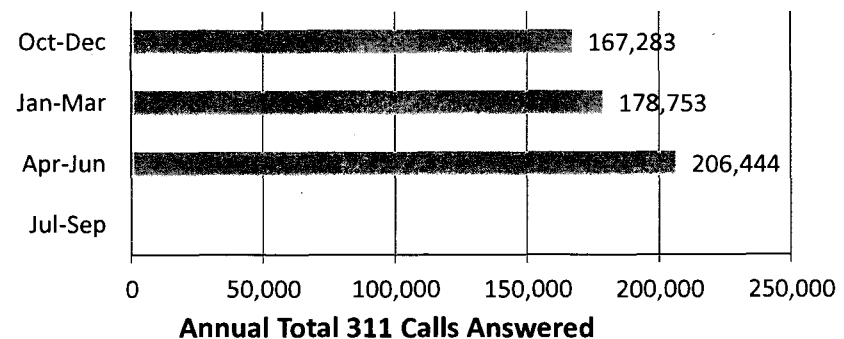
In 2011, the department implemented an improved customer relationship management system, increasing the quality of information provided during an initial call & reducing the number of follow up calls, which explains the lower number of calls answered in recent years. In an effort to provide prompt and efficient service, the department continually analyses call volume and peak times to maintain adequate staffing levels. The City has also created additional opportunities to submit service request online at www.sanantonio.gov/311 as well as the FREE 311 Mobile App, available through iPhone and Android markets. These additional channels are integrated with the 311 Call Center which provides information for all City departments including Animal Care Services, Development Services/Code Enforcement, Parks and Recreation, Solid Waste Management, and Transportation and Capital Improvements.

Responsible Department: Communications & Public Affairs

HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



APPENDIX C – BOND PROGRAM SPENDING

Please visit the website below to view the Bond Projects Status Dashboard.

<http://www.sanantonio.gov/TCI/Projects/BondStatusProjectsDashboard.aspx>

Below are additional examples of Bond Program data.

Bandera Rd & Eckhert Road Intersection

District(s): 07
 Project Manager: David Pulido
 Capital Project Officer: PETE RODRIGUEZ (210) 207-8154

Total Approved Budget

Source	Amount
2012 GO STREET IMPROVEMENT BOND	\$600,000
Total Fund	\$600,000

Cost Information

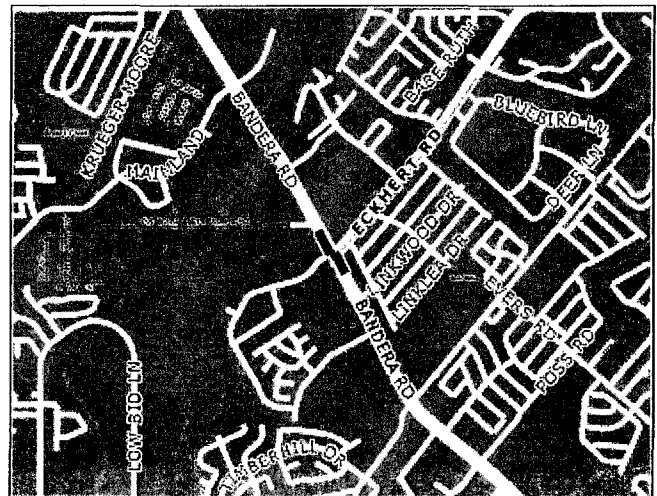
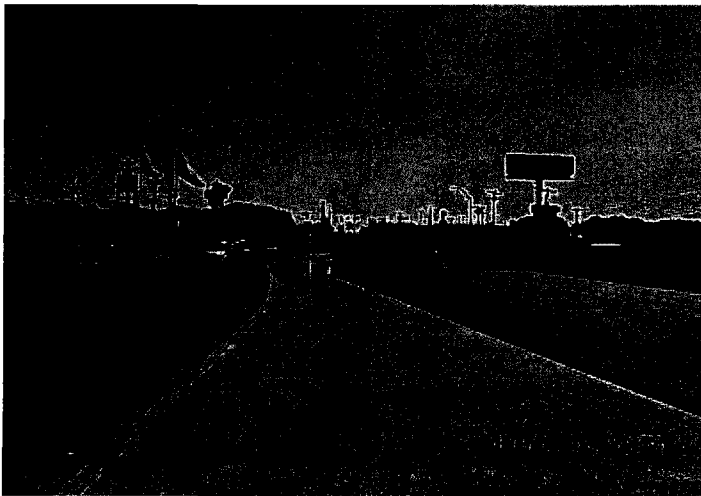
Category	Appropriations *	Expenses To-date
Design	\$80,101	\$71,688
Environmental	\$27,465	\$7,143
Construction	\$492,433	\$413,184
Total	\$600,000	\$492,016

* Ordinances will be reflected in the appropriations column 10 days after council approval.

Project Status: COMPLETE
 Consultant: Kleinfelder Central, Inc.
 Contractor: San Antonio Constructors, Ltd.
 Estimated Project Advertisement: 04/2014
 Estimated Construction Start: 07/2014
 Estimated Construction Completion: 01/2015

Project Scope:

Bandera Rd & Eckhert Road Intersection Reconstruct intersection with median modifications to improve left turn movements and extend existing turn lanes as needed.



Bandera Rd & Tezel Rd Intersection

District(s): 07, 08
 Project Manager: David Pulido
 Capital Project Officer: PETE RODRIGUEZ (210) 207-8154

Total Approved Budget

Source	Amount
2012 GO STREET IMPROVEMENT BOND	\$400,000
Total Fund	\$400,000

Cost Information

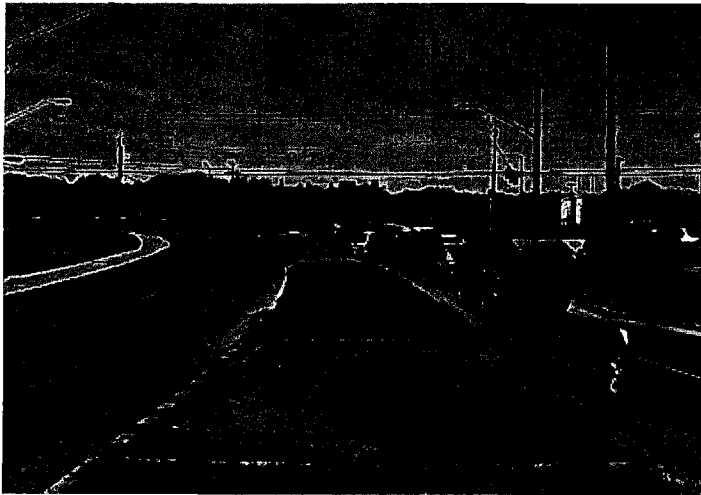
Category	Appropriations *	Expenses To-date
Design	\$139,220	\$135,695
Environmental	\$16,991	\$9,396
Construction	\$243,787	\$199,818
Total	\$400,000	\$344,911

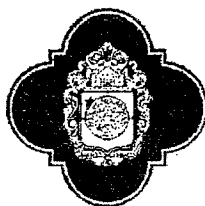
* Ordinances will be reflected in the appropriations column 10 days after council approval.

Project Status: COMPLETE
 Consultant: Kleinfelder Central, Inc.
 Contractor: San Antonio Constructors, LTD.
 Estimated Project Advertisement: 04/2014
 Estimated Construction Start: 07/2014
 Estimated Construction Completion: 01/2015

Project Scope:

Bandera Rd & Tezel Rd Intersection Reconstruct intersection with dual left turn lanes and traffic lane modifications as needed.





City of San Antonio

SUBJECT: Request for Competitive Sealed Proposal (RFCSP) for **Financial/Performance Transparency Application (RFCSP 6100006937, 016-034)**, Scheduled to Open: **January 15, 2016**; Date of Issue: **December 11, 2015**

FROM: Paul J. Calapa, Procurement Administrator

DATE: December 21, 2015

THIS NOTICE SHALL SERVE AS ADDENDUM NO. 1 - TO THE ABOVE REFERENCED REQUEST FOR PROPOSALS

A. THE ABOVE MENTIONED REQUEST FOR COMPETITIVE SEALED BID IS HEREBY AMENDED AS FOLLOWS:

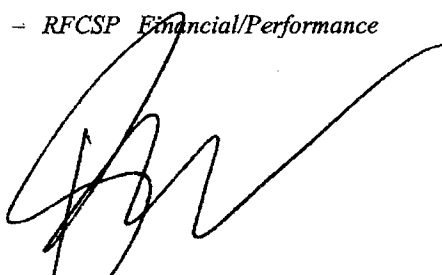
1. **ADD:** Sign-in Sheet for the Pre-submittal Conference dated, Monday, December 21, 2015.
2. RFCSP SECTION 010 RESTRICTIONS ON COMMUNICATION, **CHANGE:** *Deadline to submit questions extended to Monday, January 4, 2016 @ 2:00 P.M.*
3. RFCSP SECTION 009 SUBMISSION OF PROPOSALS, **CHANGE:** *Mailing and Physical address to read as follows:*

Mailing Address:

*Office of the City Clerk
Attn: Office of Management & Budget – RFCSP Financial/Performance Transparency Application
PO BOX 839966
San Antonio, TX 78283-3966*

Physical Address:

*Office of the City Clerk
Attn: Office of Management & Budget – RFCSP Financial/Performance Transparency Application
100 Military Plaza
San Antonio, TX 78205*



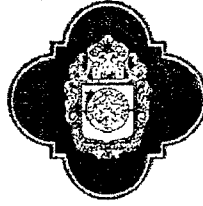
Paul J. Calapa
Procurement Administrator
Finance Department – Procurement Division

PC/rg

City of San Antonio - Office of Management & Budget
 RFCSP - Financial / Performance Transparency Application
 Pre-Submittal Conference

Monday, December 21, 2015

<u>Name (Print Legibly)</u>	<u>Company</u>	<u>Email Address</u>	<u>Phone</u>
Chris Rodriguez	Socrata		
Dann Jordan	COSA Finance		
Tyler Bahr	COSA OMB		
Chayler Kesl	COSA ITSD		
Rebecca A. Garza	COSA Finance	rebecca.garza@ Sanantonio.gov	206-2745
Jane Skerkoske	conference call		
Joe Singleton	conference call		



City of San Antonio

SUBJECT: Request for Competitive Sealed Proposal (RFCSP) for **Financial/Performance Transparency Application (RFCSP 6100006937, 016-034)**, Scheduled to Open: **January 15, 2016**; Date of Issue: **December 11, 2015**

FROM: Paul J. Calapa, Procurement Administrator

DATE: January 4, 2016

THIS NOTICE SHALL SERVE AS ADDENDUM NO. II - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSAL

THE ABOVE MENTIONED REQUEST FOR COMPETITIVE SEALED PROPOSAL (RFCSP) IS HEREBY AMENDED AS FOLLOWS:

- 1. THE RFCSP OPENING WILL REMAIN FRIDAY, JANUARY 15, 2016, 2:00 P.M. CENTRAL TIME.**
- 2. RFCSP SECTION 009 SUBMISSION OF PROPOSALS, CHANGE:** Physical address to read as follows:

Physical Address:

City Hall

Attn: Office of Management & Budget – RFCSP Financial/Performance Transparency Application

100 Military Plaza

San Antonio, Texas 78205

A large, stylized handwritten signature in black ink, appearing to read 'Paul J. Calapa'.

Paul J. Calapa
Procurement Administrator
Finance Department – Procurement
Division

PC/rg



City of San Antonio

SUBJECT: Request for Competitive Sealed Proposal (RFCSP) for **Financial/Performance Transparency Application (RFCSP 6100006937, 016-034)**, Scheduled to Open: **January 15, 2016**; Date of Issue: **December 11, 2015**

FROM: Paul J. Calapa, Procurement Administrator

DATE: January 5, 2016

THIS NOTICE SHALL SERVE AS ADDENDUM NO. III - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSAL

QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 010, RESTRICTIONS ON COMMUNICATIONS:

Question 1: Reference: Minimum Contractor Qualifications (Page 3 of 46) "Respondent shall have a fully developed product implemented for municipalities/government entities." Can recent individual experience supporting government programs count for past experience?

Response: Yes.

Question 2: Reference: Project Scope (Page 3 of 46) Paragraph 1 "Short Term Goals." Does the City have a hosting service in mind; or, is the expectation to have the contractor host the "web based tools?"

Response: Off-premise and included as part of the respondent's services proposal. Controls shall be maintained to support SSAE16 attestation.

Question 3: Reference: Project Scope (Page 3 of 46) Paragraph 3a "Publication of some or all of 5 datasets, one of each type identified in section 4 below." Section 004 is labeled "Intellectual Property," is the reference supposed to be towards the "Types of Data" section at the top of Page 4 of 46?

Response: Yes.

Question 4: Reference: Project Scope (Page 3 of 46) Paragraph 3e "Ongoing service/support of the software." What is the expected level of support after the completion of the "web based tools?"

Response: 99.95% availability. As part of the proposal, respondent shall propose response time for resolution of issues (by type) reported by City.

Question 5: Reference: Types of Data (Page 4 of 46), where is the data currently being stored? Can the data be migrated to another environment provided/maintained by the contractor?

Response: Varies by dataset. All data will be made available to the respondent.

Question 6: Is the City interested in leveraging or purchasing off the TX DIR contract? Is it the City's preference to contract directly or use the DIR contract if they are interested in that option?

Response: At this time, the City is seeking proposals in response to the competitive solicitation issued.

Question 7: Confirm Project Objective - We understand the primary objective of this solicitation to be increased accessibility and transparency into the current and historical budget data and performance measures. Based upon our initial read of the proposal documents, we did not see any requirements indicating the City, at this time seeks any changes to the current budgeting system and/or processes. Is our understanding correct? If not, please clarify.

Response: No, the City is not seeking any changes to the current budgeting system and/or processes.

Question 8: City SaaS Definition/Clarification – Per the RFCSP, the City seeks a SaaS based solution. Based upon the definition provided, we understand that to mean only the software and/or enabling technology to be offered on a SaaS basis from the respondent – Not a fully hosted solution (HW and SW Infrastructure, network support, data required, etc.) Is that interpretation correct? If not, please clarify.

Response: The City considers SaaS to be a software distribution model in which applications are hosted by a vendor or service provider and made available to the City over a network, in this case the Internet. The City does not plan to deploy any infrastructure or infrastructure services for this initiative.

Question 9: CRM Service Requests Definition– Please provide examples and/or a clarification of the City's definition of a CRM Service Request.

Response: The City defines CRM as Customer/Constituent Relationship Management. Constituents contact the City's 311 customer service line to request non-emergency services from the City. Examples include graffiti abatement, street repair, and animal nuisance. All of these requests types share common elements, most notably location and time to resolve.

Question 10: Data Conversion – Page 37 of the RFCSP describes that up to 5 years of existing financial data may need to be converted for the proposed solution. Are all 5 years of that data from a single (same vendors') financial (ERP) system? Has there been a major change to the City's General Ledger Chart of accounts during that time frame? Purpose of the question is to get a feel for the ETL/data aggregation effort required.

Response: The Budget Office will provide a single flat file with historical financial data. There have been some changes to departments during that time frame, and those changes will be reflected on the file.

Question 11: Current City Systems Overview– Please provide some details on the source and/or ancillary systems for the Financial /Performance Transparency Application. Specifically, vendor, version, approximate years in use, and any anticipated changes the duration of the proposed project for the following:

- a. Financial Applications General Ledger
- b. CRM System
- c. Mapping (Geo Location) Application
- d. Business Intelligence (BI) System
- e. Budgeting System
- f. Primary DB System in use
- g. Primary ETL System in use
- h. Any other anticipated source data application/system not mentioned above

Response:

- 11a. SAP ECC 6
- 11b. Lagan Enterprise 14R2
- 11c. ESRI Arc Server 10.3.x
- 11d. SAP BW 7.1 and Business Objects 3.x
- 11e. SAP SEM/BPS 6.x, SAP PBF/PEP
- 11f. SQL Server 2008/2012, Oracle 11.x/12.x
- 11g. N/A
- 11h. N/A

Question 12: City Staff Participation – To what extent does the City anticipate internal staff to be involved with the Transparency Application’s development, testing and maintenance? Specifically, how many City staffers, and what percentage of their time, do you anticipate dedicating to the project in each of the following categories both initially (development/testing phases) and post implementation:

- System Administrators
- System Developers
- Subject Matter Experts
- Testers
- Data Base Administrators
- Data Staging Personnel

Response: The City plans to allocate City staff in all disciplines as necessary to support this initiative. Respondents should indicate what City staff allocations will be necessary as part of their proposed plan.

Question 13: Project Budget – Has funding for this project been fully approved by the City? Has a budget been established? Is so, please provide details.

Response: Funding is available for the project.

Question 14: Reference “Minimum Contractor Qualifications,” Page 3 of 46: “Respondent shall have a fully developed product implemented for municipalities/government entities. Respondent will be required to provide proof that the current product has previously been successfully implemented to the satisfaction of its customers, and that current staff has been trained to work on and troubleshoot the proposed software installations.” References are to be provided; but, is the City expecting proof to be provided by other means? If so, can the City provide a list of ways to provide proof if access is limited to DOD personnel?

Response: The Respondent will provide references and the City should be able to access the fully developed product online.

Question 15: Do you currently have a solution that does similar work or is this a new endeavor?

Response: This will be a new endeavor for the City.

Question 16: Who will be the primary users of the platform?

Response: Residents.

Question 17: Who will be the secondary users of the platform?

Response: City Council.

Question 18: Will there tertiary users of the platform?

Response: Internal City Departments.

Question 19: Do you currently do this type of analysis? If so, how?

Response: The City currently uses an annual budget process, Quarterly Financial Reports, Monthly Financial Reports, a 5-Year Forecast, and quarterly performance reports.

Question 20: What is your interest in GIS data?

Response: The City maintains and uses a large amount location-based data.

Question 21: What accounting systems do your cities use?

Response: SAP.

Question 22: What databases do the cities use?

Response: The City's technology standards include MS SQL Server 2008, 2012 and Oracle 11, 12.

Question 23: Is there a City resource familiar with running basic SQL queries?

Response: Yes.

Question 24: Would the City be able to install an adapter behind its firewall?

Response: Yes, after an appropriate threat assessment is completed.

Question 25: Would the City be able to export their data to an FTP site on a scheduled basis?

Response: Yes.

Question 26: What types of dashboards are you looking for?

Response: The data should be online, in an interactive and easy-to-use interface.

Question 27: Do you have any samples of the performance management data you can share? Additionally, in what format would the performance management data be?

Response: See the 24/7 Performance Measures Report provided in Appendix B.

Question 28: In what format do you want the Performance Management Data presented?

Response: The data should be online, in an interactive and easy-to-use interface.

Question 29: The current Performance report provided in Appendix B implies a quarterly schedule. For the new system, how often do you intend to publish it? How often is the underlying data updated?

Response: The data is currently published on a quarterly schedule. For the new system, the data would be updated at least monthly.

Question 30: Does the City have an Open Data Initiative beyond financial and performance data? If so, is the underlying open data used to compute the Performance Measures?

Response: The City does not have a formal Open Data initiative or policy at this time.

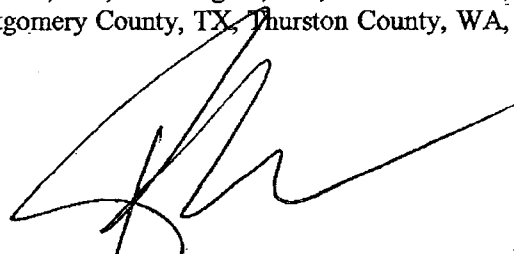
Question 31: Can the City share the current CRM solution it uses? Is it home-grown or provided by another vendor?

Response: The City's CRM platform is Lagan Enterprise version 14R2.

QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 006, PRE-SUBMITTAL CONFERENCE

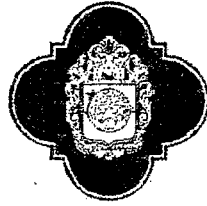
Question 32: What other cities were used to conduct the system comparisons?

Response: State of New York, Los Angeles, CA, Chicago, IL, Philadelphia, PA, Dallas, TX, Austin, TX, Indianapolis, IN, Fort Worth, TX, Detroit, MI, Seattle, WA, Kansas City, MO, Pittsburgh, PA, Anoka County, MN, Minneapolis, MN, Miami, FL, Long Beach, CA, Kane County, IL, Baltimore, MD, Boston, MA, Long Beach, CA, Washington, DC, State of Ohio, Dekalb County, GA, Montgomery County, PA, Montgomery County, TX, Thurston County, WA, Clark County, WA, Marin County, CA.



Paul J. Calapa
Procurement Administrator
Finance Department – Procurement
Division

PC/tg



City of San Antonio

SUBJECT: Request for Competitive Sealed Proposal (RFCSP) for **Financial/Performance Transparency Application (RFCSP 6100006937, 016-034)**, Scheduled to Open: **January 15, 2016**; Date of Issue: **December 11, 2015**

FROM: Paul J. Calapa, Procurement Administrator

DATE: January 7, 2016

THIS NOTICE SHALL SERVE AS ADDENDUM NO. IV - TO THE ABOVE REFERENCED REQUEST FOR COMPETITIVE SEALED PROPOSAL

THE ABOVE MENTIONED REQUEST FOR COMPETITIVE SEALED PROPOSAL IS HEREBY AMENDED AS FOLLOWS:

- 1. ADD: RFCSP SECTION 007 PROPOSAL REQUIREMENTS – Certificate of Interested Parties Form** information to read as follows:

CERTIFICATE OF INTERESTED PARTIES FORM. Respondent shall review information regarding Certificate of Interested Parties Form (Form 1295) provided in RFCSP Attachment I and submit Form 1295 as directed.

Form 1295 must be completed online. In Box 3 of the form, provide the solicitation number shown on the cover page of this solicitation (RFCSP 6100006937). The form is available from the Texas Ethics Commission by accessing the following web address:

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

Print your completed Form 1295 showing the Certification Number and Date Filed in the Certification of Filing box at the upper right corner. Sign Form 1295 in front of a notary and submit it with your response to this solicitation.

- 2. ADD: RFCSP SECTION 002 TABLE OF CONTENTS and RFCSP ATTACHMENT H PROPOSAL CHECKLIST** to include:

RFCSP ATTACHMENT I – Certificate of Interested Parties Form (Form 1295)

3. **ADD:** RFCSP ATTACHMENT I – Certificate of Interested Parties Form (Form 1295)



Paul J. Calapa
Procurement Administrator
Finance Department – Procurement
Division

PC/rg

Statement of Work

City of San Antonio Financial Transparency Application, Phase 1

Version 1.0

Date: Feb 8, 2016

Company: OpenGov, Inc.

Contents

1	Project Summary	3
1.1	Project Scope	3
1.1.1	What is in the Project Scope	3
2	Project Management	5
2.1	Project Status Reporting	5
2.1.1	Project Reporting Tools	6
2.1.2	Project Reporting Schedule	6
2.1.2.1	Weekly status report and meeting	6
2.1.2.2	Periodic quality assurance review meetings	6
2.1.2.3	Project Management Plan	7
2.2	City Responsibilities	7
2.3	Deployment	7
2.3.1.	Financial Transparency Application	7
3	Implementation Work	8
3.1	Software Installation	8
3.1.1	Installation of the OpenGov software in City of San Antonio's environments.	8
3.2	Software Configuration	8
3.3	Training	9
4	Project Assumptions	10

1 Project Summary

OpenGov will implement a Financial Transparency and Performance Application for the City of San Antonio, TX.

1.1 Project Scope

The scope of this project is Phase 1 of the Financial Transparency and Performance Application Implementation for the City of San Antonio. Subsequent phases will be contracted for in separate statements of work.

The purpose of this scope section is to understand and document in as exclusive terms as possible those factors which govern, limit, and bound OpenGov, Inc. project work necessary to satisfy San Antonio's business needs.

1.1.1 What is in the Project Scope

Included in the scope is project management, software deployment, configuration training, skill transfer workshops, integration, and paid onsite technical support.

The project will be completed with the Financial Transparency Application that includes FY16 Annual Budget Data.

2 Project Management

The project management approach is based upon standards set forth in the Project Management Institute's (PMI) "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)," addressing each of the five major project management processes: Project Initiation, Project Planning, Project Execution, Project Control, and Project Closeout.

A comprehensive project management methodology is focused upon the following tasks required for the planning of activities, identifying milestones, and ensuring on-time, on-budget deliverables:

- Managing staff
- Allocating resources
- Performing quality assurance activities
- Controlling project scope
- Producing meaningful project status reports
- Identifying project risks and risk mitigation strategies
- Providing a structure for planning the sequencing and timing of tasks
- Collecting relevant progress data
- Managing changes to the project work plan
- Controlling project costs
- Managing the deliverable review process

A project management methodology consists of project management strategies, control mechanisms, quality assurance protocols, and risk identification and mitigation plans. Most project management tasks will be continuous throughout the project implementation life cycle, providing a planning framework for the management of the project.

Quality assurance and performance reporting aspects of project management are particularly important. We can monitor the quality of the project because strict client-management and end-user measures are agreed on during the initial project phases. The process helps ensure that clients stay abreast of developing issues on their projects so that potential problems are addressed and solved before they become liabilities.

2.1 Project Status Reporting

Project status reporting is the presentation of relevant, factual project data in an objective, understandable format. Reporting provides management with an objective picture of the project's current status. Status reporting is an inherent part of the management of a project. Reporting does the following:

- Provides a picture of project status
- Identifies obstacles and vulnerabilities
- Highlights future trends
- Communicates the appropriate level of detail for the designated audience

When effective project control processes have been implemented, project reports present management with very few surprises. Most problems will have been anticipated and appropriate corrective actions will already be in place.

A variety of reports can be used to identify project status and trends. Project characteristics, including project risk levels and duration, are assessed to determine the specific reports required.

2.1.1 Project Reporting Tools

The City uses Microsoft Project to manage project activities and deliverables. Reports from this project management application can be distributed to all members of the project team at any time, permitting evaluation of project events. OpenGov will work with the City's project management team to determine appropriate formats for reporting. OpenGov uses Salesforce to manage projects, implementation, and customer feedback. This information can equally be distributed at any time to members on the project team.

2.1.2 Project Reporting Schedule

Project status meetings will be held on a regular basis. This helps ensure that all project staff are up to date on the current project status, possible issues and risks, and planned activities in the coming weeks and months. The following describes our recommended project status reporting schedule.

2.1.2.1 Weekly status report and meeting

The project management team attends this meeting along with various staff from both teams who are involved in that week's activities. This meeting generally lasts no longer than one hour and gives an overview of the week's successes and issues. It also discusses strategies and plans for the following week. The meeting is scheduled regularly on the project calendar. We will also prepare and deliver a weekly status report, risk and issues log, and project plan update (as required). The typical weekly project management reporting includes the following:

- Status report
- Issue summary and resolution report
- Change control summary with detailed change control report
- Project work plan updates, incorporating agreed changes and defining the implications for resources and schedules

2.1.2.2 Periodic quality assurance review meetings

As part of the management structure, a quality assurance team will perform independent reviews of the progress of the project. This review will verify and validate the following:

- Project resource utilization and budget status
- Outstanding issues and risks and how these issues and risks will affect the project
- Whether work products meet OpenGov and City standards

2.1.2.3 Project Management Plan

OpenGov will provide a project management plan to the City which will include the agreed Statement of Work. This will be presented to the City and, once approved, a project kick-off meeting will be scheduled for the project team and stakeholders.

2.2 City Responsibilities

The City also expects a significant number of informal meetings to take place on specific project issues. These meetings, unscheduled or unplanned at project onset, are documented and included in the monthly status reports.

OpenGov will coordinate alongside the City's Project Manager to provide all information necessary for satisfactory performance of the required tasks. OpenGov will direct all communication to the City's project manager. Project meetings should be scheduled on a regular basis and will serve as a means of identifying emerging issues and reporting on progress. The initial meetings may be brief, but subsequent meetings will at times require a number of personnel to address problems and answer questions.

The City's project manager and project team will be responsible for contributing to and reviewing Weekly Status Reports, reporting Project Issues, and updating the Project Plan.

2.3 Deployment

The following table identifies the roles and responsibilities associated with Documentation and delivery of required deliverables services. The table attempts to define the lead role, but it is expected that both OpenGov and the City of San Antonio will work collaboratively to develop the documentation. An "L" Lead, "R" Review, "S" Support, or "A" Approve is placed in the column under the party that will be responsible for performing the task.

2.3.1. Financial Transparency Application

	OpenGov	City
1. Deployment Questionnaire	R	L
2. On-Boarding (Admin)	L	S
3. Initial Data Extract (GL, CoA, Transactions, Balance Sheet, and FTE)	S	L
4. Financial Data Analysis	L	S
5. Financial Data Review (If Required)	L	S
6. Chart of Accounts Setup	L	S
7. Site Delivery and Chart of Accounts Review	S	L
8. Second Chart of Accounts Revision (if Required)	L	S
9. CoA Review and Sign-Off	A	L
10. Upload Training and Template Creation (If Required)	L	S
11. Reports Creation and Training (COA and Grid Based)	L	S
12. User and Admin Training	L	S
13. Engagement with the Platform	S	L

3 Implementation Work

3.1 Software Installation

The following tasks will be completed as a part of the Implementation effort:

3.1.1 Installation of the OpenGov software in City of San Antonio's environments.

OpenGov is a web-based cloud solution and does not require any on premise installation of components on City of San Antonio's infrastructure. All users need is internet access from their laptop/desktops and one of the following browser versions:

Internet Explorer: version 9 and above

Firefox: latest version

Chrome: latest version

Safari: latest version

3.2 Software Configuration

The following components or configuration will be available after successful deployment of the OpenGov:

1. OpenGov Intelligence and OpenGov Transparency. These products will make up the components of the financial parts of the platform. The process for configuration is as follows
 - On-Boarding
 - Review the City's goal, success criteria, roles and responsibilities. Additionally, develop a deployment and engagement plan
 - Discover the Chart of Accounts
 - Collect the required datasets including Chart of Accounts, GL and Transactions
 - Setup
 - OpenGov team will load the City's Chart of Accounts into OpenGov
 - OpenGov team will review datasets and provide feedback
 - Review
 - Review the City's Chart of Accounts and make any improvements or edits directly in OpenGov
 - Reviewing the City's Chart of Accounts is critical: the Chart of Accounts is the foundation of the City's financial site and the City's reports depend on its accuracy
 - Configure
 - Configure the City's OpenGov platform and create reports to meet the organization's goals.
 - Enhance the City's reports by uploading additional general ledger, transactional and even performance data
 - Add Entity Users (Department heads, council, staff)
 - Optimize
 - Optimize the City's reports so they are as helpful as possible for internal users and citizens
 - Leverage features such as views and annotations, coupled with OpenGov Best Practices on customized reports

- OpenGov team provides the runbook
- Launch
 - The City will publish the financial data to the public in conjunction with the OpenGov

3.3 Training

OpenGov's approach to training staff for the City of San Antonio is to deliver web-based, formal instruction by certified trainers using the OpenGov platform to understand the application's features and practice configuring them; skills transfer workshops with OpenGov staff to provide hands-on experience; and a Train-the-Trainer Certification course for City trainers to deliver to its end users. OpenGov will provide attendees all standard training materials. Additionally, OpenGov hosts optional regularly scheduled webinars for additional training on the platform as well as the online OpenGov University, which allows users to have their questions answered in an easily understood format at any time.

The installation and configuration will require assistance from City personnel knowledgeable in the deployed infrastructure and network. Many customers use this as an additional opportunity for skills transfer where the persons responsible for maintaining the application sit with <Vendor> personnel

4 Project Assumptions

The following assumptions have been made in support of this Statement of Work and its associated effort estimate:

1. The City of San Antonio will be responsible for any infrastructure required to access OpenGov cloud-based SaaS solution.
2. The City of San Antonio must make available the necessary technical, business, testing and training personnel to support the deployment throughout the project. Failure to provide personnel in a timely manner, as defined in the approved Project Management Plan (deliverable milestone 1), may cause delays in delivery of the solution.
3. The City will provide a full time Project Manager and Data Analyst for this project and access to technical personnel.
4. City leadership will continue to support the project with the necessary resources and commitment to transition and change that this project will entail; City will provide needed departmental liaisons and access as needed.
5. An appropriate work environment must be provided to OpenGov personnel if working on-site. The location should be co-located or near the locations of the work to be performed. OpenGov personnel will require Internet and telephone service (to include teleconference compatible telephones). OpenGov agrees to follow applicable City policies and/or guidelines for appropriate use of City infrastructure (e.g., Internet, network, etc.).
6. The City of San Antonio will be responsible for ensuring that all discovery, discussion, workshop and training sessions are attended by City personnel, as scheduled.
7. The City of San Antonio will be responsible for the scheduling of meeting rooms, training facilities, and requisite equipment.
8. The City of San Antonio will assign a primary contact and point of authorization. This single point of contact will be responsible for facilitating all communications between San Antonio and OpenGov. The timeliness of communication and review will directly affect OpenGov's ability to meet agreed upon schedule deadlines. All project deliverables must be signed-off on within ten business days of notification that the deliverable is complete. If sign-off has not been completed within ten business days, and no notification of reason for the delay is received, the deliverable will be assumed to be accepted.
9. The parties agree that the warranty obligations and the support and maintenance obligations contained within the Supply Agreement entered into by and between the City and OpenGov.

10. Any changes requested to the scope documented in this Statement of Work and the Project Schedule document or due to the City's dependencies will be handled via a Change Request process. An initial impact response will be provided within two business days of delivery of the written Change Request.
11. The City will maintain non-OpenGov software licenses and provide infrastructure needed for this project, based on the OpenGov Software Agreement.
12. The scope and assumptions within this document only pertain to Phase 1 (current scope of work – any additional scope may be determined to be delivered in a future phase). Additional phases as well as optional items will require an additional scoping and SOW.
13. The City will be responsible for making any modifications to SAP and make available SAP access for integration to OpenGov software
14. The City will be responsible for ensuring that the versions of SAP running on all environments remain the same across all environments.

OPENGOV, INC. SOFTWARE AGREEMENT



OpenGov, Inc.
 955 Charter Street
 Redwood City, CA 94063
 United States

Quote Number: OG-000002579
 Created Date: 12/28/2015
 Expiration Date: 2/31/2016

Prepared By: Brad Snider
 Phone: 650-265-0567
 Email: bsnider@opengov.com
 Contract Dates: Effective: 2016-3-11
 Ends on: 2017-3-11

Customer Information

Contact Name	Rebecca Garza	Bill To Name	City of San Antonio
Phone	210-206-2745	Bill To	City Hall 100 Military Plaza
Email	Rebecca.garza@sanantonio.gov		San Antonio, 78205
			United States

Fax

Order Details

Description OpenGov Intelligence™ allows customers to easily create and share internal operational reports, combining unlimited financial (e.g., general ledger, chart of accounts, current year and month spending, transactions, and balance sheet) and non-financial data (performance metrics, operational data, census data, custom financial projections, etc.) from numerous sources to help governments make better financial decisions and operate more efficiently. OpenGov Intelligence includes the features of OpenGov Transparency, allowing multiple years of financial and non-financial data to be accessible by citizens through an online portal.

Fees

Product	Quantity	Sales Price	Discount	Total Price
OpenGov Intelligence + Transparency Package – Annual Subscription	1.00	\$77,510.00		\$77,510.00
OpenGov Intelligence – Implementation Fee	1.00	\$4900.00		

Billing Frequency: Annual

Total Contract Price \$82,410

Welcome to OpenGov! Thanks for using our software. This Software Agreement (“**Agreement**”) is entered into between OpenGov, Inc., with its principal place of business at 955 Charter Street, Redwood City, 94063 (“**OpenGov**”), and you, the entity identified above (“**Customer**”), as of the Effective Date. This Agreement includes and incorporates the OpenGov Terms and Conditions attached as Appendix A and B. By signing this Agreement, Customer acknowledges that it has reviewed, and agrees to be legally bound by, the OpenGov Terms and Conditions. Any and all modules offered by OpenGov can be added to this agreement with a contract addendum at any time. Each party’s acceptance of this Agreement is conditional upon the other’s acceptance of the terms in the Agreement to the exclusion of all other terms.

Signature

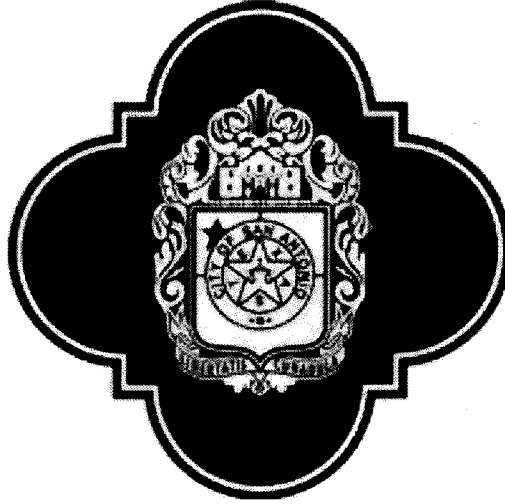
Customer

OpenGov, Inc.

Signature: _____
 Name: _____
 Title: _____
 Date: _____

Signature: _____
 Name: _____
 Title: _____
 Date: _____

OpenGov and the City of San Antonio



Submitted by OpenGov, Inc.
January 15, 2016

CONTACT PERSON
Brad Snider
BSnider@opengov.com

COMPANY
www.opengov.com
955 Charter Street
Redwood City, CA 94063
(650) 336-7167



Exhibit D

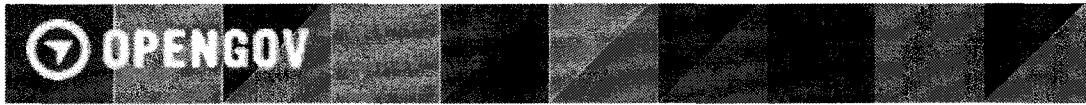


Table of Contents

Respondent Questionnaire	3
OpenGov Experience, Background, and Qualifications	7
Proposal Plan and Solution	39
Contracts Disclosure	96
Litigation Disclosure	100
SBEA Utilization Form	101
Pricing Statement	103
Signature Page	104
Veteran-Owned Small Business Program Tracking Form	106
Proposal Checklist	109
Proof of Insurability	110

018 RFCSP ATTACHMENTS
RFCSP ATTACHMENT A, PART ONE
RESPONDENT QUESTIONNAIRE

1. **Respondent Information:** Provide the following information regarding the Respondent.
 (NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this item #1 for each Co-Respondent by copying and inserting an additional block(s) before item #2.)

Respondent Name: OpenGov Inc.
 (NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: 955 Charter Street

City: Redwood City State: CA Zip Code: 94063

Telephone No. 650 336-7167 Fax No: _____

Website address: www.opengov.com

Year established: 2011

Provide the number of years in business under present name: 25 years

Social Security Number or Federal Employer Identification Number: 30-0717374

Texas Comptroller's Taxpayer Number, if applicable: _____
 (NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

DUNS NUMBER: 944067441

Business Structure: Check the box that indicates the business structure of the Respondent.

Individual or Sole Proprietorship If checked, list Assumed Name, if any: _____
 Partnership
 Corporation If checked, check one: For-Profit Nonprofit
 Also, check one: Domestic Foreign
 Other If checked, list business structure: _____

Printed Name of Contract Signatory: _____
 Job Title: Co-Founder (Name Leve)

(NOTE: This RFCSP solicits proposals to provide services under a contract which has been identified as "High Profile". Therefore, Respondent must provide the name of person that will sign the contract for the Respondent, if awarded.)

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:

Delphi Solutions Inc 12/2011 - 06/2013
Open Gov Inc 06/2013 to Present

Provide address of office from which this project would be managed:
 City: Redwood City State: CA Zip Code: 94063

Telephone No. 650 336-7167 Fax No: _____

Annual Revenue: \$ Privately Held Company - Confidential

Total Number of Employees: 72

Total Number of Current Clients/Customers: 753

Briefly describe other lines of business that the company is directly or indirectly affiliated with:

None

List Related Companies:

None

2. **Contact Information:** List the one person who the City may contact concerning your proposal or setting dates for meetings.

Name: Bradley Snider Title: State Director - Texas

Address: 955 Churker Street

City: Redwood City State: CA Zip Code: 94063

Telephone No. 650-265-6003 Fax No: 650-265-6003

Email: snider.brad@gmail.com, bsnider@opengov.com

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes No

4. Is Respondent authorized and/or licensed to do business in Texas?

Yes No If "Yes", list authorizations/licenses.

We are a member of Texas CMBL

VID: 6D7AG97E72079BF37A12D3A341FC2048492711

5. Where is the Respondent's corporate headquarters located? _____

6. **Local/County Operation:** Does the Respondent have an office located in San Antonio, Texas?

Yes No If "Yes", respond to a and b below:

- a. How long has the Respondent conducted business from its San Antonio office?

Years _____ Months _____

- b. State the number of full-time employees at the San Antonio office.

If "No", indicate if Respondent has an office located within Bexar County, Texas:

Yes No If "Yes", respond to c and d below:

- c. How long has the Respondent conducted business from its Bexar County office?

Years _____ Months _____

- d. State the number of full-time employees at the Bexar County office. _____

7. **Debarment/Suspension Information:** Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes ___ No If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

8. **Surety Information:** Has the Respondent ever had a bond or surety canceled or forfeited?

Yes ___ No If "Yes", state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

9. **Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes ___ No If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

10. **Disciplinary Action:** Has the Respondent ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

No

11. **Previous Contracts:**

a. Has the Respondent ever failed to complete any contract awarded?

Yes ___ No If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

Yes ___ No If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

Yes No If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

REFERENCES

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

Reference No. 1:

Firm/Company Name City of District of Columbia
Contact Name: Justin Constantino Title: Finance General Counsel
Address: 2000 14th St NW
City: Washington DC State: DC Zip Code: 20009
Telephone No. 202 724-7682 Fax No: _____
Date and Type of Service(s) Provided: Customer of OpenGov Intelligence
Since 8/19/15
Contact Email Address: Justin.Constantino@dc.gov

Reference No. 2:

Firm/Company Name City of San Diego
Contact Name: Almris Velrys Title: Director of Performance and Analytics Department
Address: 202 C Street
City: San Diego State: CA Zip Code: 92101
Telephone No. 619 236-6330 Fax No: _____
Date and Type of Service(s) Provided: Customer of OpenGov Intelligence
Since 4/6/15
Contact Email Address: avelrys@sanidiego.gov

Reference No. 3:

Firm/Company Name Minneapolis, MN
Contact Name: Jeff Schneider Title: Finance Analyst
Address: 350 South Fifth St
City: Minneapolis State: MN Zip Code: 55415
Telephone No. 612 673 5124 Fax No: _____
Date and Type of Service(s) Provided: Customer of OpenGov Intelligence
Since 12/1/14
Contact Email Address: jeffrey.schneider@minneapolismn.gov

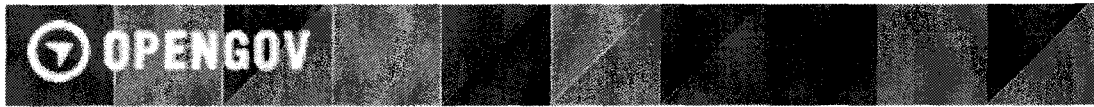


Table of Contents

OpenGov Experience, Background, and Qualifications

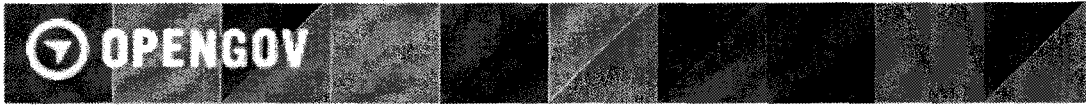
- About OpenGov.....2
- Experience Related to Scope of Services.....4
- Budget Data.....4
 - Annual Budget.....4
 - OpenGov Budget to Actual.....6
 - Budget Milestones.....8
- Bond and Capital Improvement Data.....9
- Performance Dashboards.....11
 - Custom Performance Dashboards.....13
- Checkbook.....16
- CRM Data.....18
- Large Municipality and Agency Experience.....20
 - San Diego, CA.....20
 - Minneapolis, MN.....20
 - Pittsburgh, PA.....21
 - Other Large Municipalities, Counties, and Special Districts...21
- Additional Information.....22
 - OpenGov Comparisons.....23
 - OpenGov Integrations.....24
- Data Services.....25
 - Analyze Data in Graphical Format.....25
 - Analyze Data in Numerical Format.....26
 - View Multiple Graphical Formats Such as a Pie, Line, Bar or Similar
- Chart.....27
 - Search for Transactions by one or more of the provided elements.....28
 - Filter data by one or more of the provided data elements.....29
 - Export data from the platform into a common format (.csv, .xls, etc).30
 - Create Bookmarks or share links to searches or filtered results.....31
- Proposal Plan and Solution.....32

Additional Addendums Attached:

Customer List

Organizational Chart

Patent Applications



OpenGov Experience, Background, and Qualifications

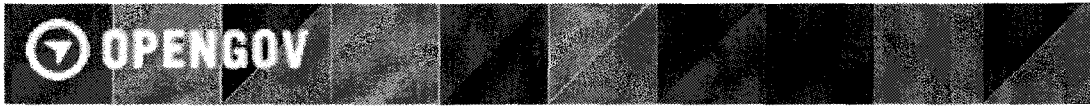
About OpenGov:

We at OpenGov, a venture-backed software corporation, are pleased to present this proposal for delivering world-class software to the City of San Antonio.

OpenGov is a leading provider of cloud-based services for government, whose primary line of business is financial transparency, data visualization, management reporting, performance management and business intelligence software. OpenGov is a California-based company founded in 2011 and headquartered in Redwood City, CA. OpenGov's software platform is delivered as a Cloud-Based SaaS (Software-as-a-Service) solution. OpenGov's platform enables governments to collaborate more effectively, make data-driven decisions, and build trust and engagement through greater transparency. Our mission is to provide citizens and staff a flexible web based solution to improve the way they access, analyze, communicate, share, and compare financial, non-financial, and performance data.

In this deployment for the City of San Antonio we are offering a variety of our products. This includes OpenGov Transparency, OpenGov Intelligence, OpenGov Network, OpenGov Civic Dashboards, OpenGov Performance Graphs and OpenGov GIS/Maps. These features will allow the City to manage its financial, non-financial, and performance data in an effective and efficient way. Our Customer Success team will work closely with the City and key stakeholders to ensure fast and painless implementation process for the City. OpenGov requires average expertise in utilizing the City's accounting system and an understanding of the City's Chart of Accounts and General Ledger. OpenGov has a proven track record of meeting or exceeding the expectations of services and software from our partnering governments.

We at OpenGov are a team of software technologists, government finance experts, and data scientists focused on improving public financial performance and strategic outcomes. Our platform understands complex multi-fund financial data from multiple sources. It is a robust, out-of-the-box, solution with interactive visualizations and applications that unlock siloed data, enable financial professionals to more efficiently support their organization, streamline and provide insights throughout the planning process, and provide actionable intelligence to elected officials, executives, administrators, and the public. We provide one solution for optimizing internal and external reporting, planning, and budgeting across a government or agency. Additionally, our network of governments connects organizations and leverages data science and predictive analytics to enable better decision-making through improved collaboration, benchmarking, and automated data-driven insights. Real-time data feeds of internal and externally available financial and performance data enable data-driven decision-making and show information in context (e.g., per capita) without requiring manual effort.



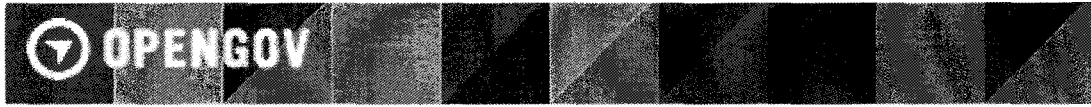
OpenGov is unique in that its subject matter expertise in Government Finance, and team of former government finance officials, allows OpenGov to ingest raw data from the City using its existing structure, rather than giving the City a template/schema, which the City has to match its data to. Thus we can display the City's Chart of Accounts in the exact same manner it is displayed in the City's ERP system.

OpenGov currently serves over 750 state and local governments. Customers range in size from large cities and counties like Washington, D.C., Miami, FL, Minneapolis, MN, to mid-size cities and counties like Anaheim, CA, Columbus, OH, Pittsburgh, PA, and Montgomery County, PA and many small towns like Palo Alto, CA, Middletown, RI Jackson, MS, Kane County, IL and Bell, CA. Below we have listed all 38 of our clients in the State of Texas.

Alamo Area Council of Governments, TX	Addison, TX	VIA Metropolitan Transit	Pampa, TX	La Marque, TX	Southlake, TX	Rowlett, TX	Burleson, TX
Bryan, TX	San Marcos, TX	Manvel, TX	Marshall, TX	County of Montgomery, TX	Tyler, TX	Wichita Falls, TX	Brownsville, TX
Rockport, TX	West University Place, TX	McKinney, TX	Portland, TX	Keller, TX	El Campo, TX	County of Scurry, TX	Socorro, TX
Fairview, TX	Sunnyvale, TX	Highland Park, TX	Nassau Bay, TX	Elgin, TX	Everman, TX	Rio Hondo, TX	Dayton, TX
	Harker Heights, TX	Jacksboro, TX	Burnet, TX	Murphy, TX	Hewitt, TX		

Appendix A, is a list of all of our deployments that have been implemented over the past 5 years, is attached at the end of this proposal. Also attached, Appendix B, is a list of our deployments that are currently in progress. Due to the extensiveness of our deployments, we have multiple points of contact with each client. Therefore, we are unable to provide contact information in the Appendix. Contact information, however, will be available for any client upon request. Additionally, OpenGov has two patents pending that are attached at the end of this document.

750+ GOVERNMENT CUSTOMERS	45+ STATES	\$130B+ BUDGETS ANALYZED
------------------------------------------------------	-----------------------------	-----------------------------------------------------



Experience related to the Scope of Services

Outlined below are specific examples and use cases of OpenGov’s platform that include the transparent visualization and communication of budget data, bond and capital improvement data, performance data, checkbook data, and CRM data.

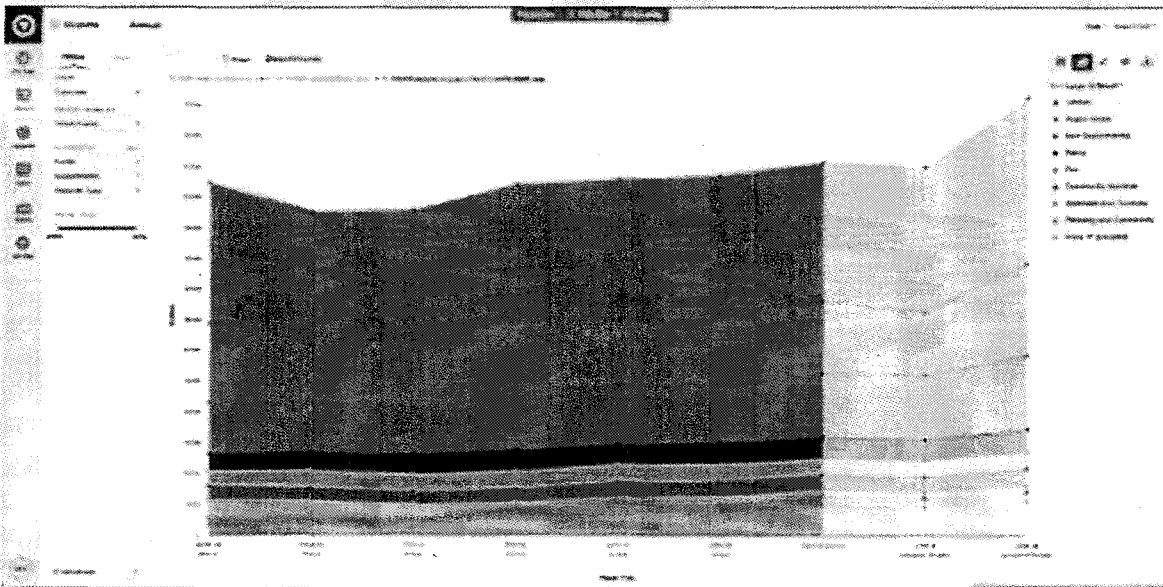
Budget Data:

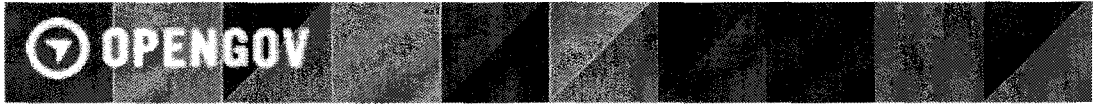
OpenGov will provide The City of San Antonio with OpenGov’s transparency platform. Transparency will allow the City and the public to view the finances whenever they choose. OpenGov will assist the City in transforming their existing financial data into a visual presentation of the data on the web, match general ledger data to its chart of accounts and enable users to generate their own graphs and charts.

Citizens will be able to drill down to the level of detail and content defined by the City and see trends over as many years of history as the County makes available. The public can review financial data by object or project level, filter by fund, department unit or object code. In addition, the data will be available with granularity through OpenGov’s checkbook feature, or top down through our graphing features.

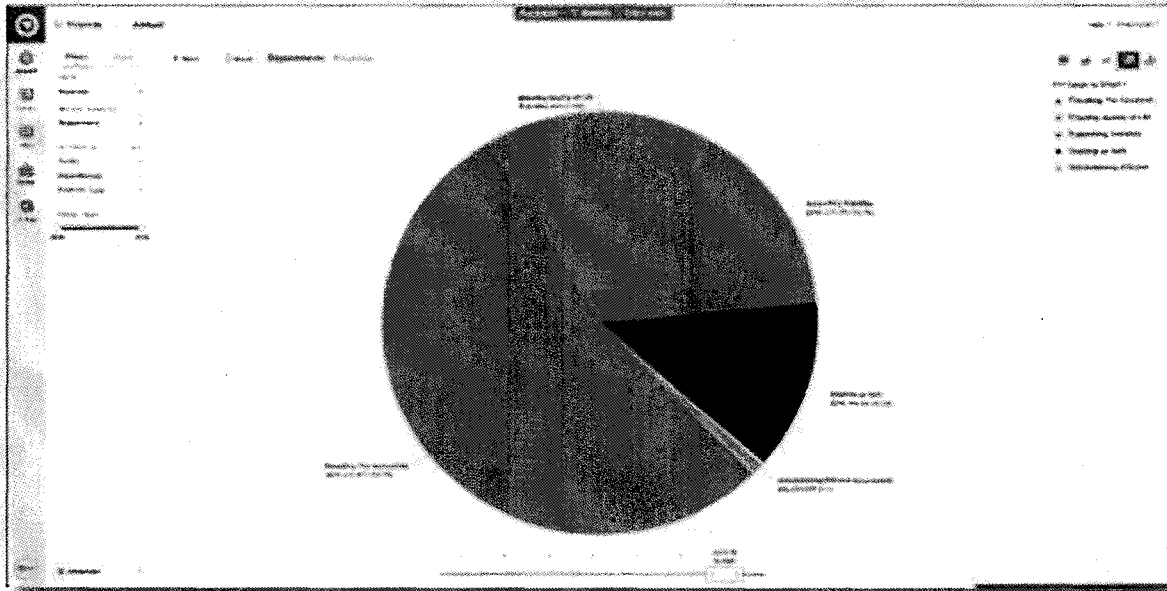
Annual Budget

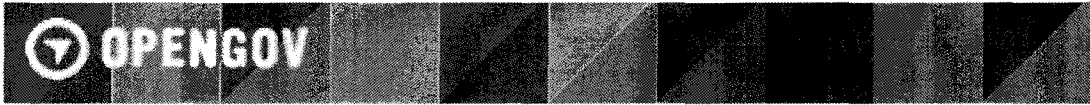
Below is Palo Alto’s budget data dating back to the 2008-2009 Fiscal Year. As you can see, OpenGov allows for historical data as far back as the city desires to display as well as budget to actual for current year and proposed budget for next year.





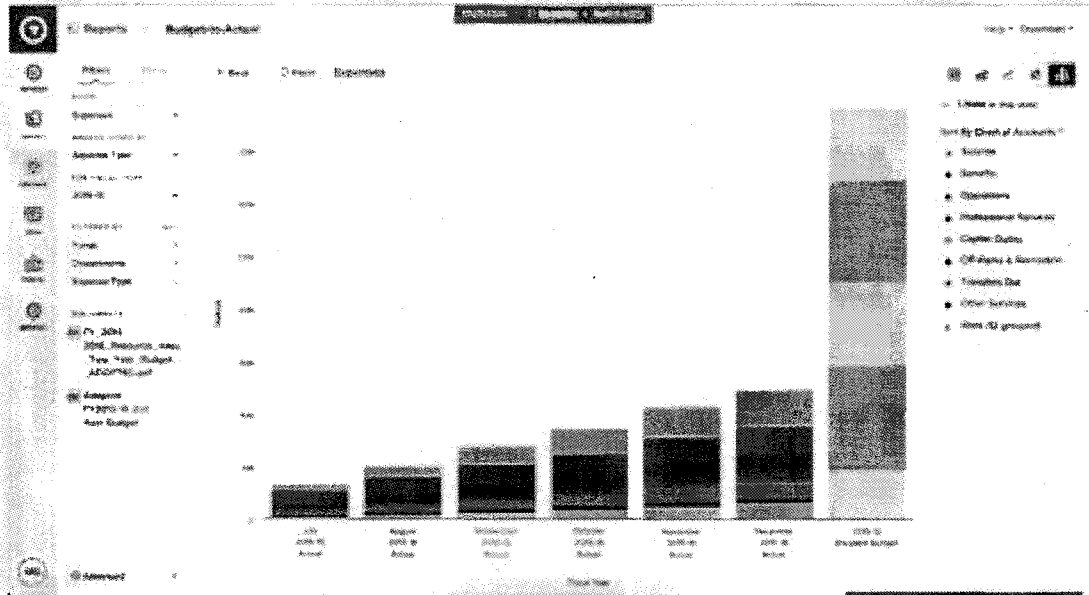
OpenGov allows the city to assign any grouping metrics to the budget. Here, Anaheim has decided to divide its entire budget into five sections that outline their City's goals. Like everything else in OpenGov, the user can then drill down within each section to see what is included and how the money is spent.





OpenGov Budget to Actual

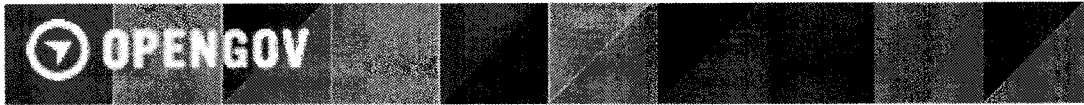
OpenGov allows the City to view current year budget to actuals leveraging financial data. Not only is this easy to display and understand, but OpenGov shows the variance over time so the City, and its citizens, can see what how close to budget spending has been, both historically and recently.



OpenGov shows budget-to-actual for multiple years at a time on any type of chart the user chooses.

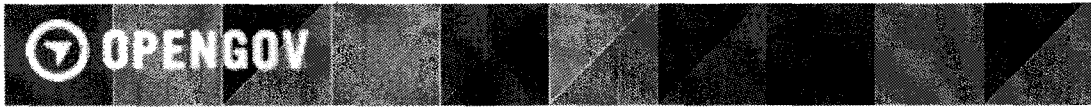
Category	2018	2019	2020	2021	2022	2023	2024 Budget
Administration	\$ 100,000	\$ 110,000	\$ 120,000	\$ 130,000	\$ 140,000	\$ 150,000	\$ 160,000
Public Works	\$ 200,000	\$ 210,000	\$ 220,000	\$ 230,000	\$ 240,000	\$ 250,000	\$ 260,000
Police Department	\$ 300,000	\$ 310,000	\$ 320,000	\$ 330,000	\$ 340,000	\$ 350,000	\$ 360,000
Fire Department	\$ 400,000	\$ 410,000	\$ 420,000	\$ 430,000	\$ 440,000	\$ 450,000	\$ 460,000
Public Health	\$ 500,000	\$ 510,000	\$ 520,000	\$ 530,000	\$ 540,000	\$ 550,000	\$ 560,000
Other	\$ 600,000	\$ 610,000	\$ 620,000	\$ 630,000	\$ 640,000	\$ 650,000	\$ 660,000
Total	\$ 2,000,000	\$ 2,120,000	\$ 2,240,000	\$ 2,360,000	\$ 2,480,000	\$ 2,600,000	\$ 2,720,000

In addition to viewing the data as a chart, OpenGov allows the user to view the data in numerical form on the same page, right beneath the chart.



2014-15 Adopted Budget	September 2014-15 Actual	2014-15 Variance	2014-15 Variance %
\$ 270,327,400	\$ 273,837,895	\$ 3,510,495	1.29%
317,112,110	315,240,900	-1,871,210	-0.59%
79,326,000	85,569,156	6,243,156	7.87%
24,218,100	47,763,853	23,545,753	97.24%
22,190,000	22,365,103	175,103	0.79%
577,000	252,000	-325,000	-56.33%
64,372,100	69,154,227	4,782,127	7.43%
103,417,000	1,241,706	-102,175,294	-99.64%
\$ 678,453,200	\$ 875,251,328	\$ 196,798,128	29.01%

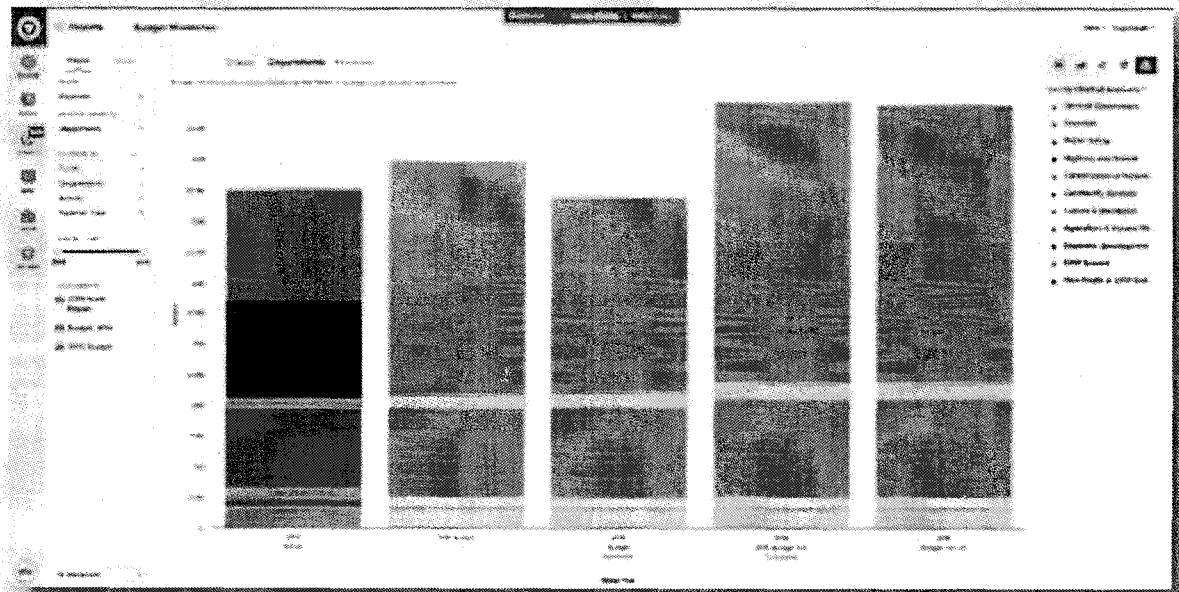
OpenGov also allows the user to see budget-to-actual variance in both dollar amount and percentage. The user can even view this data by Fund, Department, Unit and type. This gives the user context to see exactly how the city performed compared to expectations.

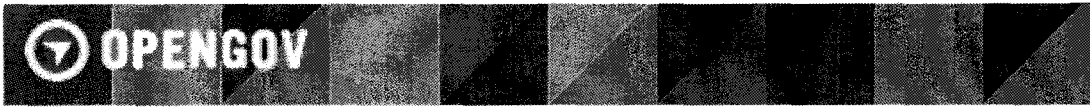


Budget Milestones

OpenGov has experience in a variety of deployments. With regard to Budget Data, we have numerous examples of cities using OpenGov to analyze, compare, and communicate their budget process internally with staff, and externally with citizens. The budget milestones presentation allows each phase or version of the budget to be presented side by side. The Budget Milestones report reconciles complicated budget data and conveys it in easily understood graphs, tables and charts. Each Budget Milestones report can be customized according to the intricacies of a city, town, county, or educational institution’s unique budget process and chart of accounts. Budget Milestones is a powerful tool for managing the budget among internal stakeholders, sharing information with line departments and communicating with the public.

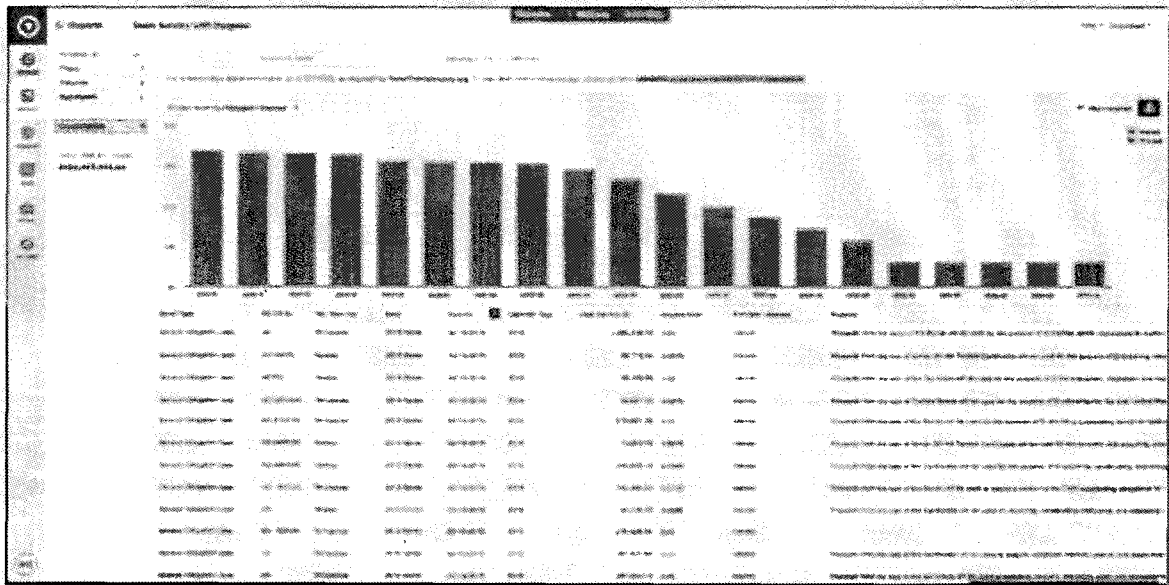
This provides an interactive, engaging budgeting process with your citizens that can showcase positives, negatives, and various “what-if” scenarios. The budget milestones report allows finance teams to get the numbers right, facilitates with collaboration across departments, and aids in policy making decisions. One example comes from Nobles County, MN. They use OpenGov to display each phase of their budget. As Nobles County’s Finance Director said “The ability to compare across different versions of the budget and to drill down by department, activity, and expense or revenue types gives [us] unprecedented visibility into the budget process.”



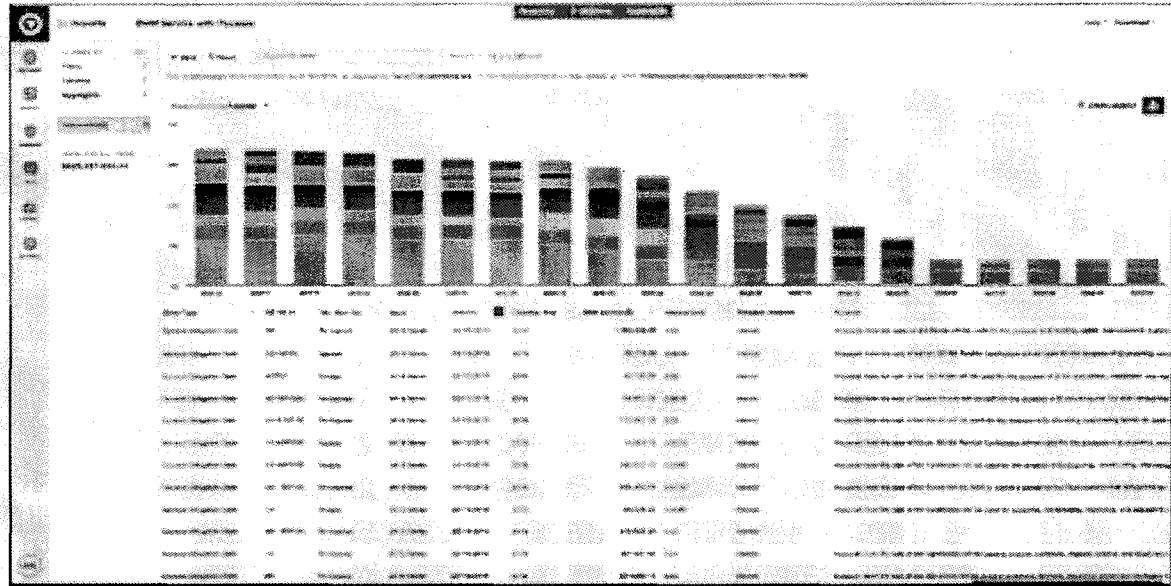


Bond and Capital Improvement Data:

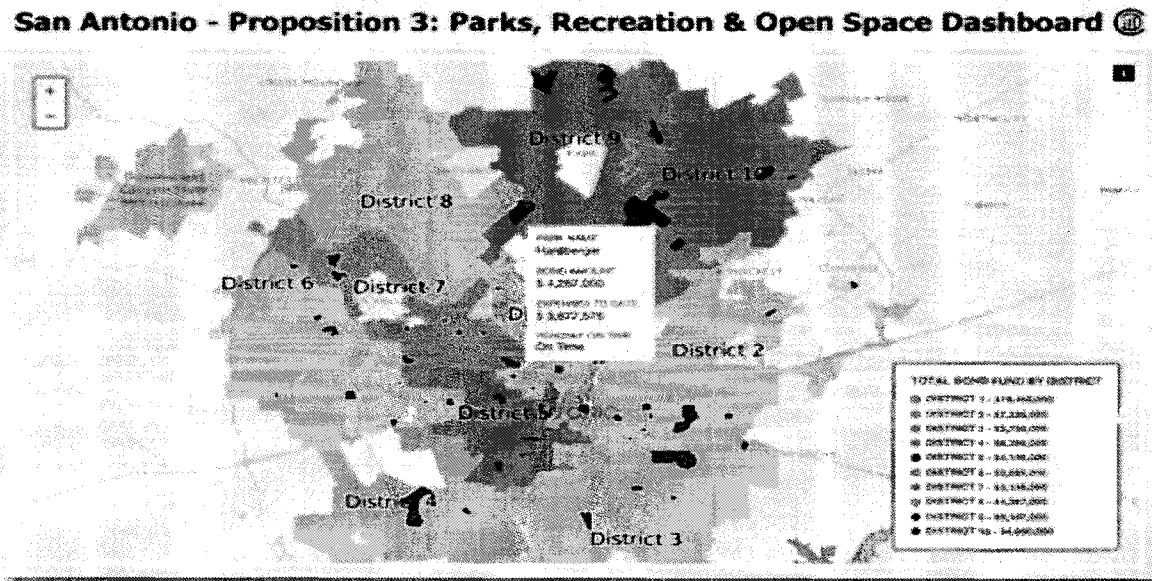
OpenGov has extensive experience working with municipal bond data. We have been able to show bond data in two ways, first is with our example of McKinney, Texas. Here the City displays its debt service with a purpose pledge in graphical form. Using the debt service report, McKinney employees and residents can see the maturity cycle of the bonds and drill down by sector, purpose, taxable/non-taxable, and issue date. Bond raters, auditors, citizens and potential new residents and businesses can use the debt service report to survey the city's current and future financial health. "[Stakeholders] want to make sure that we are financially stable and that our tax rate isn't going to creep up" said Trudy Mathis, Senior Financial Manager for the City. This report has allowed McKinney to win the Platinum Award from the Texas Comptroller Leadership Circle and meet its transparency bond pledge. OpenGov allows McKinney, and its citizens, to see its bond data in various forms including, but not limited to division of Principal and Interest payments, as well as what the purpose of the bond dollars outstanding. OpenGov can also show bond data on maps so citizens can see how and where in the community bond money is being spent.



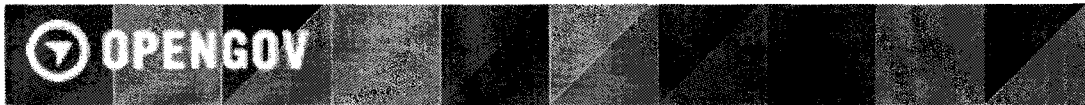
Bond payment broken down by Principal/Interest over time



Bond payment broken down by purpose over time



Using existing data on San Antonio’s website, we were able to visualize San Antonio’s Parks and Recreation Projects. This dashboard shows where Bond Park Projects are in San Antonio - the current status of the project and funds spent to date. At a glance, it



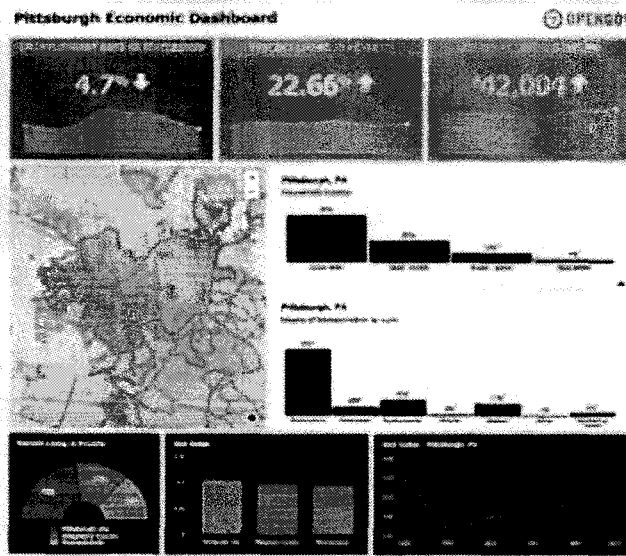
allows government officials and citizens to see how projects are distributed between different City Council Districts, and drill-down to get more details.

We retrieved Council Districts and Park Boundaries shapefiles from San Antonio's GIS portal¹. Then we overlaid and linked those polygons with San Antonio Parks, Recreation and Open Space Propositions² data and Bond Projects Status Dashboard³ to display appropriations and expenses proposed through Bond Projects on this map.

After linking and overlaying 4 different data sources together, we also applied geospatial aggregations on over Bond Projects data by District and accumulated total amount of appropriations and expenses for each city council so that overall performance can be evaluated.

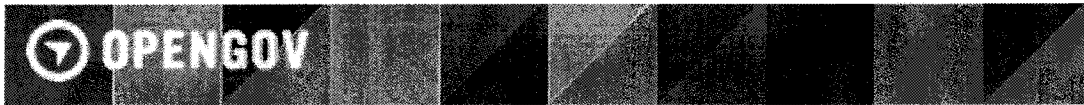
Performance Dashboards:

For this deployment, OpenGov is proud to present Civic Dashboards. Civic Dashboards will allow the city of San Antonio to show performance measures for the city, like Public Safety, Resident Safety, Economic Development, Infrastructure, Sustainability, Open Government, and Convention, Visitors and Arts, in a clear and concise way for citizens to understand what is happening in San Antonio. Citizens can also identify in which areas the city exceeds or is fails to meet expectations.



Civic Dashboards allow for the display of key performance indicators. Each dashboard is customizable with any data the City chooses to display. In this example, we have shown the trends of unemployment, percent of citizens living in poverty, as well as median

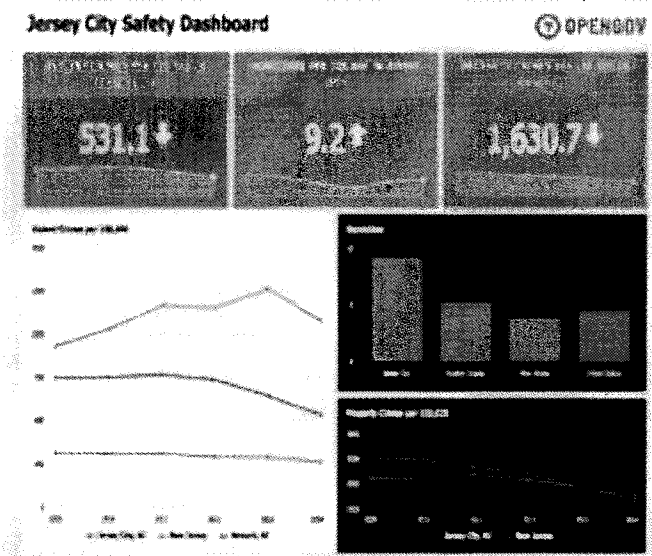
¹ <http://www.sanantonio.gov/GIS/GISData.aspx>
² <http://www.sanantonio.gov/2012Bond/ParksRecOpenSpace.aspx>
³ <http://www.sanantonio.gov/TCI/Projects/BondStatusProjectsDashboard.aspx>



household income. We are also able to show household income of Pittsburgh as well as common ways for citizens to commute to work.

Crime Dashboard:

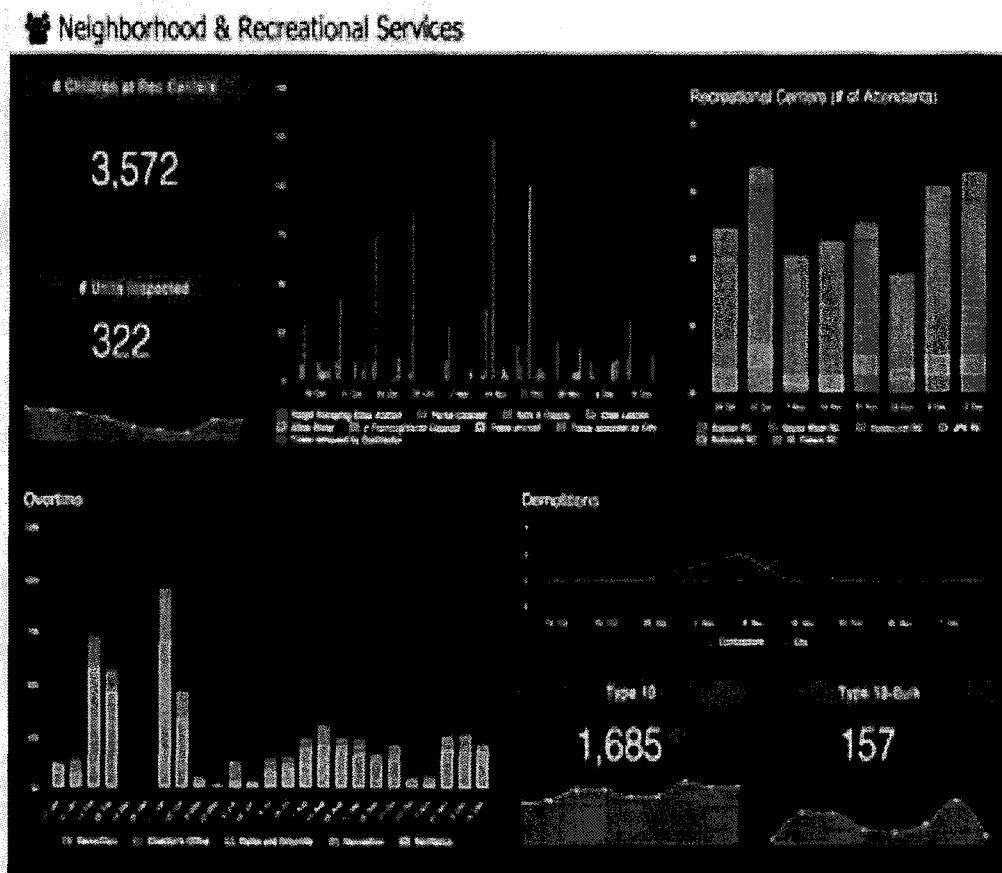
Another common example used in dashboards are crime statistics. Here we've highlighted a few crime statistics, specifically Violent Crimes per 100,000 citizens, Homicides per 100,000 citizens and Property Crimes per 100,000 citizens. OpenGov can show those numbers with small trend lines and performance indicators, or with large drawn out graphs like on the bottom. As you can see, OpenGov can also compare Jersey City's data to other municipalities around the country. Be it Hudson County, other cities, the State, or the entire United States.



Custom Performance Dashboards:

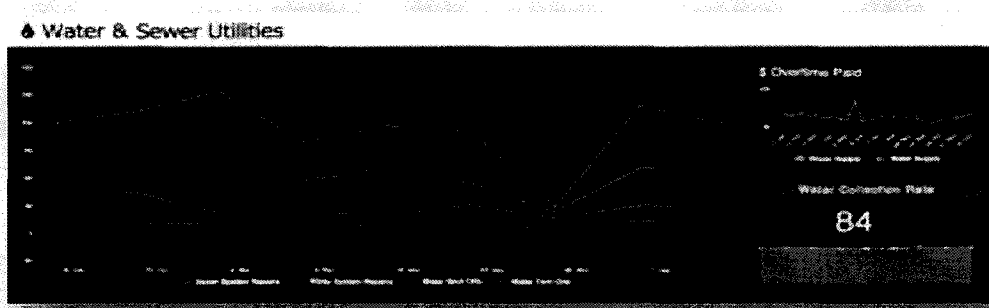
Performance Dashboards are fully customizable. The following three screenshots are taken from a performance dashboard created for the mayor of a major US city with more than 250,000 residents. With it, weekly Key Performance Indicators are calculated from 16 different city agencies, collaborating information from disparate sources. It incorporates open and private data, and is slated to replace various legacy reporting systems with a mobile-responsive web interface that City executives and policy-makers can use on the go.

This dashboard will reinvent the City’s decision-making and lead to a more responsive city - resulting in major operational improvements and cost savings.

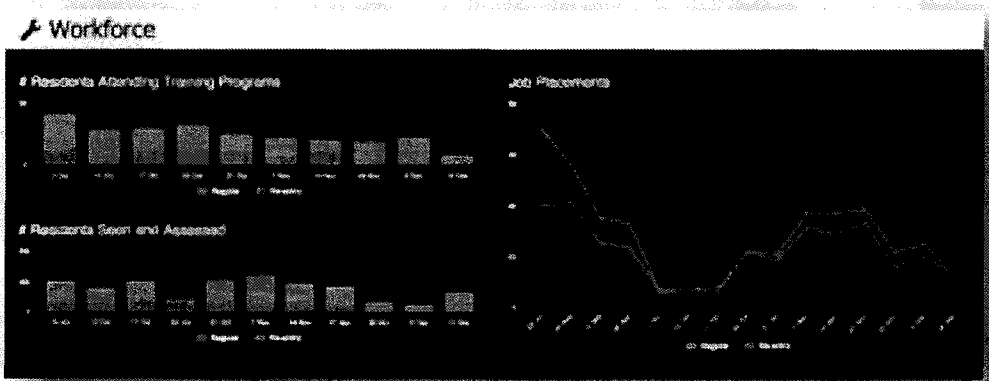


This component of the dashboard is being used to show financial and performance data side by side. Here we are presenting both financial data, in terms of amounts of overtime the City has been paying out, juxtaposed with performance metrics for the neighborhood and recreational services division. Being able to view these data points side by side gives the citizens the ability to have greater context around what they are viewing leading to less confusion and fewer requests for clarification.

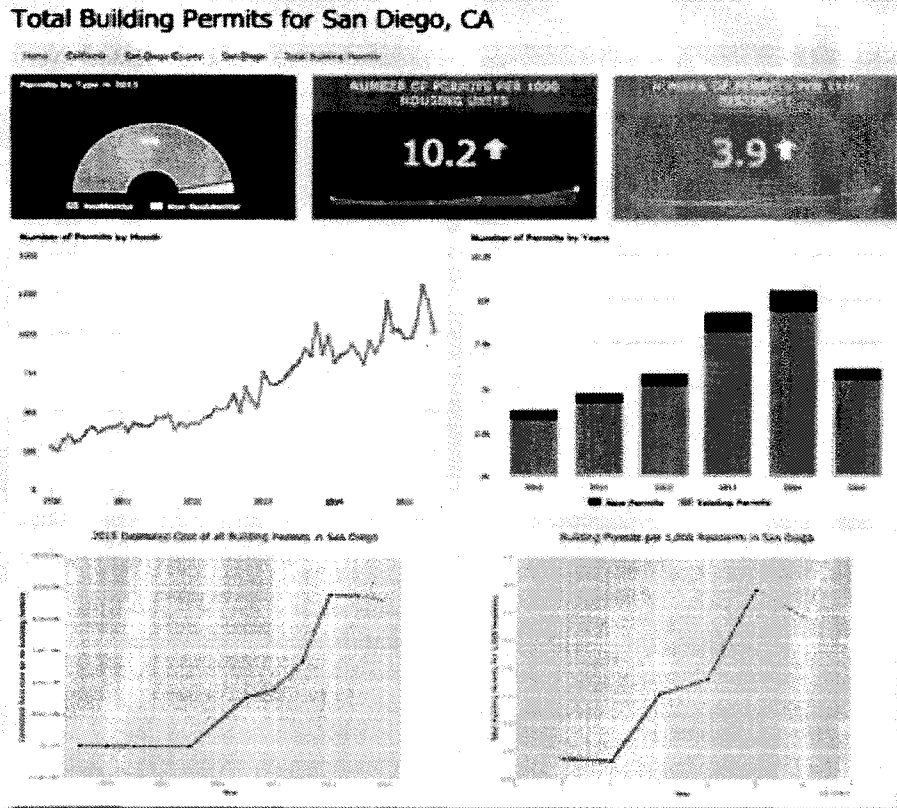
Here, Civic Dashboards is showing information about a City's owned and operated utility. The dashboard shows the water collection rate over time, the water flow rates throughout a 3 month period, as well as the amount of overtime paid to those working for the utility.

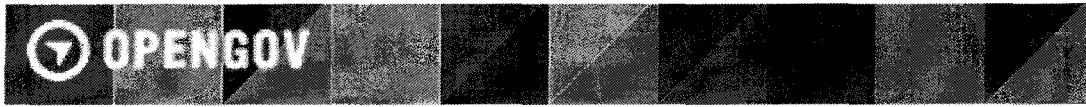


This dashboard is highlighting the success of a City's job placement program. In stacked graphs, it highlights the number of residents who have attended job training programs as well as the number who have been seen by a case manager. On the right, in a line graph, we can see how successful the program has been throughout the past 6 months with an indication of how many employees were placed on each checkpoint.



Civic Dashboards transactional dashboards also support predictive analytics. Here, for building permits in San Diego, users can see how many permits were released by month, by year, and what we anticipate in the future. OpenGov are able to predict the future not just extending trend lines but using data science to analyze the data and give a real result.

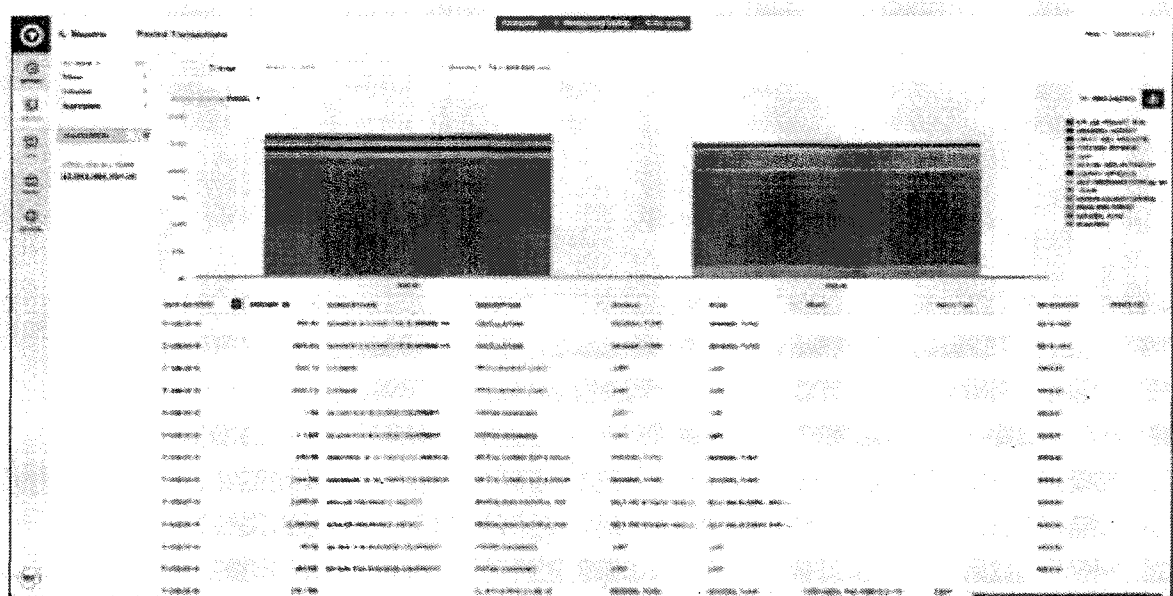




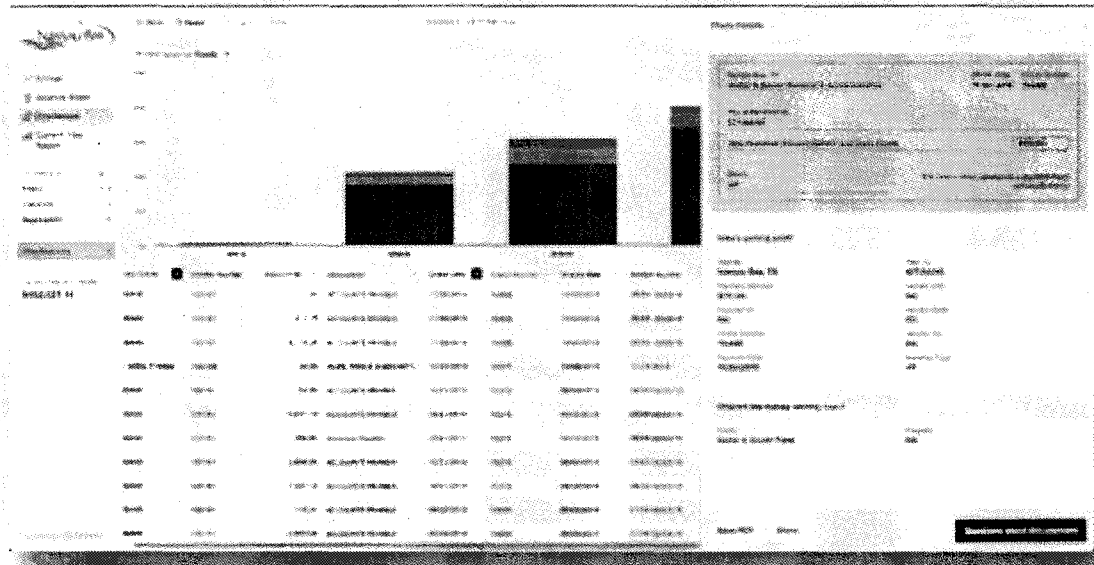
Checkbook:

OpenGov checkbook will give the city of San Antonio the capability to upload its transaction level data right to the public on a daily basis. The checkbook has the flexibility to run aggregates on vendor totals, department totals, and like all phases of OpenGov is fully filterable. In addition to filtering by check types, the Checkbook also has customizable pivot table visualization, with line graph, bar graph, tree map, and pie graph views. OpenGov is the leader in online government checkbooks with over 500 deployed

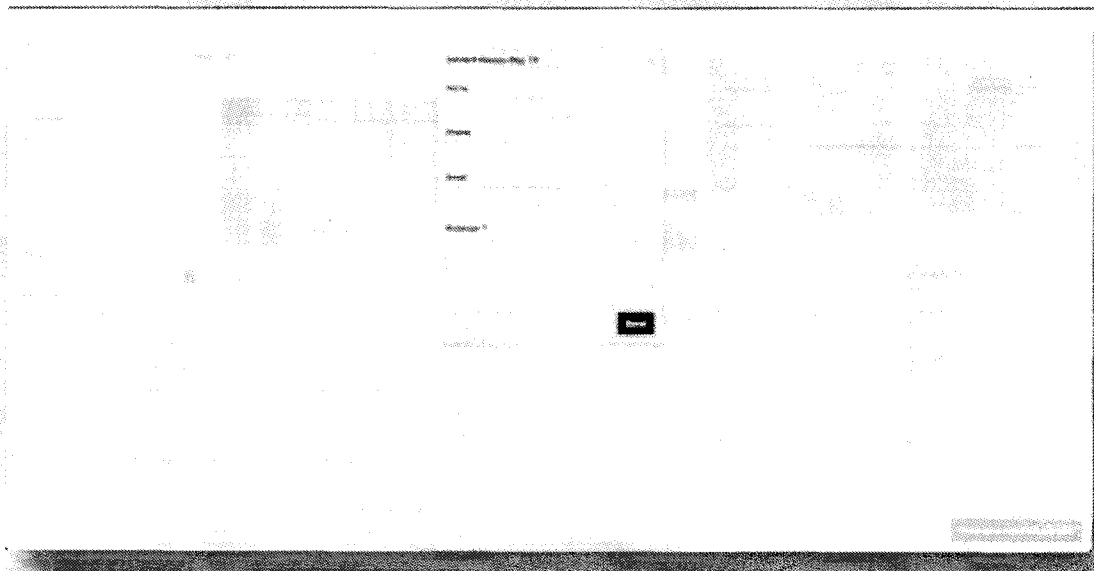
Below is our example from Montgomery County, TX. Montgomery County’s transactional data is automatically uploaded on a nightly basis and so far has uploaded over 850,000 transactions worth over \$2.5 billion dollars. Users can search by dollar amount, vendor, date or any number of other fields that the City chooses to input.



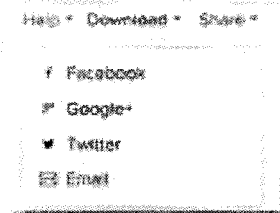
Citizens in Montgomery County can visit the county website and see check data that is no more than 24 hours old. This is the purest form of transparency, but again, is an optional feature within OpenGov. Frequency of upload, detail, and default report conditions are fully customizable to the specifications of the City. Checkbook can also be used internally as a private report, and externally in a “Citizen Friendly” version with fewer details.



OpenGov allows citizens to view checkbook data in a format they understand



Additionally, OpenGov’s Checkbook allows users to drill down to specific payments within the system and with the click of a button, message the City with any questions or comments about that payment



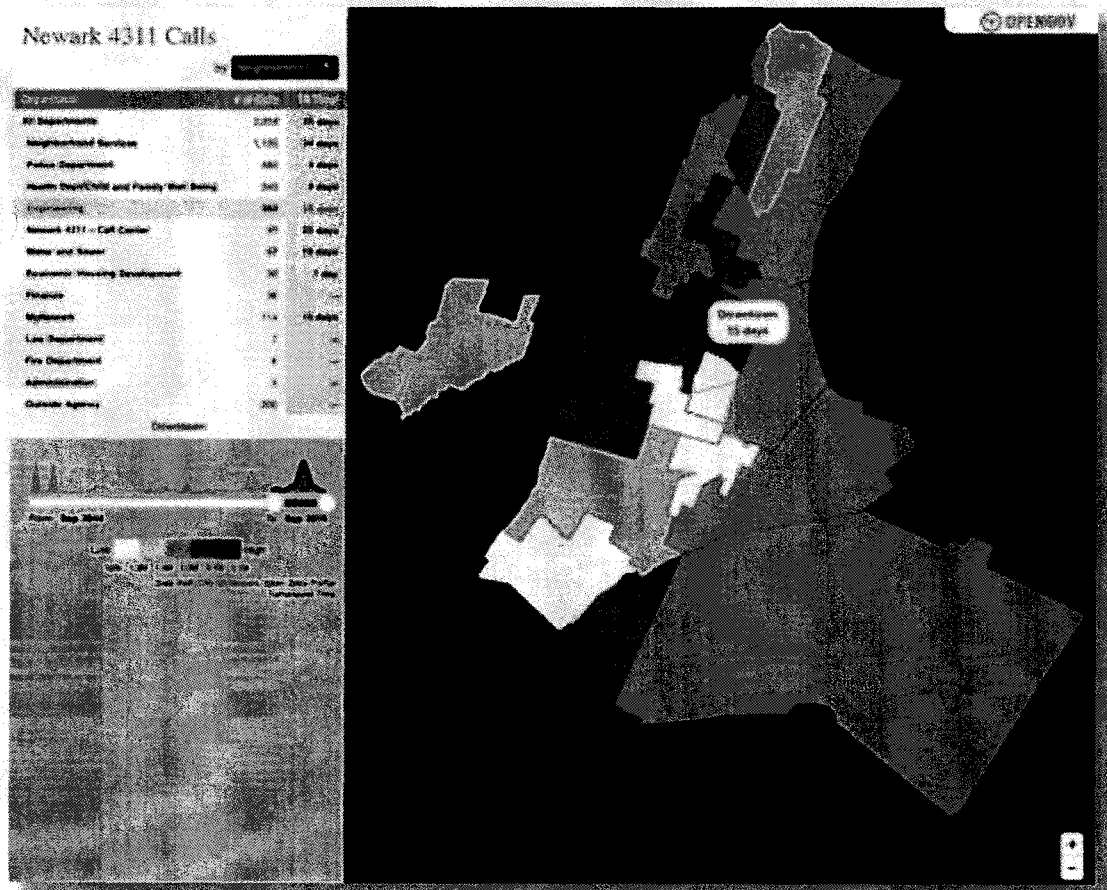
OpenGov allows users to share what they find online. Every search or filtered result is accessible through a unique and permanent URL on the OpenGov platform. Users will be able to bookmark these links and save them directly through their browser, or they can use the Share menu to share these links directly through various social media channels or via email.

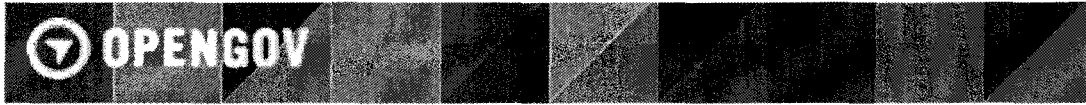
CRM Data:

OpenGov Maps allows the city of San Antonio to view data on a map. The most common use case is for capital improvements, crime statistics, and 311 data. Highlighted below is map analyzing crime data in New York City on a heat map.



Our 311 call overlay allows the citizens to view not only the frequency and amount of calls in a given area but the reason for the calls and how they were resolved. Nearly any data the City chooses to display on the app, we can handle. Similar to the NYC example above, we organized data by familiar boundaries citizens and decision-makers can use (neighborhood, postal code and wards). To support operational efficiency, we dynamically calculate average turnaround time for each department using these “decision-friendly” boundaries.





Large Municipal and Agency Experience:

San Diego, CA:

The City of San Diego partnered with OpenGov April, 6, 2015 and OpenGov was fully implemented 22 days later. San Diego's primary goal was to provide the public unprecedented access to city budget data.

San Diego's Mayor, Kevin Faulconer, led the initiative to make the City's finances more understandable and accessible.

The City of San Diego is setting the standard for transparency by making its budget data easily accessible in an intuitive, digital format. More than 5.5 Billion dollars of transactional information from the City of San Diego resides in OpenGov and yet, San Diego's platform was being used by citizens in a matter of days of signing with OpenGov as a result of a fantastic and efficient collaboration with the cross-functional team in San Diego.

OpenGov's user analytics show that In the past 90 days there have been more than 240 public visitors to the platform with an average visit duration of 3 minutes and 25 seconds and more than 30+ actions on reports per visit. This data indicates that not only are citizens using the platform, but using it frequently. When you consider the cost savings of those requests not being processed by city staff and rather by OpenGov, OpenGov is far exceeding its return on investment.

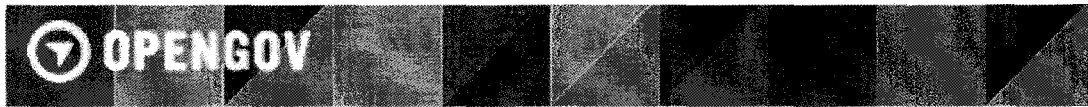
Minneapolis, MN:

Minneapolis partnered with OpenGov shortly after elections in December of 2014 and was fully implemented for public release 60 days later.

Although Minneapolis has a long history of strong public engagement, one key value stood out from the rest — building public trust by ensuring that residents have access to services and information about how the city government actually works.

According to John Quincy, the City Council Member who championed the initiative, citizens who previously had wanted to get information about the city's finances would have needed to piece together information from the city's website, contact city officials, and possibly file a Minnesota Data Practices Act request. "The new website makes the city's financial information much more accessible," said Quincy.

Minneapolis had considered several other solutions, but ultimately, selected OpenGov. When asked why and which transparency platform they chose to pursue, Schneider adds, "We went with OpenGov because we believed it was more accessible to the general public. We wanted to provide information, not just data." In its first month,



the site saw more than 500 unique visitors. As the city expands the site will help officials and the public track the financial implications of such rapid growth.

Thus far, it's an improvement over the city's previous web-reporting protocol — publishing a 500-page budget book in bulky PDF format. And, according to Council Member Quincy, the platform will likely garner increased attention during the city's fall budget and performance discussions.

The OpenGov platform is helping Minneapolis fulfill its strategic goal of creating a city that works — a city government that runs well and connects to the community it serves. It is reducing staff time to process citizen requests, and providing elected officials and key stakeholders better information to make key decisions for the future.

Pittsburgh, PA:

The City of Pittsburgh chose OpenGov after a competitive process because, in the words of the Mayor, they wanted to be on the forefront of public transparency. The City chose OpenGov because they believed, with the OpenGov's customizable graphs, which the citizens could easily engage with, and understand, made for a better solution than simply displaying the data in a new format. Because of Pittsburgh's complex Chart of Accounts, OpenGov's government finance experience came in handy in expediting the implementation process.

Pittsburgh also utilized OpenGov's saved views through a social media campaign. Over time, representatives from the City would tweet out certain views from OpenGov to show citizens what their government was doing. Using OpenGov's Visitor Analytics and Engagement tool, the City was able to see large spikes in traffic around those social media posts, both in number of unique visitors as well as visit length, validating that citizens were interested and liked using OpenGov.

Additional Large Government Expertise:

OpenGov works with 40+ of our country's largest States, Counties, Cities, and Special Districts and has an established record of being the market and industry leader for transparency, analysis, and performance management. Here are some premier partners of OpenGov.

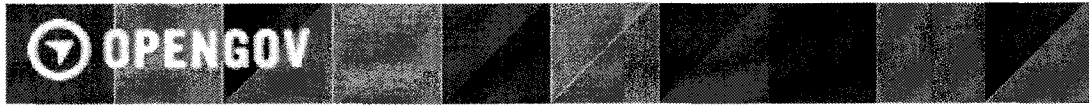
City of Pittsburgh

News: <http://www.bizjournals.com/pittsburgh/news/2015/02/04/city-harnesses-big-data-to-let-public-take-closer.html>

City of Miami, FL

News: <http://www.prnewswire.com/news-releases/city-of-miami-rolls-out-financial-transparency-platform-300017676.html>

City of Long Beach, CA



News: <http://www.presstelegram.com/opinion/20140724/long-beach-needs-opengov-platform-for-upcoming-budget-discussions-gerrie-schipske>

Kane County, IL (West of Chicago)

News: <http://www.chicagotribune.com/suburbs/elgin-courier-news/news/ct-ecn-kane-transparency-st-0531-20150529-story.html>

Washington D.C.

State of Ohio

News: <http://www.forbes.com/sites/federicoguerrini/2015/04/17/open-government-and-financial-transparency-ohio-wants-to-lead-the-way/#2715e4857a0b616e07ba1f4e>

Anoka County, MN

FDNY

California High Speed Rail

Palm Beach, FL

Osceola County, FL

County of DeKalb, GA

Detroit, MI

Montgomery County PA

Montgomery County TX

Thurston County, WA

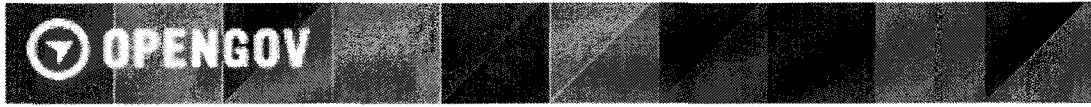
Clark County, WA

Marin County, CA

Additional Information:

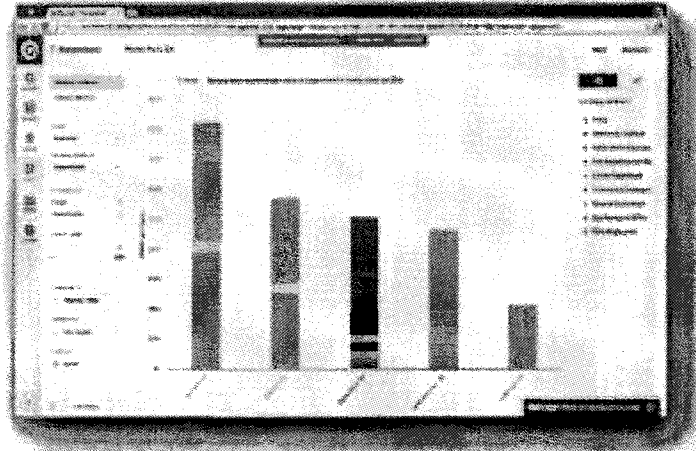
OpenGov has been recognized by the World Economic Forum as one of its Technology Pioneers. Thus, our CEO, Zac Bookman, has been invited to speak on a panel at the event in Davos, Switzerland about OpenGov's work and has been selected for a discussion leader role in the session titled "*The Transformation of Tomorrow.*" Additionally, OpenGov has been recognized as a Gartner Magic Quartile for technology companies as well as one of Gartner's "Cool Vendors" in the Government Space. Further, Nate Levine, one of our co-founders, was named to Forbes 30 under 30 list in 2013 for his work with OpenGov.

OpenGov is proud to have some of Silicon Valley's best investors as investors in our company. Based on financial return over time, our two main investors, Andreessen Horowitz and Formation 8, are considered two of the best technology investing firms in existence today. In addition to those two, OpenGov is glad to include Thrive Capital, and



OpenGov Comparisons™

Additional features of OpenGov includes OpenGov Comparisons. Comparisons can be quickly implemented for the City of San Antonio, for internal use by government officials only, for an additional fee. Comparisons gives government administrators insights into their own financial and vendor performance in comparison to other governments, and helps them collaborate with peers across the country, thus uncovering ways to be more efficient and save money.



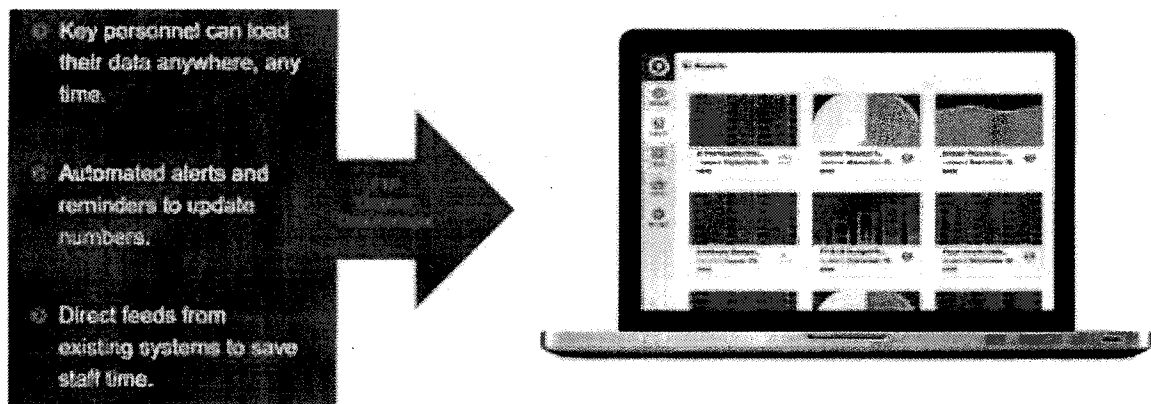
OpenGov Comparisons is the fastest answers to complex questions. With Comparisons, we automatically import financial and census figures in a manner that allows cities to easily compare data. Because of OpenGov's advanced data science, even cities with radically different Chart of Accounts can use the Comparisons application to do apples-to-apples comparisons. The platform is on-demand and always available with the latest data. The design is intuitive so anyone in the City can use Comparisons, no training required. Comparisons also allows the City to view the data from its perspective, using the same naming conventions that each city uses internally.

From our experience, we've heard of immense time savings by governments. Some examples include:

- 180 hours per year reduction in time spent producing internal reports
- Tens of thousands of dollars saved in time and consulting fees to do comparisons and benchmarks
- Millions of dollars saved due to better financing terms (bond ratings)
- 90% reduction in cost of maintaining external transparency sites
- 3x increase in online citizen engagement

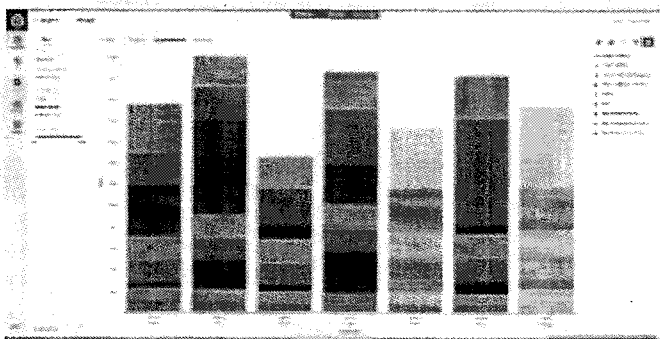
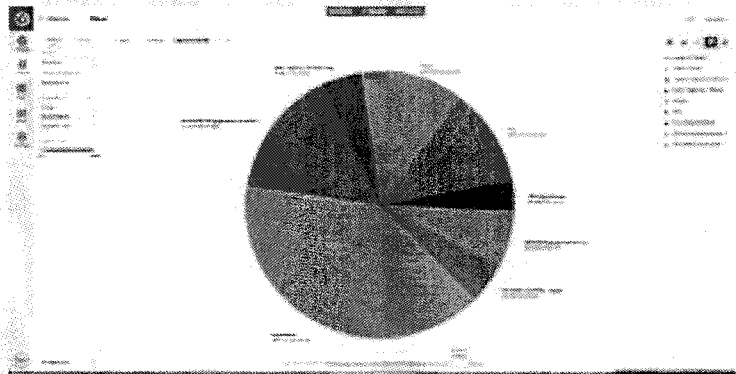
OpenGov Integrations

OpenGov Integrations will allow the State of Vermont to upload and/or connect its financial data into the OpenGov platform. This will streamline manual processes and allow the State to update its checkbook data online within minutes, both for public and internal use.



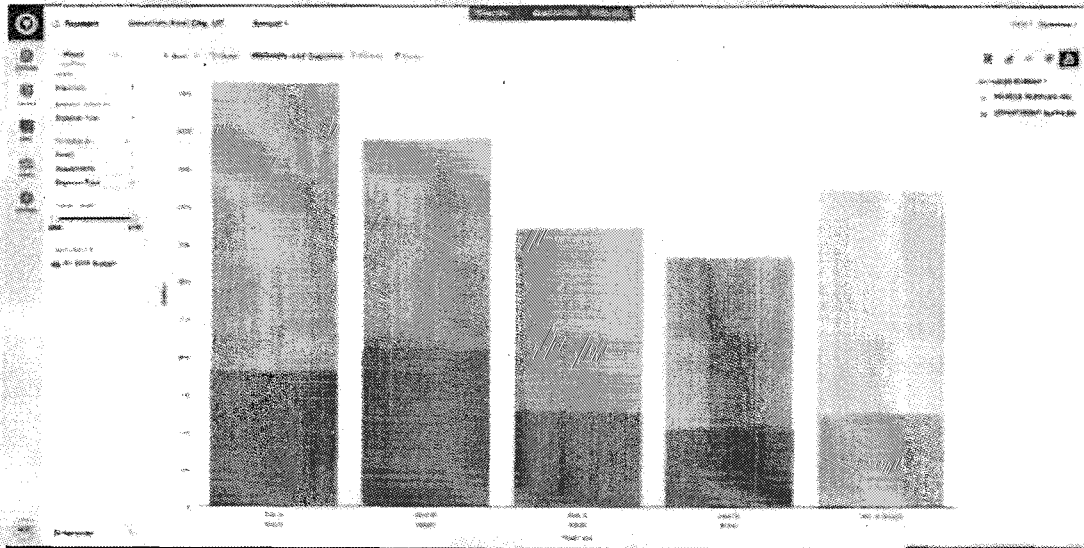
C. View multiple graphical formats such as pie, line, bar, or similar charts

OpenGov allows the user to view the same data, in this case Alameda, California's, Annual report in a variety of different formats. Pie chart, stacked line graph, as well as a stacked bar graph. Below are three image examples:



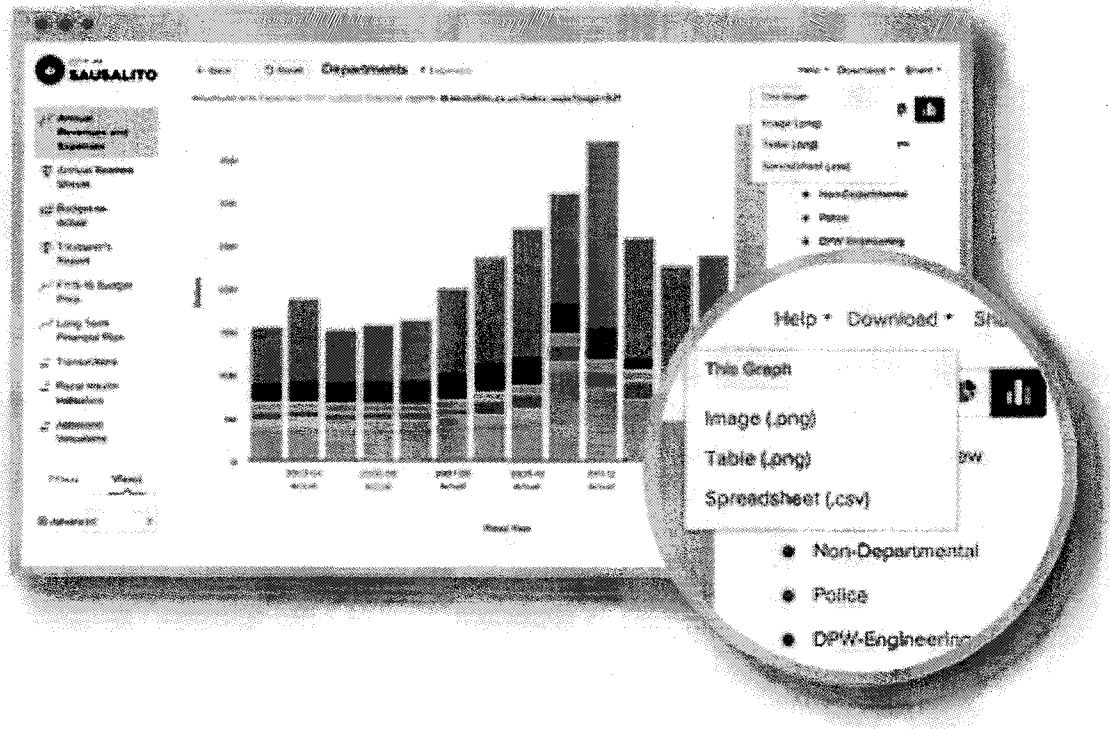
E. Filter data by one or more of the provided data elements

Looking at American Fork, Utah's data, we can see the annual report expenses sorted by Fund, General, Department, Police, and Unit, Materials and Supplies, to show how much money is spent on Vehicle Supplies and Department Supplies



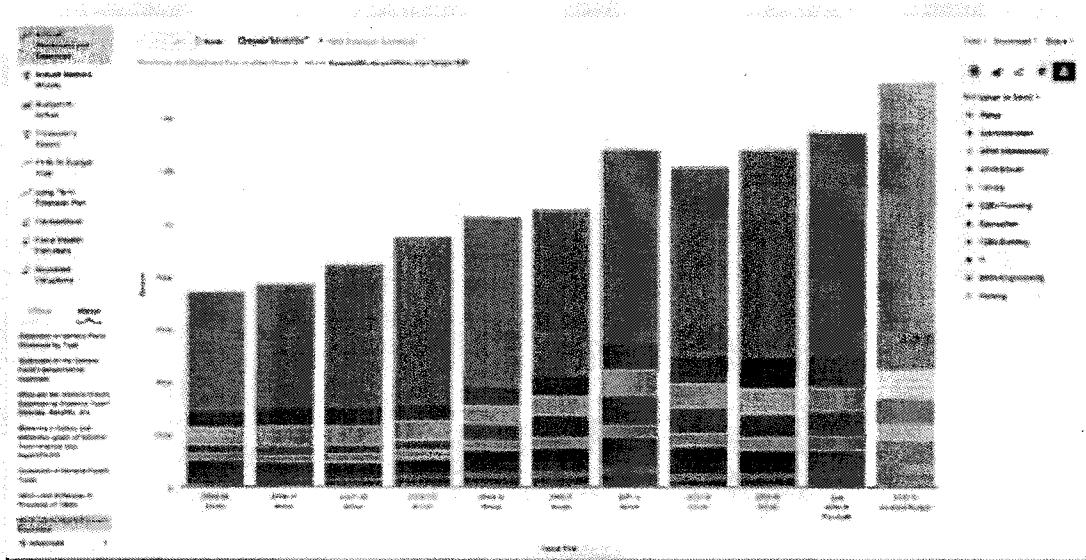
F. Export data from the platform into a common format (.csv, .xls, etc)

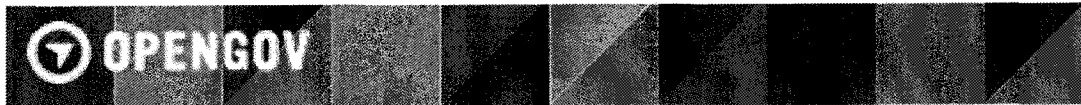
Through an easy link on the top right of every OpenGov page, the user can download any view in a table .png format, .csv format, or image .png format. This way, the user can download the view in whichever way is most optimal for the circumstance.



G. Create bookmarks or share links to searches or filtered results

Here, the City of Sausalito has created a saved view to allow citizens to easily see pension expenses for the city. Available on the side bar on the list, citizens can see what departments have the pension commitments for each year and how that changes over time. Like everything else OpenGov, the user can choose how the data is displayed, whether a stacked bar graph, a pie chart, and others.





Proposal Plan and Solution

PROPOSAL PLAN AND SOLUTION

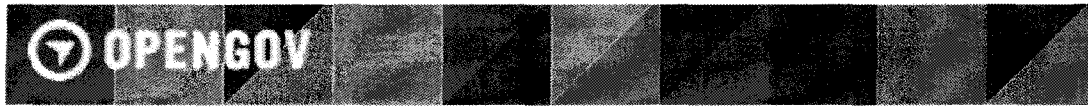
The Respondent shall provide services to accomplish a complete and finished access to the software. Respondent must provide a detailed, narrative response to the service requirements outlined below. Please include any relevant system requirements which would be necessitated for successful implementation. Each response should include the heading and numbering schema shown below for the section that is being addressed. Failure to follow this format may result in vital information not being considered when reviewing the proposal.

At minimum, the services shall include, but are not limited to the services listed below.

1. IMPLEMENTATION SERVICES

a) Project Planning – Defining in a written Project Plan, the tasks, milestones, schedule, deliverables, communication, risk management and resource management of the implementation project.

Milestone	Day	Tasks	Responsibility	Estimated Hours
Onboarding	1	Kickoff and Data Discussion	All Project Roles	1
Setup	4	Data Transmission	Data Lead	1 - 2
Setup	9	Data Clarification (if needed)	Data Lead & OpenGov	1
Review	11	Initial Platform Review	All Project Roles	1
Review	16	Review CoA Structure	Validation Lead	4 - 12
Review	19	CoA Structure Approval Check In	Validation Lead & OpenGov	1
Configure & Optimize	24	Administrator Training	All Project Roles	1
Engagement	28	User Training	All Project Roles	1 - 2



Deliverables: working platform, including access to the Resource Center, with completely configured COA and reports with supporting documentation on configuration

Risk Management/Resource Management: VP of Customer Success will manage all potential issues and employee time

Communication: available via email, phone and meetings done via screenshare and conference calls Respond within 3-4 hours during business hours 7-4 PST (9-6 CST)

b) Requirements Definition – Documenting the roles, processes, and software functions to be accomplished by the system, using requirements provided by the Department, and a structured documentation methodology.

OpenGov Roles:

Customer Success Manager - Project and Engagement Manager

Customer Success Analyst - Data Lead

Government Subject Matter Expert - Customization of OpenGov to San Antonio's

Scope

On-Going Support - Post Deployment Technical Support

Customer Roles:

Project Manager

Data Lead

Validation Lead

c) Services Access – Confirming access from workstations for development and testing purposes, noting any required plug-ins or other needed modules.

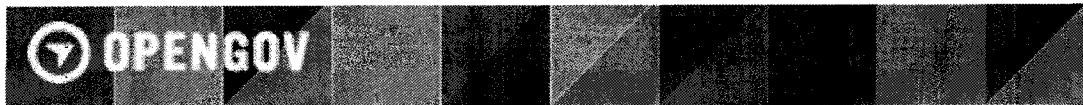
OpenGov requires the city to download a plug-in to access online web-conferencing for training.

In order to use the OpenGov internal tools online, the City needs either Internet Explorer: version 9 and above or the latest version of either Firefox, Chrome, or Safari.

d) Infrastructure Plan - A plan that describes any needed additions and/or changes to the City's infrastructure in order to support the portion of the application hosted at the City or for access from the City staff.

The platform is hosted in the cloud. Nothing needs installed on city infrastructure.

e) Security Plan - A plan that describes the security related changes the hosting environment or applications in order to meet the City's needs.



OpenGov uses Amazon Web Services (AWS) to host the data. Security information for AWS is available here: <http://aws.amazon.com/compliance/>.

All external and public traffic occurs through HTTPS to prevent man-in-the-middle attacks, namely snooping and tampering with the data. Our servers are only accessible through SSH with private key authentication. Thus, only employees who need access to servers are given access and we practice the principle of least privilege. All server and application logs are sent to a central log server that keeps track of everything occurring. We ensure that only those with valid credentials can access the database and we create nightly backups for our databases that are stored for a week in multiple datacenters. We internally review our security procedures on a quarterly basis.

f) Software Configuration - Creating a Configuration Plan that describes how the software will be configured to meet City needs as documented. Modifying screens, menus, reports, and adding user-defined fields to adapt to the City's needs, including any custom programming.

Chart of Accounts Configuration:

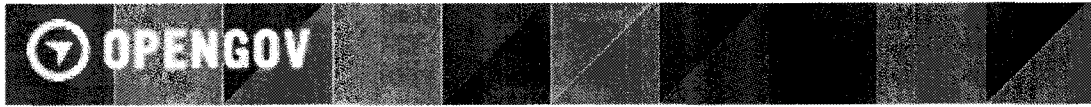
OpenGov's Customer Success Analysts are all government finance experts. While at OpenGov, collectively the team has set up over 700 Chart of Accounts on the OpenGov system. The Customer Success Analysts will review with the San Antonio team the existing San Antonio Chart of Account in San Antonio's accounting system and work with them to set up an OpenGov Chart of Accounts to mimic and look like San Antonio's Chart of Accounts, as opposed to changing the City's data to match OpenGov's. Exports from the existing accounting system with account codes and descriptions will be required, all covered through a data discussion will be held with both teams to document structure and configuration requirements. All setups will consider future efforts in updating the site to be kept at a minimum.

IT Infrastructure

The city's current IT infrastructure works sufficiently for the OpenGov deployment. OpenGov's SaaS will allow the City of San Antonio to:

- Analyze data through a user-friendly interface designed to make complex data accessible to every citizen, staff member, and elected official.
- View data in multiple graphical formats: stacked line, percentage stacked line, trend line, bar graph, and pie chart – as well as tabular formats.
- View and analyze data according to the content of the City of San Antonio's financial data and/or the Chart of Accounts.
- Filter data by simultaneously by fund, department, expense type and any other category present in the City of San Antonio's Chart of Accounts and view data at any level.
- Display information for multiple departments, division, funds, or financial categories on the same graph.
- Compare current year spending trends to budget and to historical spending trends.
- Download general ledger data to image, table, or spreadsheet.
- View educational and tutorial content designed to introduce users to municipal finance.

The OpenGov SaaS Platform is delivered through the internet as a web-based service with no need to install equipment or software on-site. The OpenGov Platform will use



data from the City of San Antonio's ERP or accounting system. Contractor staff does not need to access the city's internal accounting system.

Contractor team will be led by:

- A Customer Success Manager, who will:
 - Handle any non-data questions
 - Provide training and schedule training
 - Provide support when launching the City of San Antonio's site
 - Keep the City of San Antonio informed regarding OpenGov Platform updates
- A Customer Success Architect, who will:
 - Analyze the Cities' data
 - Setup the Chart of Accounts
 - Answer data-related questions

Contractor recommends the following Project Roles within the City of San Antonio Government:

- Implementation Lead: Main point of contact for the implementation team
- Data Lead: Person who will provide data to Contractor
- Validation Lead: Person who will sign-off on the Chart of Accounts structure
- Project Team: Any other individuals that will be involved in the implementation

OpenGov requires the end user to have an average expertise in utilizing the San Antonio's accounting system and an understanding of the City's Chart of Accounts and General Ledger

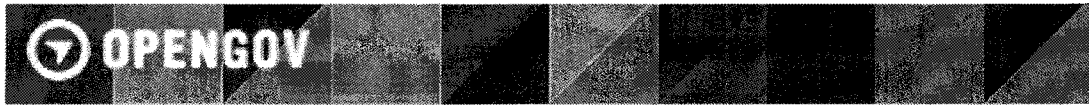
Contractor team will:

- Develop a Project Plan in direct coordination with the City of San Antonio's personnel, similar to the one listed here.
- Take the City of San Antonio's Chart of Accounts, and configure it within the OpenGov Transparency and Intelligence Platforms to create the OpenGov System.

OpenGov Data Requirements

Chart of Accounts: A document or file explaining the descriptions/names of each segment of the city's account string and includes all departments and funds. Additionally, we'd like to understand the segments' classification and categories. For example, we need to know that fund code 001 is associated to fund description General Fund, which is classified as a Governmental Fund. It is preferred that your Chart of Accounts is in an excel format, but not required.

- Different Budget and Accounting systems are required to use a single Chart of Accounts.
- Account codes must be unique. They should not be fund-dependent, or non-unique account codes (for example, Department 200 means Police when related to General Fund transactions, but means Public Works when related to Special Revenue transactions). If they are, they need to be identified during the initial data review.
- Clearly identify the relationship between the revenues and expenditures, both programmatically and type of transaction.



- Data must be submitted in a flat file format, a single file in the form of rows and columns, with totals or sub-totals, no relationships or links between records including referenced cells and worksheet.

Annual & Balance Sheet Report: The most recent GL **budget** or historical **actuals** with full account string with all segment codes (i.e. fund, department, revenue/expense object codes, etc.), amounts and all ledger types (i.e. revenues, expenses, assets, liabilities and equity). Include as many years of history as desired. 3-5 years provides a great starting point. All files must to be in excel or csv format.

Current Year Report: Year-to-date (cumulative) totals for expenses and revenues for each month of the year with full account string with all segment codes (i.e. fund, department, revenue/expense object codes, etc.), fiscal period, budget and year-to-date amounts. Include ledger types (i.e. revenue, expense, transfer) for each account. Include as many months of history as desired. If pulling cumulative monthly actuals is challenging, start with just the current year for now. All files need to be in excel or csv format.

Transactions/Checkbook Report: OpenGov can display either transactional or check-level detail using this report template. Many customers use the report to display strictly vendor payments or a check register. However, if you would prefer to display all transaction-level detail, you can do that as well by including every transaction, journal entry, and payroll amount that make up the detail in your GL (may also include revenues and cash receipts). If you are able to provide a complete transactions file with actual and budget, the reports above can be constructed as well. Required columns include the date, amount and account information. Other suggested columns include period, vendor, vendor name, description and check number. All files need to be in excel or csv format.

FTE/Headcount Report: OpenGov can display FTE or headcount data from your HR or budget system. Customers use this report to track the FTE/Headcount trends overtime similar to your GL data. This report should include your Department and/or Fund codes and an FTE count. In addition, we can also include Job Code, Position number, position title/classification, vacancy, authorized, union code, FLSA status, or total salary. Include as many years of history as desired. All files must be in excel or csv format.

Extract, Transform, Load (ETL) Tooling Language -

OpenGov has a flexible way to onboard financial data regardless of format, allowing us to quickly ingest San Antonio's budget data... blah blah blah

For non-financial data, we have several connectors leveraging best-of-breed tools to onboard legacy data to support various user types - from IT professionals, to Business Analysts, to the occasional Excel user.

- Safe FME Connector
 - FME is the industry leader for enterprise ETL. With it, we can connect to 335+ data sources, including ESRI, SQL Server, Oracle, etc.
- OpenRefine Connector



- OpenRefine is the power tool of Business Analysts to refine large datasets without coding.
- Pentaho Kettle Connector
 - For installations that cannot afford FME, we also have a connector for Pentaho Kettle - the leading open source ETL tool.
- CitySDK connector
 - Get high-value demographic data from the US Census to quickly contextualize analyses
- OData connector
 - Allow city staff to use leading BI tools like Tableau to do ad-hoc reports without coding.

Report Customization training, data upload training, all available in Resource Center

g) Data Conversion - Conversion of up to five years of existing financial data for use within the proposed solution as needed.

OpenGov does not require any data conversion on the City's part. OpenGov will work with the city to take any raw financial data, provided it is in .xls or .csv, no PDFs, and set up the data on the OpenGov system in the same way it is in San Antonio's City accounting system.

h) Testing - The City will be responsible for conducting tests to ensure that the base software, any modifications, interfaces, and hardware meet the City's business needs and it functions properly in the City's environment.

Logins and complete access to your platform will be provided for testing and configuration and customization

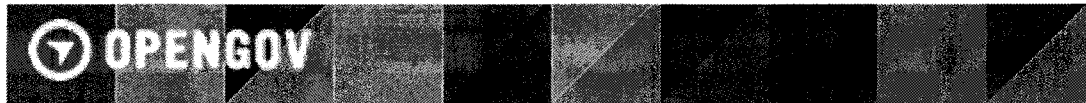
i. The City and the Respondent will work to resolve any issues in configuration, data conversion, or performance. The Respondent will obtain written verification from the City's Contract Administrator of this task.

ii. The Respondent will immediately provide resources for product fixes resulting from errors identified during the software testing process and provide additional training and/or support where necessary.

iii. Respondent's proposal shall address all sections of Acceptance Testing to be specified by the City of San Antonio.

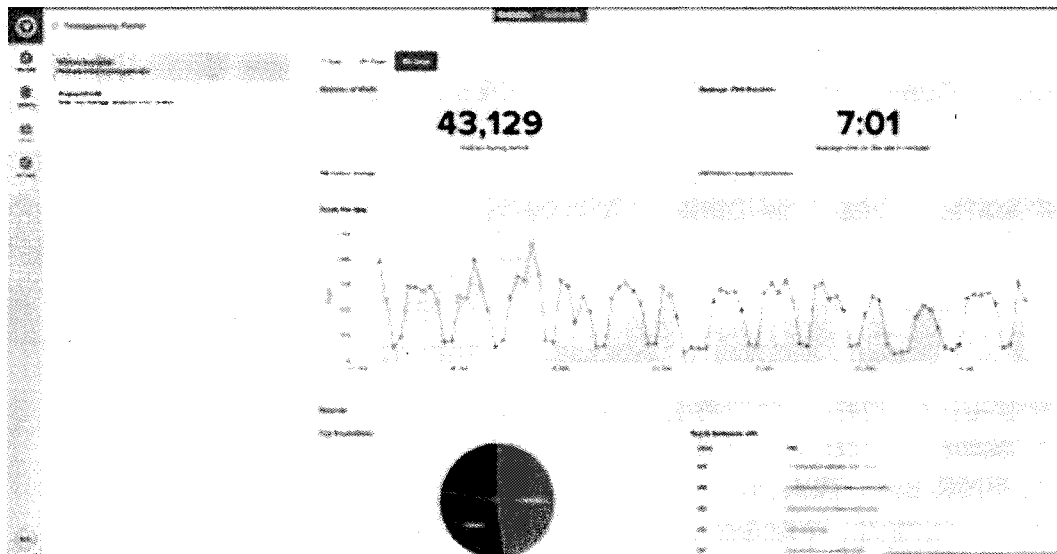
OpenGov agrees to terms i, ii, and iii.

i) Performance Tuning - SaaS environment will be assessed and modified to achieve best performance and optimum settings. Respondent shall specify measures and targets to track user experience in relation to system responsiveness. Respondent



shall provide regular updates of these measures and commit to address any degradation in user experience.

The OpenGov platform provides for Visitor and Engagement Analytics. San Antonio will be able to see how many people have visited the site, how long they visited and what websites they were directed from. There is also a place for visitors to leave comments for city administrators to view.



j) Startup - Providing assistance with project setup to resolve initial issues.

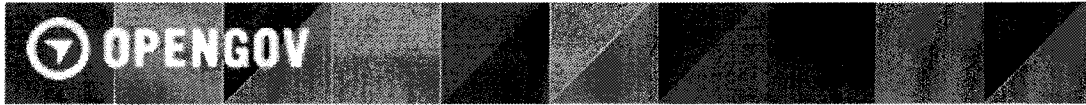
All part of deployment handled by CSM and CSA
Continued support post deployment from CSM and Support@Opengov.com regarding training, engagement, and other questions around the platform.

k) Training - Create a comprehensive Training Plan to include, but not limited to, conducting training on-site or remotely for up to 10 staff members at varying levels of use.

After configuration is complete, we go into training:

Admin Training for administrators -

1. CSA introduces the Platform to the customer, and covers:
 - a. How to get Platform access and log in, and the permissions within the Platform
 - b. Platform functionality, including each set of modules (Settings, Portal, Data, Network and Reports)
2. CSA leads the customer through a review of the draft reports, covering the following functionality:



- . Explanation of report types
- a. Basic navigational overview of the reports
- b. Filter panels, expanding summary rows, turning on account codes
- c. Resource Center
- d. Enhance reports by uploading additional general ledger, transactional and even performance data
- e. Editing the COA
- f. Report Customization & Configuration to meet organization's goals
- g. Report Creation
- h. Leverage features such as views, annotations, and OG best practices in customized reports
- i. Documentation and resources provided

User Training for staff and council - User Training

1. CSM schedules and hosts training webinar for the San Antonio user group (may include project team, department heads, administrators and analysts, elected officials, or any combination thereof)
2. Training webinar should cover platform functionality (including basics like logging in, report types) and then move on to navigating reports
3. CSM should record all sessions and provide a file to the customer post-webinar

Resource Center University is always available

All training can be done remotely via web conference or on-site

<u>OpenGov Customers That Are Fully Implemented</u>	All Cities Listed Below Are Proprietary & Confidential
Township of Madison, Jackson County, OH	Village of North Fairfield, OH
Township of Prairie, Franklin County, OH	Village of Valley Hi, OH
Crestview Local, OH	Village of Marblehead, OH
City of Columbiana, OH	Village of Green Springs, OH
Township of Brown, Delaware County, OH	Village of West Salem, OH
Village of Pleasant Hill, OH	Township of Letart, Meigs County, OH
Township of Harrison, Vinton County, OH	Township of East Union, Wayne County, OH
Highway Patrol Retirement System, OH	North Baltimore Public Library, OH
Township of Caesarscreek, Greene County, OH	Township of Jefferson, Franklin County, OH
Delaware Soil & Water Conservation, OH	Township of Colerain, Hamilton County, OH
Township of Paint, Highland County, OH	Township of Jefferson, Greene County, OH
Township of Lafayette, Medina County, OH	Township of Miami, Greene County, OH
Hardin Community	Township of Perry, Lake County, OH
Township of Rarden, Scioto County, OH	Township of Madison, Richland County, OH
Village of Bowersville, OH	Township of Huntington, Ross County, OH
Anthony Wayne Local School District, OH	Sandusky City School District, OH
Fairport Harbor Exem School District, OH	Talawanda School District, OH
Township of Springfield, Clark County, OH	Mad River Local School District, OH
Village of Jeffersonville, OH	Northeastern Local School District, OH

Village of Amberley, OH	Crestwood Local School District, OH
Pickerington Local School District, OH	Bucyrus City School District, OH
Xenia City School District, OH	South Range Local School District, OH
County of Marin, CA	Cuyahoga Hgts Local School District, OH
City of Huber Heights, OH	Mount Gilead Ex Vlg School District, OH
City of Bisbee, AZ	Caldwell Ex Vlg School District, OH
City of Milton, GA	Hilliard City School District, OH
City of Aventura, FL	City of Alliance, OH
City of Abilene, KS	City of North Royalton, OH
City of Miami Beach, FL	Township of Mad River, Champaign County, OH
City of Union City, CA	Village of Greenhills, OH
City of San Diego, CA	County of Stark, OH
City of Barnesville, MN	County of Mahoning, OH
City of Dayton, OH	City of New Albany, OH
Township of Millburn, Essex County, NJ	City of Streetsboro, OH
City of St. Petersburg, FL	Village of Ashville, OH
Town of West Warwick, RI	Northwest Local School District, OH
City of Brea, CA	County of Lucas, OH
Arvin Union School District, CA	Township of Marlboro, Stark County, OH
City of West University Place, TX	Township of Scioto, Pickaway County, OH
San Dieguito Water District, CA	City of Eastlake, OH

Poway Unified School District, CA	Reading Cmnty City School District, OH
County of Montgomery, PA	Township of Pleasant, Logan County, OH
Village of Woodridge, IL	Township of Beaver, Mahoning County, OH
City of Seaside, CA	Township of Catawba Island, Ottawa County, OH
City of Hawthorne, CA	Township of Danbury, Ottawa County, OH
County of Kauai, HI	Clearview Local School District, OH
City of Minneapolis, MN	Township of Auglaize, Allen County, OH
City of Torrance, CA	Township of Russell, Geauga County, OH
County of Thurston, WA	Township of Liberty, Delaware County, OH
City of Oak Harbor, WA	Township of Clearcreek, Warren County, OH
City of Rancho Palos Verdes, CA	Village of Burbank, OH
City of Fort Lauderdale, FL	Township of Beavercreek, Greene County, OH
County of St. Louis, MN	Township of Washington, Stark County, OH
City of Monterey Park, CA	City of Montgomery, OH
Town of North Hempstead, NY	Wayne Local School District, OH
Borough of West Homestead, PA	Village of New Richmond, OH
City of Redlands, CA	Township of Liberty, Butler County, OH
City of Lewiston, ID	Northwestern Local School District, OH
City of Richfield, MN	City of New York, NY
City of Sherwood, OR	City of Jersey City, NJ
City of Rockport, TX	City of Newark, NJ

City of Santa Cruz, CA	Westlake City Schools, OH
County of San Joaquin, CA	Southeastern Local School District, OH
City of Miami Gardens, FL	Centerville Washington Park, OH
Salinas Valley Solid Waste Authority, CA	New Albany-Plain Local, OH
City of Rocklin, CA	Anderson Township Park, OH
City of West Covina, CA	Village of Oak Hill, OH
City of St. Helena, CA	Township of Jackson, Jackson County, OH
City of Tracy, CA	City of Clayton, OH
Township of South Orange Village, Essex County, NJ	Village of Russells Point, OH
Village of Whitesboro, NY	Jackson City School District, OH
City of Santa Monica, CA	Village of Milledgeville, OH
City of New Haven, CT	Township of Violet, Fairfield County, OH
County of Scurry, TX	Franklin Monroe Local School District, OH
County of Scott, MN	City of Bexley, OH
City of Irvine, CA	City of Cuyahoga Falls, OH
City of Tyler, TX	Perry Local School District
City of Santa Clarita, CA	Village of Johnstown, OH
Town of Yountville, CA	Township of Bath, Greene County, OH
City of Cupertino, CA	City of Lakewood, OH
City of La Mesa, CA	City of Grandview Heights, OH
Town of Red River, NM	City of Lakewood, OH

Account Name	Implementation Date	Implementation Status
Central Ohio Technical College	3/9/16	Data Validation
City of East Liverpool, OH	1/26/16	Data Validation
County of Clinton, OH	1/27/16	Data Validation
County of Erie, OH	1/19/16	Data Validation
County of Knox, OH	2/5/16	Data Validation
Cuyahoga Falls City School District, OH	2/14/16	Data Validation
Cuyahoga Falls Library, OH	2/18/16	Data Validation
Everest High School	3/21/16	Data Validation
Leetonia Ex Vlg School District, OH	3/9/16	Data Validation
Metro Regional Transit Authority (Akron), OH	1/18/16	Data Validation
Nelsonville-York City School District, OH	1/27/16	Data Validation
Norwood City School District, OH	3/15/16	Data Validation
Salem City School District, OH	1/20/16	Data Validation
Solon City School District, OH	2/1/16	Data Validation
Stow-Munroe Falls City School District, OH	1/31/16	Data Validation
Stow-Munroe Falls Public Library, OH	3/14/16	Data Validation
Tipp City Ex Vlg School District, OH	2/3/16	Data Validation
Toledo Area Metropolitan Park, OH	2/8/16	Data Validation
Township of Jackson, Franklin County, OH	3/22/16	Data Validation

Township of Springfield, Gallia County, OH	1/26/16	Data Validation
Village of Amesville, OH	2/2/16	Data Validation
Village of Kirtland Hills, OH	2/10/16	Data Validation
Village of Proctorville, OH	2/19/16	Data Validation
Beavercreek Local School District, OH	3/8/16	GE Reviewing
City of Chardon, OH	1/18/16	GE Reviewing
City of Cincinnati, OH	1/25/16	GE Reviewing
City of Kenton, OH	1/31/16	GE Reviewing
Cleveland Metropolitan School District, OH	1/21/16	GE Reviewing
Columbus City School District, OH	3/17/16	GE Reviewing
County of Cuyahoga, OH	1/23/16	GE Reviewing
County of Fairfield, OH	1/25/16	GE Reviewing
County of Montgomery, OH	1/25/16	GE Reviewing
County of Ottawa, OH	1/20/16	GE Reviewing
East Cleveland Public Library, OH	3/19/16	GE Reviewing
Granville Ex Vlg School District, OH	2/12/16	GE Reviewing
Lakeland Academy Community	2/18/16	GE Reviewing
Lorain Educational Service Center, OH	3/7/16	GE Reviewing
Massillon City School District, OH	2/15/16	GE Reviewing
Port Clinton City School District, OH	2/17/16	GE Reviewing
Southwest Local School District, OH	2/17/16	GE Reviewing

Township of Alexander, Athens County, OH	1/25/16	GE Reviewing
Township of Bethel, Miami County, OH	2/26/16	GE Reviewing
Township of Bratton, Adams County, OH	2/15/16	GE Reviewing
Township of Cedarville, Greene County, OH	1/25/16	GE Reviewing
Township of Claridon, Geauga County, OH	2/18/16	GE Reviewing
Township of Elizabeth, Lawrence County, OH	2/29/16	GE Reviewing
Township of Franklin, Adams County, OH	2/12/16	GE Reviewing
Township of Green, Adams County, OH	2/14/16	GE Reviewing
Township of Hamilton, Jackson County, OH	2/22/16	GE Reviewing
Township of Liberty, Jackson County, OH	2/26/16	GE Reviewing
Township of Madison, Clark County, OH	3/8/16	GE Reviewing
Township of Meigs, Adams County, OH	2/15/16	GE Reviewing
Township of Nimishillen, Stark County, OH	2/9/16	GE Reviewing
Township of Orange, Delaware County, OH	2/2/16	GE Reviewing
Township of Symmes, Hamilton County, OH	1/27/16	GE Reviewing
Township of Walnut, Fairfield County, OH	2/11/16	GE Reviewing
Township of Waterloo, Athens County, OH	3/9/16	GE Reviewing
Township of West Chester, Butler County, OH	2/1/16	GE Reviewing
Tuslaw Local School District, OH	3/15/16	GE Reviewing
Village of Camden, OH	1/18/16	GE Reviewing
Village of Catawba, OH	2/5/16	GE Reviewing

Village of Coal Grove, OH	2/19/16	GE Reviewing
Village of Haskins, OH	1/22/16	GE Reviewing
Village of Mount Orab, OH	2/2/16	GE Reviewing
Village of Octa, OH	3/8/16	GE Reviewing
Village of Ottawa, OH	1/27/16	GE Reviewing
Village of Scio, OH	2/13/16	GE Reviewing
Village of Spring Valley, OH	1/27/16	GE Reviewing
Village of West Union, OH	1/19/16	GE Reviewing
Youngstown City School District, OH	2/16/16	GE Reviewing
Alamo Area Council of Governments, TX	3/23/16	In Progress
ASI at Cal State Fullerton	3/11/16	In Progress
Borough of Kodiak Island, AK	2/25/16	In Progress
California High-Speed Rail Authority, CA	3/15/16	In Progress
California Office of Statewide Health and Planning Department	2/9/16	In Progress
California State University Channel Islands	3/22/16	In Progress
Caltrain	2/25/16	In Progress
Charter Township of Plainfield, MI	3/14/16	In Progress
Chehalem Park and Recreation District, OR	2/28/16	In Progress
Cincinnati City School District, OH	1/31/16	In Progress
City of Annapolis, MD	3/16/16	In Progress
City of Apache Junction, AZ	2/17/16	In Progress

City of Arden Hills, MN	2/24/16	In Progress
City of Arnold, MO	3/18/16	In Progress
City of Arroyo Grande, CA	2/8/16	In Progress
City of Astoria, OR	2/17/16	In Progress
City of Beaumont, CA	3/18/16	In Progress
City of Big Bear Lake, CA	3/29/16	In Progress
City of Blaine, MN	3/2/16	In Progress
City of Broken Arrow, OK	3/29/16	In Progress
City of Brownsville, TX	3/22/16	In Progress
City of Bryan, TX	1/25/16	In Progress
City of Bryant, AR	2/26/16	In Progress
City of Buena Park, CA	2/15/16	In Progress
City of Burbank, CA	3/23/16	In Progress
City of Burleson, TX	3/10/16	In Progress
City of Burnsville, MN	1/25/16	In Progress
City of Carpinteria, CA	3/18/16	In Progress
City of Cathedral City, CA	3/31/16	In Progress
City of Cerritos, CA	3/21/16	In Progress
City of Conway, AR	3/22/16	In Progress
City of Cortland, NY	2/23/16	In Progress
City of Dallas, OR	3/1/16	In Progress

City of Danbury, CT	3/23/16	In Progress
City of Delray Beach, FL	2/5/16	In Progress
City of Detroit, MI	2/18/16	In Progress
City of Edmond, OK	3/29/16	In Progress
City of El Campo, TX	3/23/16	In Progress
City of Elgin, TX	3/9/16	In Progress
City of Englewood, CO	2/1/16	In Progress
City of Fairfax, VA	1/20/16	In Progress
City of Fargo, ND	2/22/16	In Progress
City of Findlay, OH	3/15/16	In Progress
City of Fishers, IN	3/21/16	In Progress
City of Flagstaff, AZ	2/18/16	In Progress
City of Fort Pierce, FL	1/25/16	In Progress
City of Fresno, CA	2/15/16	In Progress
City of Goddard, KS	1/25/16	In Progress
City of Grand Junction, CO	3/23/16	In Progress
City of Green River, WY	3/30/16	In Progress
City of Half Moon Bay, CA	3/15/16	In Progress
City of Hapeville, GA	3/7/16	In Progress
City of Harker Heights, TX	3/7/16	In Progress
City of Healdsburg, CA	3/22/16	In Progress

City of Hermiston, OR	2/2/16	In Progress
City of Hermosa Beach, CA	2/10/16	In Progress
City of Hesperia, CA	1/25/16	In Progress
City of Hewitt, TX	2/5/16	In Progress
City of Hillsboro, OH	1/31/16	In Progress
City of Hollywood, FL	3/23/16	In Progress
City of Imperial, CA	2/24/16	In Progress
City of Independence, IA	3/1/16	In Progress
City of Ivins, UT	3/8/16	In Progress
City of Jacksboro, TX	1/29/16	In Progress
City of Jackson, MS	3/17/16	In Progress
City of Keene, NH	2/17/16	In Progress
City of La Marque, TX	3/23/16	In Progress
City of La Porte, IN	3/21/16	In Progress
City of Lakeland, FL	2/26/16	In Progress
City of Long Beach, NY	3/15/16	In Progress
City of Los Alamitos, CA	2/10/16	In Progress
City of Mansfield, OH	2/14/16	In Progress
City of Manvel, TX	1/31/16	In Progress
City of Marshall, TX	3/22/16	In Progress
City of Mauston, WI	2/25/16	In Progress

City of McDonough, GA	1/31/16	In Progress
City of Middletown, OH	3/1/16	In Progress
City of Moorpark, CA	2/2/16	In Progress
City of Murphy, TX	2/18/16	In Progress
City of Napa, CA	4/5/16	In Progress
City of National City, CA	1/27/16	In Progress
City of Noblesville, IN	3/23/16	In Progress
City of Orinda, CA	3/21/16	In Progress
City of Palmetto, FL	3/17/16	In Progress
City of Pampa, TX	3/5/16	In Progress
City of Pascagoula, MS	3/23/16	In Progress
City of Pensacola, FL	3/23/16	In Progress
City of Petersburg, VA	3/21/16	In Progress
City of Plymouth, MN	1/18/16	In Progress
City of Pompano Beach, FL	3/21/16	In Progress
City of Portland, TX	3/20/16	In Progress
City of Rio Hondo, TX	3/2/16	In Progress
City of Rio Rancho, NM	2/9/16	In Progress
City of Rittman, OH	3/18/16	In Progress
City of Robbinsdale, MN	3/22/16	In Progress
City of Rochester, MN	3/23/16	In Progress

City of Rockland, ME	3/22/16	In Progress
City of Rosemount, MN	3/23/16	In Progress
City of Roswell, NM	3/25/16	In Progress
City of Rowlett, TX	3/23/16	In Progress
City of Sacramento, CA	3/29/16	In Progress
City of Safety Harbor, FL	2/16/16	In Progress
City of San Bernardino, CA	3/23/16	In Progress
City of San Jacinto, CA	2/15/16	In Progress
City of San Leandro, CA	3/31/16	In Progress
City of San Marcos, TX	2/26/16	In Progress
City of San Pablo, CA	3/21/16	In Progress
City of San Rafael, CA	4/7/16	In Progress
City of Sand City, CA	2/16/16	In Progress
City of Santa Ana, CA	2/5/16	In Progress
City of Santa Fe, NM	2/5/16	In Progress
City of Scottsdale, AZ	3/14/16	In Progress
City of Seal Beach, CA	2/25/16	In Progress
City of Socorro, TX	1/25/16	In Progress
City of South El Monte, CA	2/17/16	In Progress
City of South Pasadena, CA	2/2/16	In Progress
City of South San Francisco, CA	3/29/16	In Progress

City of Southlake, TX	3/21/16	In Progress
City of Stockton, CA	1/20/16	In Progress
City of Tempe, AZ	3/25/16	In Progress
City of Ukiah, CA	3/21/16	In Progress
City of University Place, WA	3/16/16	In Progress
City of Upland, CA	2/25/16	In Progress
City of Upper Arlington, OH	3/10/16	In Progress
City of Walla Walla, WA	3/23/16	In Progress
City of Waltham, MA	3/18/16	In Progress
City of Washington, UT	1/17/16	In Progress
City of Waukee, IA	3/21/16	In Progress
City of West St. Paul, MN	1/20/16	In Progress
City of Wichita Falls, TX	2/9/16	In Progress
City of Woodland, WA	2/25/16	In Progress
City of Yorba Linda, CA	3/7/16	In Progress
City of Youngstown, OH	3/19/16	In Progress
Clovis Veterans Memorial District, CA	3/16/16	In Progress
College of the Canyons, CA	5/9/16	In Progress
County of Albany, WY	3/18/16	In Progress
County of Allegheny, PA	1/20/16	In Progress
County of Auglaize, OH	3/21/16	In Progress

County of Boone, KY	3/23/16	In Progress
County of Carroll, MD	3/23/16	In Progress
County of Chester, PA	3/16/16	In Progress
County of Clark, WA	3/8/16	In Progress
County of Dallas, IA	3/23/16	In Progress
County of Dodge, MN	3/23/16	In Progress
County of Eau Claire, WI	3/22/16	In Progress
County of Garfield, CO	3/29/16	In Progress
County of Gila, AZ	1/27/16	In Progress
County of Kern, CA	1/31/16	In Progress
County of Luna, NM	4/7/16	In Progress
County of Mendocino, CA	2/19/16	In Progress
County of Merrimack, NH	3/10/16	In Progress
County of Napa, CA	3/1/16	In Progress
County of Olmsted, MN	2/9/16	In Progress
County of Osceola, FL	3/23/16	In Progress
County of Ouray, CO	2/9/16	In Progress
County of Pinellas, FL	3/21/16	In Progress
County of Placer, CA	3/23/16	In Progress
County of Pottawattamie, IA	1/20/16	In Progress
County of Prince George, VA	3/22/16	In Progress

County of San Benito, CA	3/1/16	In Progress
County of San Mateo, CA	2/26/16	In Progress
County of St. Croix, WI	3/22/16	In Progress
County of Steele, MN	4/1/16	In Progress
County of Sutter, CA	3/23/16	In Progress
County of Union, NC	3/17/16	In Progress
County of Vermilion, IL	1/27/16	In Progress
County of Yolo, CA	3/21/16	In Progress
County of Yuba, CA	3/23/16	In Progress
District of Columbia	3/22/16	In Progress
East Contra Costa Fire Protection District, CA	3/1/16	In Progress
FDNY	3/16/16	In Progress
Fundaci?n El?utera	3/16/16	In Progress
Gahanna Jefferson City School District, OH	1/27/16	In Progress
Kansas City, Kansas Public Schools	3/23/16	In Progress
Kinneloa Irrigation District, CA	2/26/16	In Progress
Lexington-Fayette Urban County, KY	1/20/16	In Progress
Menlo Park Fire Protection District, CA	3/21/16	In Progress
Municipality of Princeton, NJ	2/24/16	In Progress
Northern Virginia Regional Park Authority, VA	4/4/16	In Progress
Pension Board of The Town of West Warwick, RI	2/22/16	In Progress

San Mateo County Harbor District, CA	2/22/16	In Progress
Simi Valley Unified School District, CA	3/23/16	In Progress
Southern Marin Fire Protection District	2/12/16	In Progress
Springboro Community City School District, OH	2/1/16	In Progress
Tahoe City Public Utility District, CA	3/2/16	In Progress
Town of Afton, WY	1/27/16	In Progress
Town of Castle Rock, CO	3/22/16	In Progress
Town of Dewey-Humboldt, AZ	2/13/16	In Progress
Town of Fairview, TX	2/5/16	In Progress
Town of Highland Park, TX	3/31/16	In Progress
Town of Lunenburg, MA	3/1/16	In Progress
Town of Moraga, CA	4/1/16	In Progress
Town of Pilot Mountain, NC	3/22/16	In Progress
Town of Pine Bluffs, WY	3/30/16	In Progress
Town of Pinetop-Lakeside, AZ	2/25/16	In Progress
Town of Simsbury, CT	2/25/16	In Progress
Town of Sunnyvale, TX	3/1/16	In Progress
Town of Woodside, CA	2/1/16	In Progress
Town of Yucca Valley, CA	3/22/16	In Progress
Township of Montclair, Essex County, NJ	3/23/16	In Progress
Township of Mount Lebanon, PA	3/23/16	In Progress

Township of Pierce, Clermont County, OH	2/3/16	In Progress
Township of Sugarcreek, Greene County, OH	2/13/16	In Progress
Upper Arlington City School District, OH	2/5/16	In Progress
Village of Bal Harbour, FL	2/26/16	In Progress
Village of Brooklyn, MI	3/22/16	In Progress
Village of Oak Brook, IL	3/23/16	In Progress
Village of Olympia Fields, IL	3/2/16	In Progress
Village of Osceola, WI	3/11/16	In Progress
Village of Oswego, IL	3/31/16	In Progress
Village of Pleasantville, NY	3/23/16	In Progress
Village of Richton Park, IL	3/8/16	In Progress
Village of Schiller Park, IL	3/22/16	In Progress
Village of University Park, IL	2/15/16	In Progress
Water Replenishment District of Southern California	2/24/16	In Progress
West Metro Fire District, CO	3/15/16	In Progress
Wheaton Park District, IL	3/23/16	In Progress
William S Hart Union High School District, CA	3/1/16	In Progress
Osnaburg Local School District, OH	3/23/16	Intake
School Employees Retirement System, OH	3/22/16	Intake
Township of Somers, Preble County, OH	3/22/16	Intake
Village of Woodlawn, OH	3/22/16	Intake

Zac Bookman
Chief Executive Officer & Co-Founder

Zac is one of our Co-Founders and CEO. He is a graduate of Yale Law School as well as Harvard's Kennedy School of Government. He was a law clerk for the 9th Circuit Court of Appeals.
 0.1% of his time will be devoted to San Antonio

David Reeves
Chief Revenue Officer

1% of his time will be devoted to the San Antonio deployment.
 David manages all of our commercial relationships and ensures consistency throughout.

Gaurav Verma
VP, Customer Success

Gaurav is the former Chief Customer Officer at Synchplicity as well as former Sr. Director of Product at EMC.
 1% of his time will be devoted to the San Antonio deployment.

Gaurav is our VP of Customer Success. He and his team are responsible for ensuring a smooth deployment for San Antonio and ensuring on-going support.

Heather Yost
Customer Success Manager

Heather has extensive experience working in customer success in a variety of industries. She has been with OpenGov for a year.

10% of her time will be devoted to the San Antonio deployment based on the City's need.

Heather will handle the process of account management. She is responsible for working with the City in terms of adoption and answering account related issues.

Inder Sabharwal
Director of Engineering - Data

Previously Inder was the VP of engineering at Integral, a foreign exchange trading company. He has extensive experience dealing with data science and data integration.

5% of his time is devoted specifically to the San Antonio deployment although 100% of his time is devoted to the data service requirements of OpenGov.

Inder is responsible for all data related initiatives for OpenGov. This includes data science applied to San Antonio's data to make it more useable to the City as well as OpenGov's ability to allow Cities to self-upload their data in a steady stream.

Brad Snider
State Director - Texas

5% of his time will be devoted to the San Antonio deployment.
 Brad is the main point of contact through the sales process for San Antonio.

Charlie Francis
Subject Matter Expert: Government Finance

Charlie is a career government finance expert with 40+ years of experience. He was most recently the former Treasurer of Sausalito, CA.

3% of his time will be devoted to San Antonio throughout the process.

Charlie is OpenGov's subject matter expert in Government Finance. He sits between Sales, Customer Success, and Product Development to ensure every deployment runs smoothly and OpenGov has a clear understanding of the Government's financial systems and data. He has assisted in numerous custom deployments where his specialized knowledge of accounting practices has allowed for expanded use cases of OpenGov.

Alysa Zyda
Customer Success Analyst

Alysa has extensive experience working with numerous governments over her career and provides great subject matter expertise to our implementation team.

During deployment 15% of her time will be devoted to San Antonio based on the City's need.

Alysa leads our team for implementation. She is responsible for ensuring all of the data initially uploaded into our platform is done correctly. She is also responsible for ensuring the City's Chart of Accounts is correct and displayed correctly within the platform.

Alexandra Harris
On-Going Support

Alexandra has extensive experience working with

She will be available as much as the City needs her for technical support with the product.

Alexandra is responsible for on-going support of the product. If the users in San Antonio have any problems with the product she will be the point of contact.



US 20150178372A1

(19) **United States**

(12) **Patent Application Publication**
SEAL

(10) **Pub. No.: US 2015/0178372 A1**

(43) **Pub. Date: Jun. 25, 2015**

(54) **CREATING AN ONTOLOGY ACROSS
MULTIPLE SEMANTICALLY-RELATED
DATA SETS**

(52) **U.S. CL**
CPC ... G06F 17/30598 (2013.01) G06F 17/30899
(2013.01)

(71) Applicant: **OpenGov, Inc.**, Mountain View, CA
(US)

(57) **ABSTRACT**

(72) Inventor: **Matthew SEAL**, Sunnyvale, CA (US)

Embodiments presented herein disclose techniques for generating an entity pool, a hierarchical structure of related nodes that assists with classification and comparison of dissimilar data sets. To generate the entity pool, text references and metadata are collected from a public source, such as an online encyclopedia or other text source that provides dense and structured data that focuses on identified terminology. The text references are assigned similarity scores based on contextual information provided by the metadata. The text references are clustered into nodes based on similarity. Relationships between the nodes are defined based on edges generated between the nodes.

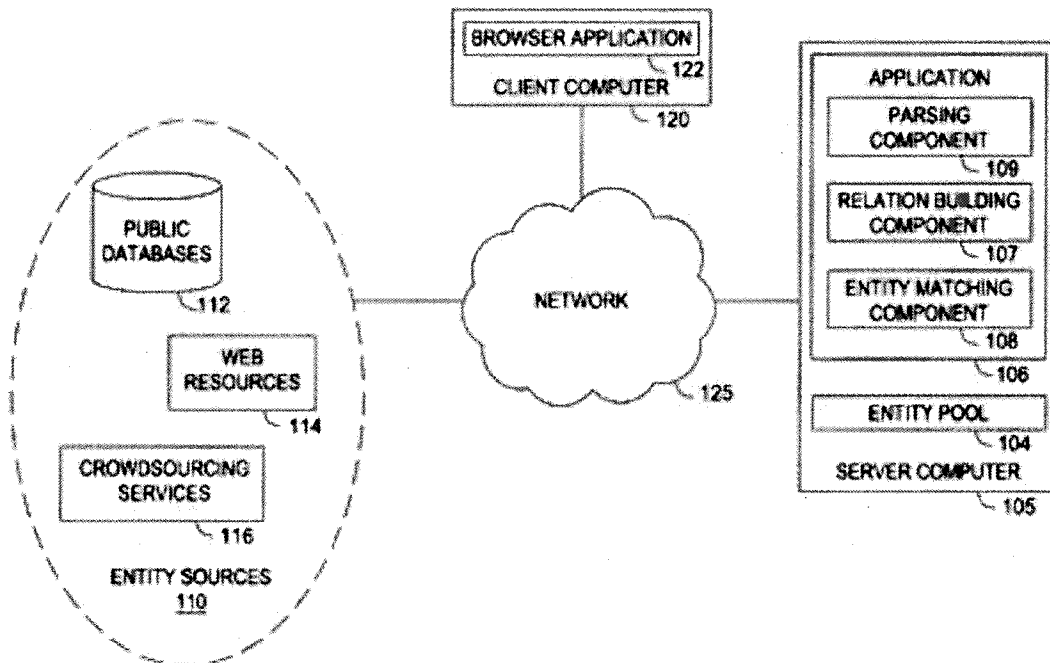
(73) Assignee: **OpenGov, Inc.**, Mountain View, CA
(US)

(21) Appl. No.: **14/134,741**

(22) Filed: **Dec. 19, 2013**

Publication Classification

(51) **Int. Cl.**
G06F 17/30 (2006.01)



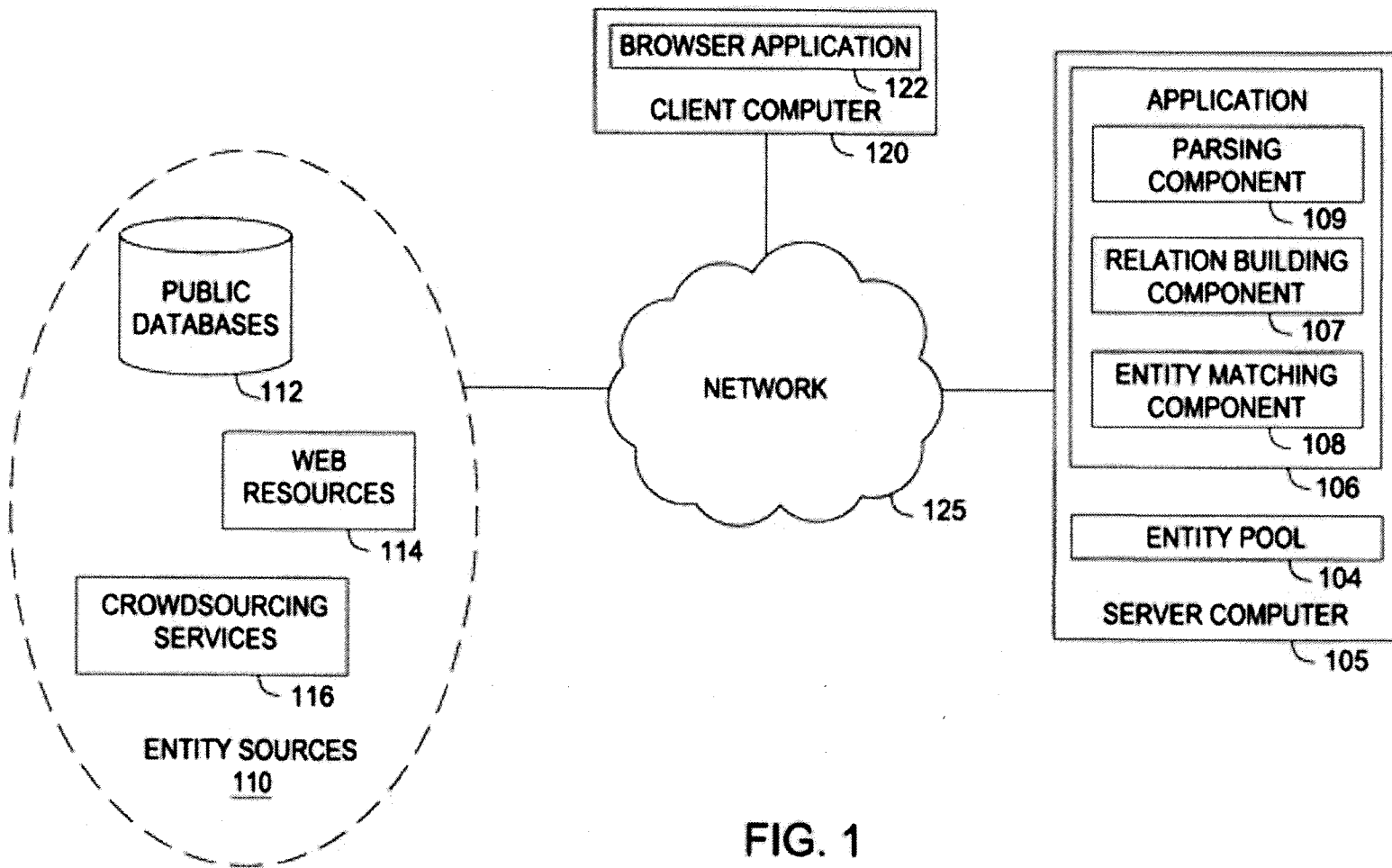
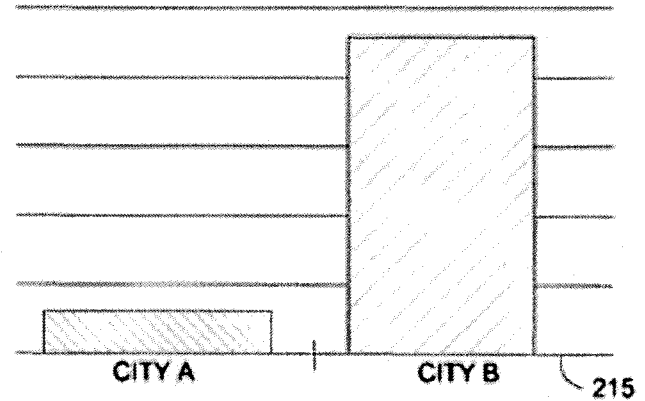
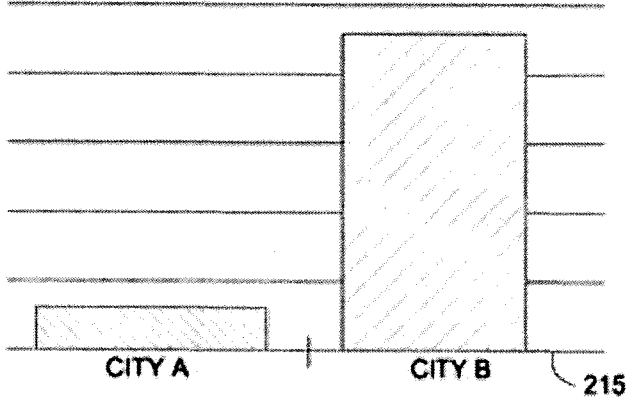


FIG. 1



<input checked="" type="checkbox"/> All Funds	<input checked="" type="checkbox"/> All Departments <input type="checkbox"/> Administration <input type="checkbox"/> City Manager <input type="checkbox"/> Human Resources <input type="checkbox"/> Community Services <input type="checkbox"/> City Manager-Media Services <input type="checkbox"/> City Attorney <input type="checkbox"/> City Clerk <input type="checkbox"/> Finance <input type="checkbox"/> Community Development <input type="checkbox"/> Public Works <input checked="" type="checkbox"/> Law Enforcement <input type="checkbox"/> Library
-----------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Choose a City: 205A
 Compare with: 207A

FIG. 2A

<input checked="" type="checkbox"/> All Funds	<input checked="" type="checkbox"/> All Departments <input type="checkbox"/> Administration <input type="checkbox"/> Legislative <input type="checkbox"/> Community Development <input checked="" type="checkbox"/> Public safety <div style="margin-left: 20px;"> <input checked="" type="checkbox"/> Police <input type="checkbox"/> Fire </div> <input type="checkbox"/> Public Works <input type="checkbox"/> Community Services <input type="checkbox"/> Public Utilities
-----------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Choose a City: 205B
 Compare with: 207B

FIG. 2B

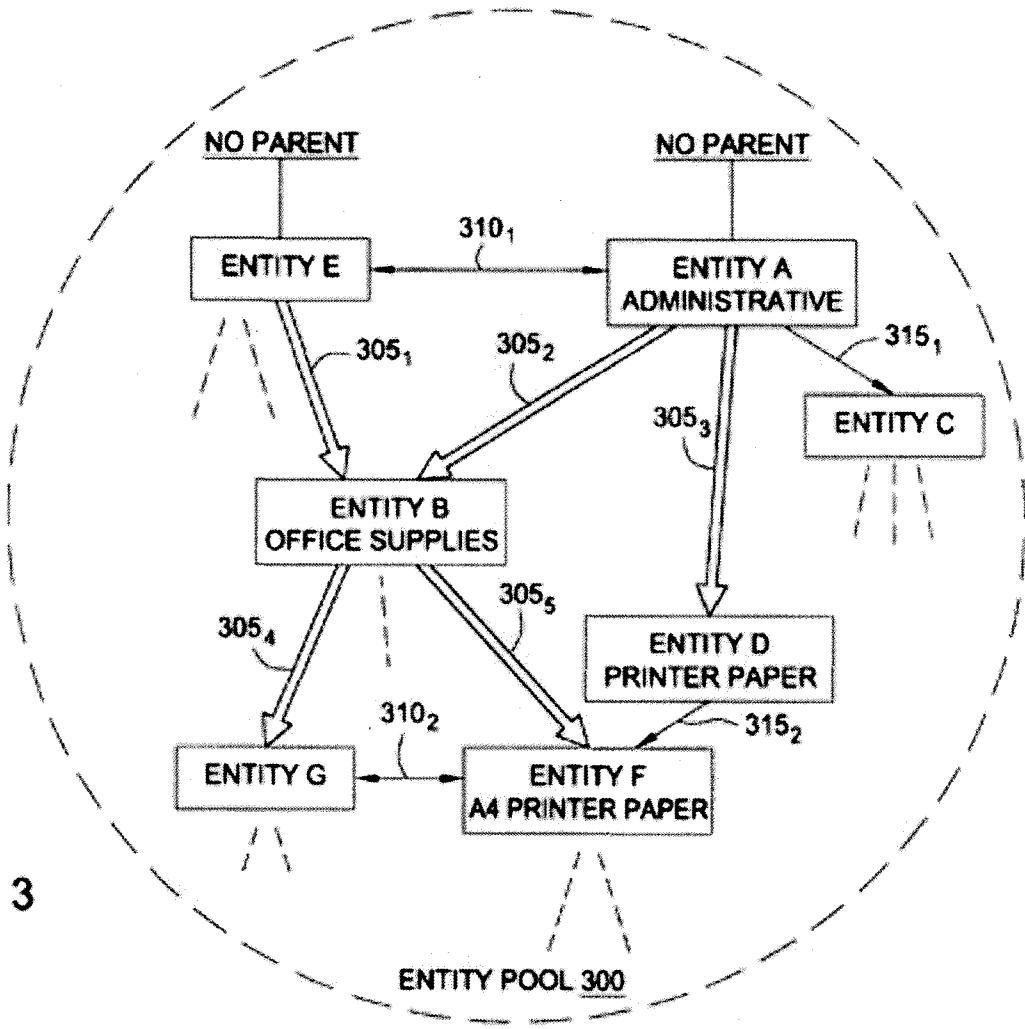


FIG. 3

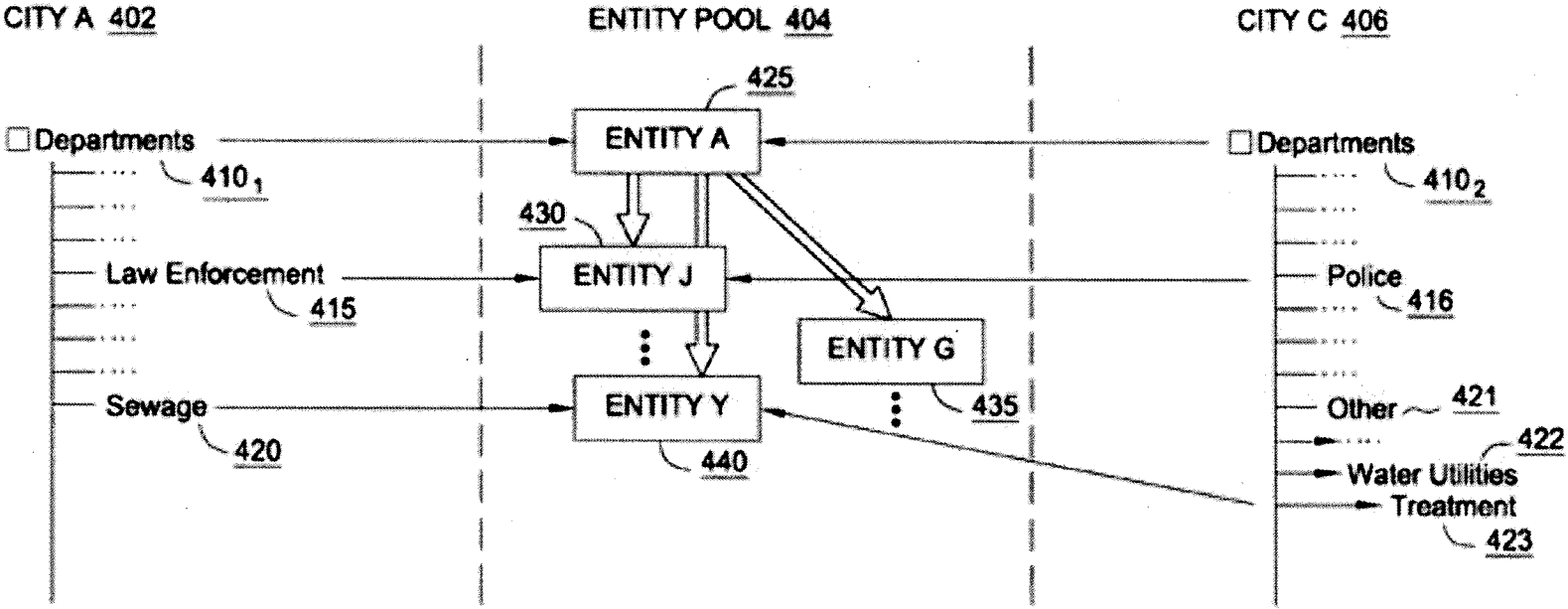


FIG. 4

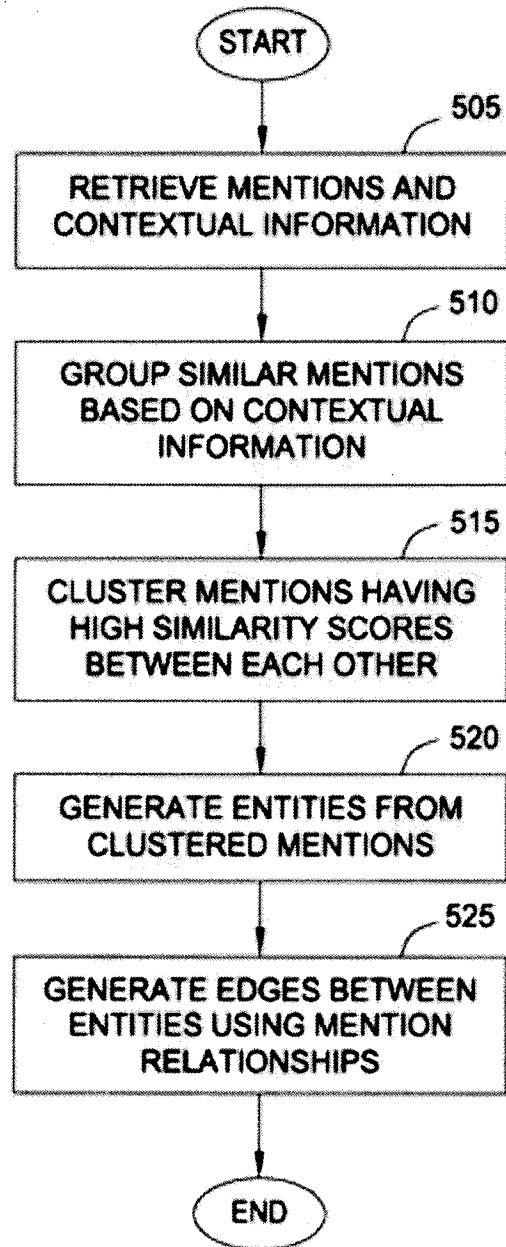


FIG. 5

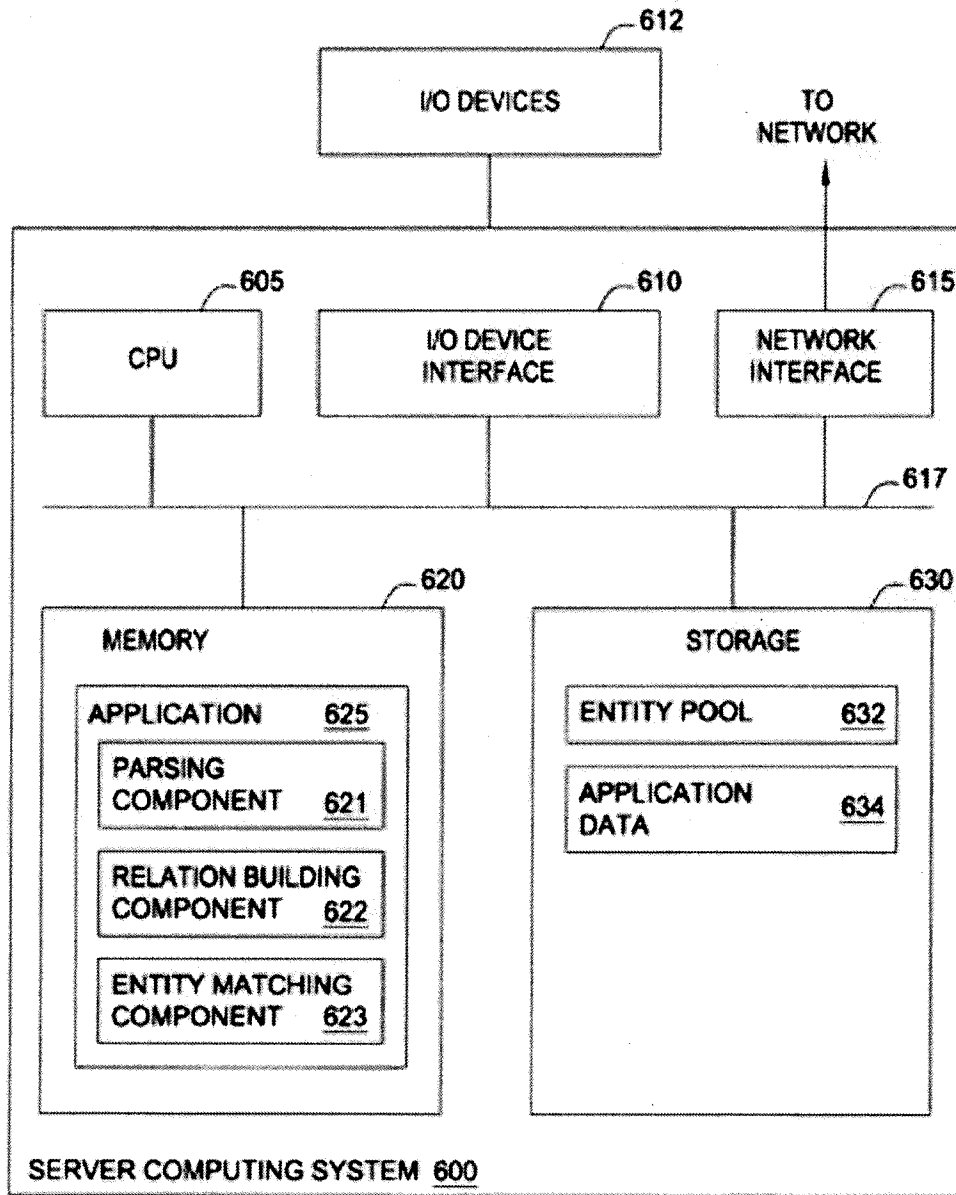


FIG. 6

CREATING AN ONTOLOGY ACROSS MULTIPLE SEMANTICALLY-RELATED DATA SETS

BACKGROUND

[0001] 1. Field

[0002] Embodiments presented herein generally relate to techniques of natural language processing, classification, and text mining. More specifically, techniques are disclosed for generating ontologies from semantically-related yet structurally dissimilar data sets.

[0003] 2. Description of the Related Art

[0004] Open data, the concept of making certain data freely available to the public, is of growing importance. For example, demand for government transparency is increasing, and in response, governmental entities are releasing a variety of data to the public. One example relates to financial transparency for governmental entities (e.g., a city or other municipality) making budgets and other finances available through data accessible to the public. Doing so allows for more effective public oversight. For example, a user may analyze the budget of a city to determine how much the city is spending for particular departments and programs. Additionally, users may compare budgetary data between different cities to determine, for example, how much other cities are spending on respective departments. This latter example is particularly useful for a department head at one city who wants to compare spending, revenue, or budgets with comparable departments in other cities.

[0005] An issue that arises in providing public access to this kind of financial data is presenting the data in a useful manner. For instance, in the previous example, budgetary data for a given city government is often voluminous. Consequently, users accessing the data may have difficulty discerning relevant information. To address such an issue, computer applications may parse and process the budgetary data in a manner that is presentable to a user (e.g., by generating graphs, charts, and other data analytics).

[0006] However, comparing such data with the budgetary data of other cities introduces additional complexities. One such complexity is resolving differently-labeled departmental entities. More specifically, departments providing the same function in two cities may use different names, making comparisons difficult. As an example, a city department that handles water sewage could be called "Sewage Processing" in one city and "Water Treatment" in another city. Another complexity is differences between organizational structures between cities. In such cases, hierarchical differences between the departments of different cities may create further issues. For example, although "Sewage Processing" may be its own department in one city, "Water Treatment" may be a sub-department of a "Public Works" department in another city. Software applications rely on natural language processing (NLP) techniques to resolve the labels into similar entities, but many current approaches require a substantial amount of preprogramming (i.e., hard-coding associations and relationships to the entities themselves). Such approaches are not scalable and are often error prone.

SUMMARY

[0007] Embodiments presented herein include a method for generating an entity pool that maps elements from multiple hierarchies to a normalized hierarchy of nodes. This

method may generally include identifying a first plurality of mentions and metadata. Each mention provides a text string. The metadata specifies hierarchical information about the corresponding mention. This method may also include grouping mentions based on a first measure of similarity. A node in an entity pool that stores each group of mentions is generated. This method may also include identifying relationships between pairs of nodes in the entity pool. Each relationship between a given pair of nodes is assigned a second measure of similarity, determined based on the mentions stored by each node of a given pair.

[0008] Other embodiments include, without limitation, a computer-readable medium that includes instructions that enable a processing unit to implement one or more aspects of the disclosed methods as well as a system having a processor, memory, and application programs configured to implement one or more aspects of the disclosed methods.

BRIEF DESCRIPTION OF THE DRAWINGS

[0009] So that the manner in which the above recited aspects are attained and can be understood in detail, a more particular description of embodiments of the invention, briefly summarized above, may be had by reference to the appended drawings.

[0010] It is to be noted, however, that the appended drawings illustrate only typical embodiments of this invention and are therefore not to be considered limiting of its scope, for the invention may admit to other equally effective embodiments.

[0011] FIG. 1 illustrates an example computing environment, according to one embodiment.

[0012] FIGS. 2A and 2B illustrate an example interface of a financial transparency application, according to one embodiment.

[0013] FIG. 3 illustrates an example of an entity pool, according to one embodiment.

[0014] FIG. 4 illustrates an example of mentions in two departmental hierarchies mapped to a common entity in an entity pool, according to one embodiment.

[0015] FIG. 5 illustrates a method for generating an entity pool, according to one embodiment.

[0016] FIG. 6 illustrates an example server computing system configured with an application configured to generate an entity pool, according to one embodiment.

DETAILED DESCRIPTION

[0017] Embodiments presented herein provide techniques for generating an ontological structure for semantically-related yet hierarchically dissimilar data sets. In one embodiment, the ontological structure may be generated by parsing public resources (e.g., online encyclopedias) for common hierarchical structures and naming conventions. After collecting this data, semantic relationships between different nouns and noun phrases are defined. Nouns (and noun phrases) with similar meanings are clustered into a node. Once clustered, hierarchical relationships between nodes are defined, creating the ontological structure. The ontological structure provides a relatively complete vocabulary and normalized hierarchical structure that allows a user to classify and analyze multiple semantically-related, yet structurally dissimilar data sets.

[0018] Consider budget data for two cities. Both cities may account for departments, funds, services, and revenues differently, while still providing comparable services and func-

tions. Departments in both cities that serve similar functions might not share the same name. For example, a "Sewage Processing" department in City A may be referred to as a "Water Treatment" department in City B. Further, the departments in each city may be located in a different tier in the corresponding chart of accounts. For example, "Water Treatment" may be a sub-department of a "Public Works" department in one city, while "Sewage Processing" is its own department in the other city. This creates difficulty for an individual in one city (e.g., a citizen, city planner, administrator, etc.) to compare the budget data of the other city.

[0019] To address this issue, techniques presented herein disclose an approach for generating an entity pool that may be used to compare data between multiple differently-structured hierarchies. In one embodiment, the entity pool is a normalized hierarchy of nodes ("entities"). Generally, an entity represents real world concepts or objects. For example, an entity may refer to a concept of a department that handles sewage treatment. Each entity is associated with one or more elements, known as "mentions." Mentions are contextualized references (often represented as nouns or noun phrases) to an entity. For example, "Sewage Processing" and "Water Treatment" are mentions that may refer to the concept of the department that handles sewage treatment. Further, the entity pool defines relationships between each entity, such as whether a given entity is a "parent" or a "child" of another entity. The entity pool maps semantically-related mentions of different hierarchies to entities in the pool, such that a mention of another hierarchy may be easily identified based on a selected mention. Doing so allows users to compare similar items across multiple data sets, even if the data sets are not structured similarly or if the items are labeled differently.

[0020] In one embodiment, techniques described herein are used by a financial transparency application which allows users to view and analyze budgetary data of state and local governments. Using the financial transparency application, the user may view the amount of money spent on various city departments. The financial transparency application may provide the user with graphs and other analytical structures for further analysis. The financial transparency application uses the entity pool to resolve elements (e.g., department names, budget line items, accounts, etc.) between different city hierarchies and present data associated with each element to the user. Of course, the techniques described herein may also be used in a variety of contexts beyond governmental entities, such as with non-profit organizations, homeowner associations, and universities.

[0021] In one embodiment, the entity pool is generated by parsing public sources (e.g., online encyclopedias, charts of accounts, and other documents where common names and hierarchies can be ascertained) to retrieve mentions and contextual information about each mention. The mentions and contextual information about the mentions (e.g., a frequency a given mention appears in the source, a location in the source where the mention is found, etc.) are used to identify common hierarchical structures and naming conventions for each city, such as structures for departments, budgets, ledgers, and revenues and expenses. Mentions having similar meanings are clustered into entities. For example, a "Law Enforcement" department of a City A and a "Police" department of a City B may be clustered to the same entity. Further, relationships between entities (such as parent-child relationships) are defined for each entity. For example, an entity mapping from

a "Parking Services" sub-department may be defined as a child of the entity associated with law enforcement.

[0022] As described below, unclustered mentions may be associated with an entity in the entity pool using natural language processing techniques. Because the entity pool is generated using such techniques, the entity pool provides a normalized vocabulary and classification structure that may be used for a variety of purposes. For example, the entity pool may be used to resolve disparities between differing hierarchies. Advantageously, users may make meaningful comparisons of dissimilar data sets of separate hierarchies.

[0023] Further, the unsupervised learning techniques described herein may be used to generate the entity pool (e.g., as opposed to supervised training techniques that rely on a significant amount of manually provided input). Advantageously, doing so allows learning on large data sets that have not been manually classified. This is particularly useful in a variety of real world contexts where data is not well-mapped to common ontologies (such as the case with governmental hierarchies). Additionally, using unsupervised learning techniques may reduce the risk of overfitting data for the entity pool, which in turn results in a structure that may reliably be scaled to evaluate multiple hierarchies.

[0024] Note, the following description relies on a financial transparency software application as a reference example for generating an entity pool and using the entity pool to resolve differences in multiple governmental organizational structures. However, one of skill in the art will recognize that embodiments are applicable in other contexts related to classifying elements of separate structural hierarchies into comparable entities. For example, embodiments may be used to generate an entity pool used to compare and analyze disclosed earnings data between competing business organizations. An application may retrieve annual reports from websites of business organizations and parse the reports for semantic data to generate the pool. As another example, embodiments may be used to generate an entity pool used to compare other, non-financial metrics between local governments, such as crime statistics, where each city uses a different set of descriptions for classifying crime or characterizing statistics.

[0025] FIG. 1 illustrates an example computing environment 100, according to one embodiment. As shown, the computing environment 100 includes a server computer 105. The server computer 105 may be a physical computing system (e.g., a system in a data center) or a virtual computing instance executing within a computing cloud. In one embodiment, the server computer 105 hosts a financial transparency application 106. The application 106 allows a user (e.g., an administrator, city planner, citizen, etc.) to browse budget data of different state and local governments.

[0026] For example, users of application 106 may retrieve budget data for multiple cities and compare expenditures between specific departments of each city. For instance, assume the user wants to compare City A's expenditures on its "Auditor-Controller" department relative to how much City B is spending for comparable functions and services. In such a case, the user, e.g., through an interface on a client computer 120, may select "City A" and "Auditor-Controller," and then also select "City B." The application 106 receives the data selections and iterates through an entity pool 104 to identify an entity corresponding to the selection of "Auditor-Controller" in City A. After identifying the entity associated with "Auditor-Controller" for City A, the application 106

iterates through the City B hierarchy to identify a corresponding entity. Doing so allows the application 106 to identify a budget item in City B that corresponds to the "Auditor-Controller" item in the City A budget (even though City B may label the budget item with a different name, such as "Accounting"). Once resolved, the application 106 retrieves budget item data corresponding to both departments and returns the data to the client computer 120.

[0027] In one embodiment, entity pool 104 provides a group of objects, also referred to as "entities" and relationships between such entities. The entities themselves are groups of strings, referred to as "mentions." Each mention is associated with an entity in the entity pool 104. A "mention" may also include contextual information relevant to associating the mention to an entity. In the previous example, "Auditor-Controller" and "Accounting" are mentions that refer to a departmental entity serving a similar accounting function.

[0028] The application 106 generates the entity pool 104 based on various entity sources 110. Such entity sources 110 may include documents from public databases 112, such as charts of accounts from different cities. Other entity sources 110 may include web resources 114, such as online encyclopedias. Another example of an entity source 110 is a crowdsourcing service 116, such as the Amazon Mechanical Turk.

[0029] A parsing component 109 may iterate through web services 114 (or other documents from public databases 112) to scrape mentions and relevant contextual information (e.g., the frequency upon which the mention appears, the location of the mention in the resource, other words adjacent to the mention, and so on). After parsing web resources 114, a relation building component 107 determines relationships between mentions based on the contextual information collected from the web resources 114. The relation building component 107 then clusters related mentions, which results in a relationship graph populated with mentions connected to each other by weighted edges. The relation building component 107 further associates the mentions with entities based on similarity scores determined from the weighted edges. Doing so results in the entity pool 104. Given contextual information corresponding to mentions associated with certain entities, the relation building component 107 may identify relationships (e.g., parent-child relationships) between the entities.

[0030] The financial transparency application 106 uses an entity matching component 108 to identify corresponding entities in a relationship set within the entity pool 104.

[0031] Note, even if a given mention is absent in a generated entity pool, the relation building component 107 may still map the mention to an entity if semantically-related mentions are already present in the entity pool. In such a case, an ontology may act as a thesaurus for some mentions. For example, assume a mention of "Law Enforcement" is not in the entity pool, and that "Police" is present in the entity pool. In such a case, the financial transparency application 106 may use natural language processing techniques to match to "Police" and "Law Enforcement."

[0032] Additionally, the relation building component 107 may be configured to receive feedback from crowdsourcing services 116. Generally, a crowdsourcing service 116 uses input from a large network of human contributors to solve a particular problem. An organization (a "crowdsourcer") broadcasts a problem to a group of unknown users (a "crowd"). In response, the crowd submits solutions to the crowdsourcer. One example of a crowdsourcing service 116

includes the Amazon Mechanical Turk. After the parsing component 109 retrieves mentions from entity sources 110, the mentions may be sent to a crowdsourcing service 116. The crowdsourcing service 116 may be used to group mentions into entities and identify other mentions that belong to the entities. The crowdsourcing service 116 may be used to identify hierarchical relationships between the entities. Additionally, the crowdsourcing service 116 may be used to refine existing relationships. For example, the crowdsourcing service may determine whether a certain mention is accurately mapped to a given entity (and potentially identify a more suitable mapping if not).

[0033] FIG. 1 illustrates merely one possible configuration of the embodiments and should not be construed as limiting. For example, the parsing component 109, relation building component 107, and entity matching component 108 may be executed as separate applications on one or more server computers. Further, the components may be executed as applications separate from the financial transparency application 106. The financial transparency application 106 may access the entity pool 104 without any information of how the entity pool 104 was generated.

[0034] FIGS. 2A and 2B illustrate an example interface of a financial transparency application, according to one embodiment. As described, the financial transparency application allows users to evaluate comparable financial and budgetary data related to different cities. A user may select a city by clicking on a dropdown box 205. Once selected, the application may display financial information, grouped by department on a graph 215 on the interface. The financial information presented may correspond to the accounting and budget structure of the city (e.g., funds, departments, projects, and revenues and expenses, etc.). Further, the user may compare the budgets of other cities with the currently selected one (City A). To do so, the user selects another city by clicking on the dropdown box 207. As a default, the financial transparency application may present budget data corresponding to all departmental funds. To refine the selection, the user may filter departments displayed on graph 215 through a filter menu 210. The department names on the filter menu correspond to the names given by the city selected in the dropdown box 205. Note that the interface may also provide the capability of comparing more than two cities.

[0035] In FIG. 2A, a user is comparing a budget for the police department entity of City A (selected from the dropdown box 205A) to a budget the police department entity of City B (selected from dropdown box 207A). Note, importantly, because the two cities may have different accounting and ledger structures, simply identifying the same line items in two budgets is not possible. Instead, in one embodiment, the financial transparency application maps the selected line items from City A to an entity pool. Once mapped, the financial transparency application identifies the best matching line item when comparing budgetary data across different cities. As shown in the filter menu 210A, the user has selected to filter results to "Law Enforcement." By filtering the results to "Law Enforcement," the graph 215 displays information relating to only the police departments in City A and City B. FIG. 2B depicts the interface where the user compares the police department entity of City B (selected from the dropdown box 205B) to the police department entity of City A (selected from dropdown box 207B). As shown in the filter menu 210B, the user has selected to filter results to "Police."

[0036] Note that the police department entities are labeled differently in City A ("Law Enforcement") and City B ("Police"). It is common for departments serving relatively identical functions to have different names across different cities. To be able to compare the two departments, the financial transparency application resolves the word selections into a common entity located in a generated entity pool that establishes mappings between word mentions and entities. Using the entity pool allows the financial transparency application to identify the corresponding department in the city whose department is being compared. After identifying the corresponding department, the financial transparency application is able to retrieve the relevant budgetary data associated with each department and present the data to the user (e.g., through graph 215).

[0037] FIG. 3 illustrates an example of an entity pool 300, according to one embodiment. The entity pool 300 maps elements of a hierarchy to nodes (entities) in the pool. More specifically, the entity pool 300 defines hierarchical relationships between entities in the pool. For example, an entity may be a child of another entity or subset of another entity. As noted, each entity itself may correspond to a collection of "mentions" and other metadata used to define a given entity. Further, the entity pool 300 defines semantic relationships between the entities. Specifically, relationships between nodes may be weighted by a similarity to one another, based on contextual information obtained from public sources. For example, although an entity associated with a "Police Department" may be an entirely separate entity associated with a "Fire Department," the relationship between the entities may nevertheless be highly weighted because both entities semantically relate to an overall "Public Safety" department.

[0038] To generate the entity pool, in one embodiment, a parsing component may scrape data from public sources, such as an online encyclopedia or other authoritative or semi-authoritative source. For example, the parsing component may evaluate an article describing a chart of accounts available in an online encyclopedia. As known, a chart of accounts is a list of accounts identifying classes of items for which money is spent or received for a given city department. A governmental entity may use the chart of accounts to organize finances by separating expenditures, revenues, assets, and liabilities of the entity. As such, the chart of accounts is a densely structured document that provides identifiable terminology and defines hierarchies within a given city.

[0039] In one embodiment, the financial transparency application parses each page to retrieve mentions and contextual information related to each mention. For example, such metadata may include a frequency of the mention appearing in the page, locations where the mention appears in the page, and descriptions of the mention. Additionally, the financial transparency application navigates through pages linked within the specified pages and collects information from the linked pages. After parsing the data, the relation building component determines relationships between mentions based on the collected phrases and contextual information.

[0040] The mentions are clustered to form a relationship graph. The relationship graph uses edges to connect nodes representing the mentions to other nodes. The edges may be weighted based on results of the clustering. Alternatively, the edges may represent arbitrary relationships that are evaluated with other relationships to generate edge weights. Doing so allows weights to represent different relationship aspects

between the nodes (e.g., to represent overlapping relationships, differences in specificity between nodes, etc.).

[0041] The relation building component determines, based on the weighted edges, similarity scores. For instance, the relation building component may generate similarity scores by evaluating any contextual or phrase information between two mentions and determining a measure of similarity. The relation building component performs clustering techniques on the mentions based on the similarity scores to create an entity pool. Each entity in the pool provides a data structure storing, collectively, the mentions and attributes of that entity. As more mentions are associated with an entity, the financial transparency pool may determine a common name for the entity from the aggregate of mentions for that entity. Further, the relation building component may identify relationships between entities. The relation building component may define relationships between departments, ledger items, fund names, etc. For example, the relation building component may determine that an entity corresponding to a "Public Works" department is frequently related to an entity corresponding to a "Sewage Treatment" department based on observed relationships between mentions collected from data sources. The relation building component may determine weights between the entities. The more data used to populate the entity pool, the more refined the entities and relationships in the entity pool become.

[0042] The financial transparency application may scrape data from other public sources to generate the entity pool 300. For instance, another public source that the financial transparency application may use is a city's chart of accounts. As noted above, a chart of accounts provides mentions corresponding to each department and other contextual information related to each mention. Further, the parsing component may scrape additional public sources in combination with other public sources. For example, data from a third-party source (e.g., an online encyclopedia) may be used to establish a "ground truth" for the entity pool 300, and the charts of accounts for different cities may later be parsed to refine each entity in the existing entity pool 300. For instance, as more contextual information is added to the entity pool from the charts of accounts (or any other source), the relation building component may further ascertain similarities or differences between existing entities. Additionally, the relation building component may split entities after identifying additional nuances between mentions associated with the entity based on further collected contextual information.

[0043] After retrieving mentions and contextual information from the sources and associating the mentions with entities, the relation building component defines the relations between entities in the entity pool 300. The relation building component may define a relation between two nodes (i.e., between two entities) based on hierarchical information and contextual information collected when retrieving each mention. As shown in FIG. 3, relationships between entities are illustrated using edges connecting nodes in the pool. The two-way arrow 305 between entities depicts overlapping entities. For example, entities E and A are depicted as overlapping entities. Entities E and A may overlap due to similarities between each other but, due to nuances between the two, are not consolidated into the same entity. The double-lined arrow 310 depicts that the entity being pointed to is a "child of" a parent entity. For example, entity B is a child-of parent entities E and A. A one-way arrow 315 depicts that an entity being pointed to is a subset of another entity. Of course, FIG. 3

depicts only a few relationships between each entity, but in practice, each entity may relate to more entities than described herein (as depicted by the dotted lines). For example, an entity can be a child of multiple entities. As another example, an entity can be a child of a certain entity as a sub-part of that entity. Generally, relationships between entities in the entity pool 300 may be inclusive (e.g., like relationships found between sets of a Venn diagram) while also allowing arbitrary relationships to be defined.

[0044] In the example of FIG. 3, entity pool 300 corresponds to line items in a city's budget. As shown, an Entity A is labeled "Administrative," Entity B is labeled "Office Supplies," Entity D is labeled "Printer Paper," and Entity F is labeled "A4 Printer Paper." Illustratively, Entities B and D are children of Entity A. Additionally, Entity F is a child of Entity B but also a subset of Entity D. The relation building component may ascertain various relationships between each entity as more data is collected.

[0045] In one embodiment, edges identifying relationships between entities may be assigned weighted measures based on the relational similarity between the entities. Such similarities may be determined using the contextual information of the mentions associated with each entity. For instance, a location of a certain mention relative to a location of another mention within a source may indicate similarity. Further, similarities may be determined using known natural language processing techniques. For instance, the relation building component may use such techniques on mentions to identify other mentions having similar semantic meaning. The financial transparency application may use the assigned weighted measures of the entities to identify a mapping of a mention in one hierarchy to a mention in another hierarchy in the event that both mentions do not match to an identical entity. For example, if a particular mention associated with a certain Entity X in a first hierarchy, and the second hierarchy has no corresponding mention associated with Entity X in the entity pool, the financial transparency application may identify another Entity Y that has a higher weight measure between Entity X relative to other entities in the entity pool. In one embodiment, if a given selection of a mention does not directly map to another mention in a second hierarchy, the financial transparency application may be configured to identify entities in the second hierarchy whose weights exceed a predetermined threshold. The financial transparency application may then prompt the user to select one of the mentions associated with the identified entities as being the mention corresponding to the selection. Alternatively, if a given selection of a mention does not directly map to another mention in the second hierarchy, the financial transparency application may be configured to generate a new Entity Z in the second hierarchy using the mention of Entity X in the first hierarchy.

[0046] FIG. 4 illustrates an example of mentions in two departmental hierarchies mapped to a common entity in an entity pool 404, according to one embodiment. As shown, City A 402 and City C 406 each provide a departmental hierarchy, with "Departments" 410_{1,2} being at the top of the hierarchy.

[0047] In this example, only the respective departments for each city's police department and sewage treatment department are shown. Specifically, City A 402 lists a "Law Enforcement" department 415 and a "Sewage" department 420, and City C 406 lists a "Police" department 416 and a "Treatment" department 423. The "Treatment" department

423 itself is nested under a "Water Utilities" department 422 which itself is nested under an "Other" categorization 421.

[0048] Each department in the departmental hierarchy of City A 402 map to an entity in entity pool 404. "Department" 410₁ maps to Entity A 425. "Law Enforcement" 415 maps to Entity J 430. "Sewage" 420 maps to Entity Y 440. Similarly, each department in the department hierarchy of City C 406 maps to an entity in entity pool 404. "Department" 410₂ maps to Entity A 425. "Police" 416 maps to Entity J 430. "Treatment" 423 maps to Entity Y 440. Illustratively, Entity A serves as a parent entity to Entity J 430, Entity G 435, and Entity Y 440.

[0049] Other departments in both City A 402 and City C 406 may map to appropriate entities in Entity Pool 404 (e.g., such as Entity G 435). Additionally, although not shown in FIG. 4, City A 402 and City C 406 themselves may be mapped to different entities.

[0050] FIG. 5 illustrates a method 500 for generating an entity pool, according to one embodiment. In this example, financial transparency application generates the entity pool using an online encyclopedia as a source. Of course, any other source that provides dense and structured data that focuses on identified terminology may also be used.

[0051] The parsing component may be configured to scan a set of "starter" pages of the online encyclopedia. For example, the "starter" pages may relate to general descriptions of finances and budgets, such as a chart of accounts. At step 505, the parsing component iterates through each of the starter pages to obtain mentions and contextual information related to the mentions. The mentions may be nouns or noun phrases. Contextual information may include the location of the mention relative to other mentions within the page, what page (or pages) that the mention is located, the frequency of the mention in within the page (or pages), and so on. Because entities are groups of mentions, each mention serves as a "starter" seed of an entity. Further, each of the given pages may contain links to other subpages. The parsing component may also iterate through each linked subpage and continue to go deeper into subpages to retrieve mentions and contextual information. The depth at which the parsing component traverses through subpages may be configured. For example, the parsing component may be configured to traverse through no deeper than two subpages.

[0052] At step 510, the relation building component groups similar mentions based on the contextual information. The relation building component determines a similarity score between each mention. As stated, the similarity score may be determined using known natural language processing techniques, in addition to contextual information of mentions. For example, a mention of "Law Enforcement" may have a higher similarity score relative to "Police" than to "Parks and Recreation."

[0053] At step 515, the relation building component clusters mentions having high similarity scores between other mentions using a clustering algorithm. In one embodiment, a greedy agglomerative clustering algorithm may be used to cluster similar mentions. This approach may produce a quality score for potential clusters that may be maximized to select a preferred clustering of mentions, which in turn results in a preferred entity. Further, the greedy agglomerative hierarchical clustering algorithm allows clusters to be scaled up or down without needing to reprocess each entity. Of course, other types of clustering algorithms may be used to varying degrees of accuracy, run-time, and supervision.

[0054] At step 520, the relation building component generates entities from the clustered mentions. Doing so results in a pool of entities. At step 525, the relation building component generates edges between the entities based on the mention relationships.

[0055] In one embodiment, a crowdsourcing service (e.g., Amazon Mechanical Turk) may further determine appropriate mappings of mentions to entities. More specifically, the financial transparency application may send current mappings of mentions to entities of the entity pool to a crowdsourcing service. The crowdsourcing service may determine whether a certain mention is accurately mapped to a given entity. If not, the crowdsourcing service may identify a more suitable mapping for an entity. Doing so provides more reliable mappings between mentions and an entity in the entity pool. For example, consider an entity pool that has several mentions associated with an entity that generally relates to law enforcement. Assume that one of the mentions associated with the entity is "Crime Prevention Education." The crowdsourcing service may determine a more appropriate entity to associate the mention (e.g., an entity related to public welfare services).

[0056] In one embodiment, the entity pool may be further refined by parsing additional sources. For example, once an entity pool is generated using an online encyclopedia, the parsing component may iterate through charts of accounts of different cities for mentions and contextual information. The relation building component may use the information collected that is specific to each city to add or separate difference entities in the entity pool.

[0057] FIG. 6 illustrates an example server computing system 600 configured with an application configured to generate an entity pool, according to one embodiment. As shown, the computing system 600 includes, without limitation, a central processing unit (CPU) 605, a network interface 615, a memory 620, and storage 630, each connected to a bus 617. The computing system 600 may also include an I/O device interface 610 connecting I/O devices 612 (e.g., keyboard, display and mouse devices) to the computing system 600. Further, in context of this disclosure, the computing elements shown in computing system 600 may correspond to a physical computing system (e.g., a system in a data center) or may be a virtual computing instance executing within a computing cloud.

[0058] The CPU 605 retrieves and executes programming instructions stored in the memory 620 as well as stores and retrieves application data residing in the storage 630. The interconnect 617 is used to transmit programming instructions and application data between the CPU 605, I/O device interface 610, storage 630, network interface 615, and memory 620. Note, CPU 605 is included to be representative of a single CPU, multiple CPUs, a single CPU having multiple processing cores, and the like. And the memory 620 is generally included to be representative of a random access memory. The storage 630 may be a disk drive storage device. Although shown as a single unit, the storage 630 may be a combination of fixed and/or removable storage devices, such as fixed disc drives, removable memory cards, or optical storage, network attached storage (NAS), or a storage area network (SAN).

[0059] Illustratively, the memory 620 includes an application 625. The application 625 itself includes a parsing component 621, a relation building component 622, and an entity matching component 623. And the storage 630 includes an

entity pool 632 and application data 634. The application 625 generally provides one or more software applications and/or computing resources accessed over a network 620 by users. More specifically, the application 625 processes budgetary data (e.g., application data 634) belonging to local governments and presents the data to a user through graphs and other analytics. The application 625 generates the entity pool 632 using existing entity sources, such as charts of accounts and other publicly available budget sources. The parsing component 621 retrieves documents from online sources and parses the documents for mentions and contextual attributes of the mentions. The relation building component 622 clusters the mentions into entities and defines relationship sets for entity. The entity matching component 623 associates relationship sets between entities. The application 625 uses the entity pool to determine mappings and classifications within a city's financial structure (e.g., budgets, funds, ledgers, and account information, etc.) to retrieve relevant application data 634.

[0060] As described, embodiments presented herein provide techniques for generating an entity pool using a variety of public sources. Advantageously, the entity pool clearly defines relationships between entities such that users may make meaningful comparisons across different data sets, despite the data sets not sharing a common organizational or hierarchical structure. Further, because the entity pool may be further refined upon providing additional hierarchies, the techniques described herein are fully scalable.

[0061] In the preceding, reference is made to embodiments of the invention. However, the invention is not limited to specific described embodiments. Instead, any combination of the following features and elements, whether related to different embodiments or not, is contemplated to implement and practice the invention. Furthermore, although embodiments of the invention may achieve advantages over other possible solutions and/or over the prior art, whether or not a particular advantage is achieved by a given embodiment is not limiting of the invention. Thus, the following aspects, features, embodiments and advantages are merely illustrative and are not considered elements or limitations of the appended claims except where explicitly recited in a claim(s). Likewise, reference to "the invention" shall not be construed as a generalization of any inventive subject matter disclosed herein and shall not be considered to be an element or limitation of the appended claims except where explicitly recited in a claim(s).

[0062] Aspects of the present invention may be embodied as a system, method or computer program product. Accordingly, aspects of the present invention may take the form of an entirely hardware embodiment, an entirely software embodiment (including firmware, resident software, micro-code, etc.) or an embodiment combining software and hardware aspects that may all generally be referred to herein as a "circuit," "module" or "system." Furthermore, aspects of the present invention may take the form of a computer program product embodied in one or more computer readable medium(s) having computer readable program code embodied thereon.

[0063] Any combination of one or more computer readable medium(s) may be utilized. The computer readable medium may be a computer readable signal medium or a computer readable storage medium. A computer readable storage medium may be, for example, but not limited to, an electronic, magnetic, optical, electromagnetic, infrared, or semiconductor system, apparatus, or device, or any suitable combination of the foregoing. More specific examples a computer

readable storage medium include: an electrical connection having one or more wires, a portable computer diskette, a hard disk, a random access memory (RAM), a read-only memory (ROM), an erasable programmable read-only memory (EPROM or Flash memory), an optical fiber, a portable compact disc read-only memory (CD-ROM), an optical storage device, a magnetic storage device, or any suitable combination of the foregoing. In the current context, a computer readable storage medium may be any tangible medium that can contain, or store a program for use by or in connection with an instruction execution system, apparatus or device.

[0064] The flowchart and block diagrams in the Figures illustrate the architecture, functionality and operation of possible implementations of systems, methods and computer program products according to various embodiments of the present invention. In this regard, each block in the flowchart or block diagrams may represent a module, segment or portion of code, which comprises one or more executable instructions for implementing the specified logical function(s). In some alternative implementations the functions noted in the block may occur out of the order noted in the figures. For example, two blocks shown in succession may, in fact, be executed substantially concurrently, or the blocks may sometimes be executed in the reverse order, depending upon the functionality involved. Each block of the block diagrams and/or flowchart illustrations, and combinations of blocks in the block diagrams and/or flowchart illustrations can be implemented by special-purpose hardware-based systems that perform the specified functions or acts, or combinations of special purpose hardware and computer instructions.

[0065] Embodiments of the invention may be provided to end users through a cloud computing infrastructure. Cloud computing generally refers to the provision of scalable computing resources as a service over a network. More formally, cloud computing may be defined as a computing capability that provides an abstraction between the computing resource and its underlying technical architecture (e.g., servers, storage, networks), enabling convenient, on-demand network access to a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management effort or service provider interaction. Thus, cloud computing allows a user to access virtual computing resources (e.g., storage, data, applications, and even complete virtualized computing systems) in "the cloud," without regard for the underlying physical systems (or locations of those systems) used to provide the computing resources. A user can access any of the resources that reside in the cloud at any time, and from anywhere across the Internet. In context of the present disclosure, the financial transparency application may be hosted on a cloud server. For example, the financial transparency application may be provided to subscribing users as a Software-as-a-Service. Further, the entity pool may be generated on cloud servers. More specifically, the financial transparency application may retrieve online sources to generate the entity pool, and the relation building component may define relationships between entities based on contextual information parsed from the online sources. Advantageously, as entity pool increases in size (e.g., as more entities are added to the entity pool), capacity to accommodate the increase may be easily provisioned to the cloud servers.

[0066] While the foregoing is directed to embodiments of the present invention, other and further embodiments of the

invention may be devised without departing from the basic scope thereof, and the scope thereof is determined by the claims that follow.

1. A computer-implemented method for generating an entity pool that maps elements from multiple hierarchies to a plurality of nodes, the method comprising:

identifying, by operating of one or more computer processors, a first plurality of mentions and metadata, wherein each mention comprises a text string and wherein the metadata comprises hierarchical information about a corresponding mention;

grouping mentions based on a first measure of similarity;

generating, for each group of mentions, a node in an entity pool; and

identifying relationships between one or more pairs of nodes in the entity pool based on the mentions stored by each node of a given pair of the nodes.

2. The method of claim 1, further comprising:

identifying a second plurality of mentions and metadata;

assigning one or more mentions of the second plurality to a first node in the entity pool; and

updating a relationship between the first node and a second node based on the mentions assigned to the first node.

3. The method of claim 1, wherein the first plurality of mentions and metadata is retrieved from a public source.

4. The method of claim 1, wherein the first plurality of mentions and metadata is retrieved from at least one chart of accounts associated with a governmental entity.

5. The method of claim 1, wherein the hierarchical information is associated with a chart of accounts and wherein the mentions correspond to items in the charts of accounts.

6. The method of claim 1, further comprising, assigning one or more mentions stored by a first node in the entity pool to a second node in the entity pool based on feedback received from a crowdsourcing service.

7. The method of claim 1, wherein the first measure of similarity is based on a first mention and a second mention having a common semantic meaning identified via an ontology.

8. The method of claim 1, wherein the first measure of similarity is based on a string comparison between the text string of a first mention and the text string of a second mention.

9. A non-transitory computer-readable storage medium storing instructions, which, when executed on a processor, performs an operation for generating an entity pool that maps elements from multiple hierarchies to a plurality of nodes, the operation comprising:

identifying a first plurality of mentions and metadata, wherein each mention comprises a text string and wherein the metadata comprises hierarchical information about a corresponding mention;

grouping mentions based on a first measure of similarity;

generating, for each group of mentions, a node in an entity pool; and

identifying relationships between one or more pairs of nodes in the entity pool based on the mentions stored by each node of a given pair of the nodes.

10. The computer-readable storage medium of claim 9, wherein the operation further comprises:

identifying a second plurality of mentions and metadata;

assigning one or more mentions of the second plurality to a first node in the entity pool; and

updating a relationship between the first node and a second node based on the mentions assigned to the first node.

11. The computer-readable storage medium of claim 9, wherein the first plurality of mentions and metadata is retrieved from a public source.

12. The computer-readable storage medium of claim 9, wherein the first plurality of mentions and metadata is retrieved from at least one chart of accounts associated with a governmental entity.

13. The computer-readable storage medium of claim 9, wherein the hierarchical information is associated with a chart of accounts and wherein the mentions correspond to items in the charts of accounts.

14. The computer-readable storage medium of claim 9, wherein the operation further comprises, assigning one or more mentions stored by a first node in the entity pool to a second node in the entity pool based on feedback received from a crowdsourcing service.

15. The computer-readable storage medium of claim 9, wherein the first measure of similarity is based on a first mention and a second mention having a common semantic meaning identified via an ontology.

16. The computer-readable storage medium of claim 9, wherein the first measure of similarity is based on a literal string comparison between the text string of a first mention and the text string of a second mention.

17. A system, comprising:

a processor and

a memory hosting an application, which, when executed on the processor, performs an operation for generating an entity pool that maps elements from multiple hierarchies to a plurality of nodes, the operation comprising:

identifying a first plurality of mentions and metadata,

wherein each mention comprises a text string and

wherein the metadata comprises hierarchical information about a corresponding mention;

grouping mentions based on a first measure of similarity,

generating, for each group of mentions, a node in an entity pool, and

identifying relationships between one or more pairs of nodes in the entity pool based on the mentions stored by each node of a given pair of the nodes.

18. The system of claim 17, wherein the operation further comprises:

identifying a second plurality of mentions and metadata; assigning one or more mentions of the second plurality to a first node in the entity pool; and

updating a relationship between the first node and a second node based on the mentions assigned to the first node.

19. The system of claim 17, wherein the first plurality of mentions and metadata is retrieved from a public source.

20. The system of claim 17, wherein the first plurality of mentions and metadata is retrieved from at least one chart of accounts with a governmental entity.

21. The system of claim 17, wherein the hierarchical information is associated with a chart of accounts and wherein the mentions correspond to items in the charts of accounts.

22. The system of claim 17, wherein the operation further comprises, assigning one or more mentions stored by a first node in the entity pool to a second node in the entity pool based on feedback received from a crowdsourcing service.

23. The system of claim 17, wherein the first measure of similarity is based on a first mention and a second mention having a common semantic meaning identified via an ontology.

24. The system of claim 17, wherein the first measure of similarity is based on a literal string comparison between the text string of a first mention and the text string of a second mention.

25. The method of claim 1, wherein the method further comprises assigning a second measure of similarity to the identified relationship between at least a first pair of the nodes.

26. The computer-readable storage medium of claim 9, wherein the operation further comprises, assigning a second measure of similarity to the identified relationship between at least a first pair of the nodes.

27. The system of claim 17, wherein the operation further comprises assigning a second measure of similarity to the identified relationship between at least a first pair of the nodes.

* * * * *



US 20150178380A1

(19) **United States**

(12) **Patent Application Publication**
SEAL

(10) **Pub. No.: US 2015/0178380 A1**
(43) **Pub. Date: Jun. 25, 2015**

(54) **MATCHING ARBITRARY INPUT PHRASES TO STRUCTURED PHRASE DATA**

(52) **U.S. Cl.**
CPC *G06F 17/30684* (2013.01); *G06F 17/2785* (2013.01)

(71) Applicant: **OpenGov, Inc.**, Mountain View, CA (US)

(72) Inventor: **Matthew SEAL**, Sunnyvale, CA (US)

(57) **ABSTRACT**

(73) Assignee: **OpenGov, Inc.**, Mountain View, CA (US)

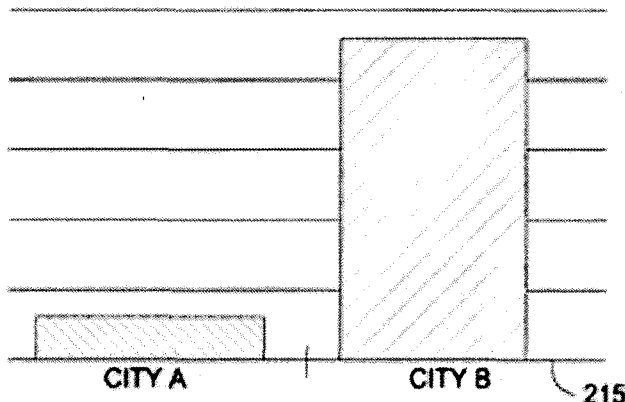
Techniques are disclosed for comparing data between dissimilar data hierarchies. Techniques provide an entity pool comprising multiple entities having established relationships and hierarchies. A user selects data from one hierarchy, and a mapping to a node in a structure that provides a normalized hierarchy is found. After identifying a node mapped to the data selection, elements corresponding to a second hierarchy that also maps to the same node (or otherwise obtained from using known natural language processing techniques) are identified. Doing so allows comparable elements of otherwise dissimilar hierarchies to be identified.

(21) Appl. No.: 14/135,100

(22) Filed: Dec. 19, 2013

Publication Classification

(51) **Int. Cl.**
G06F 17/30 (2006.01)
G06F 17/27 (2006.01)



All Funds

All Departments

- Administration
- City Manager
- Human Resources
- Community Services
- City Manager-Media Services
- City Attorney
- City Clerk
- Finance
- Community Development
- Public Works
- Law Enforcement
- Library

210A

Filter

Choose a City: City A ▼ 205A

Compare with: City B ▼ 207A

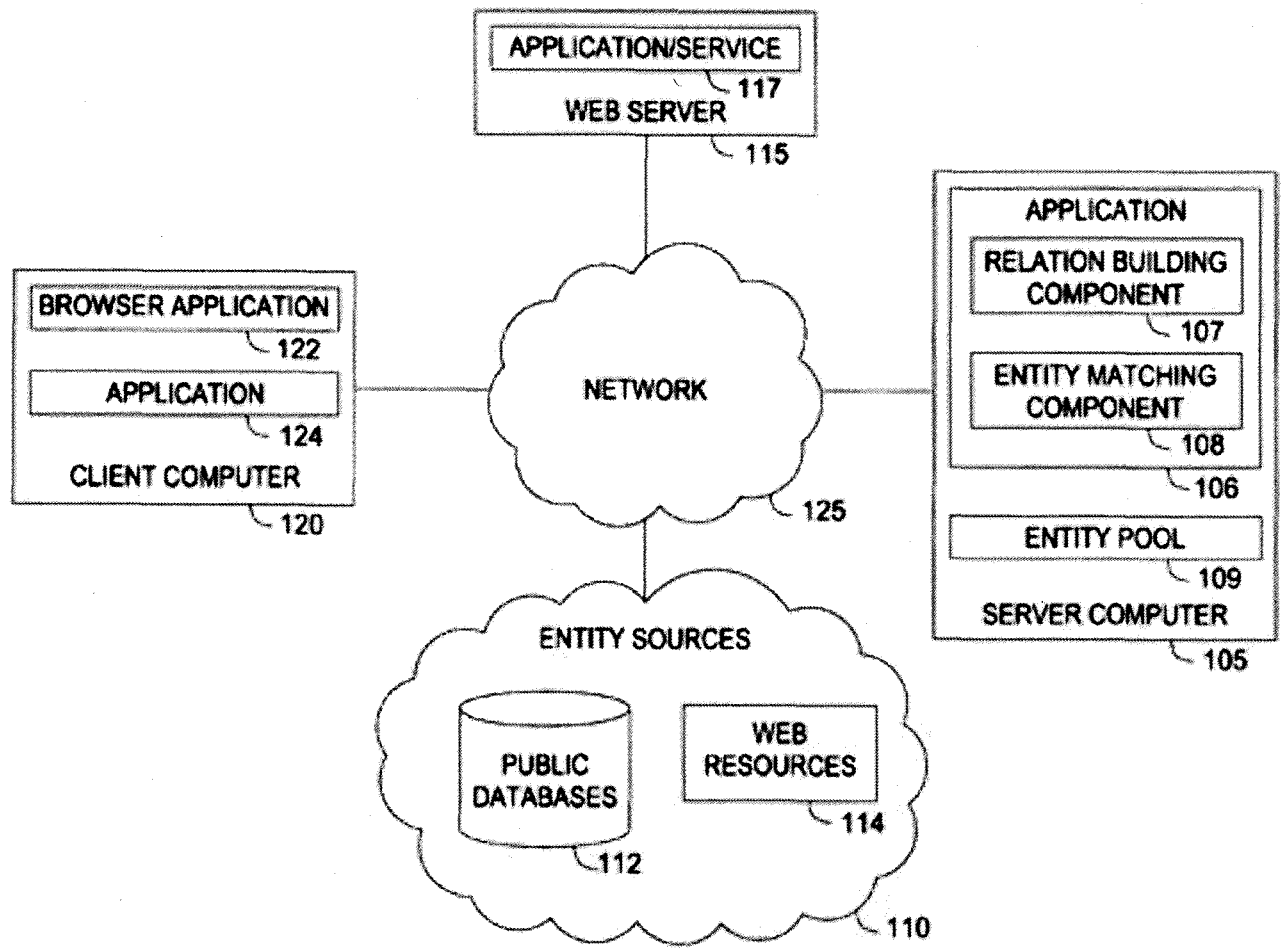


FIG. 1

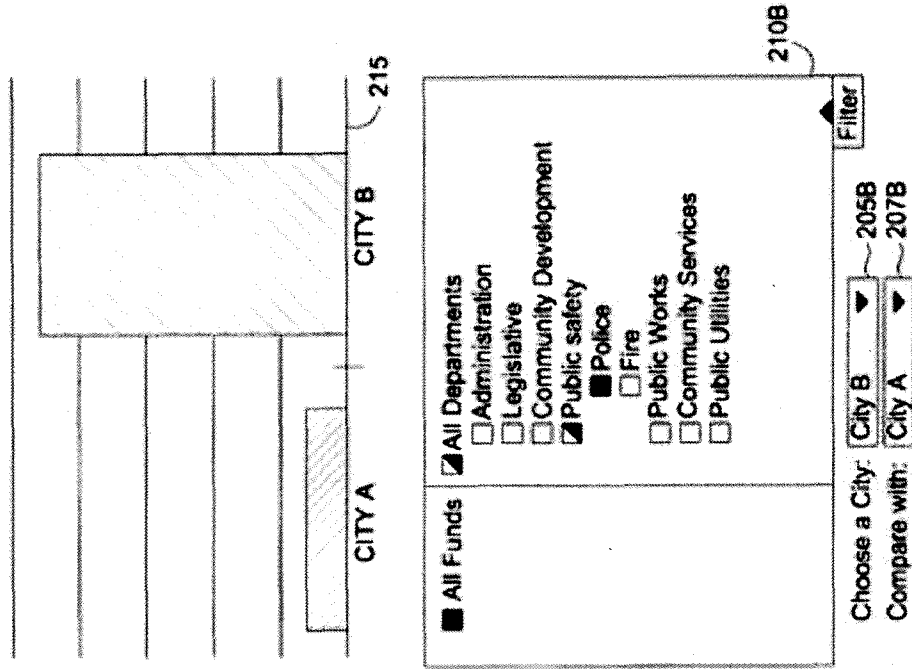


FIG. 2A

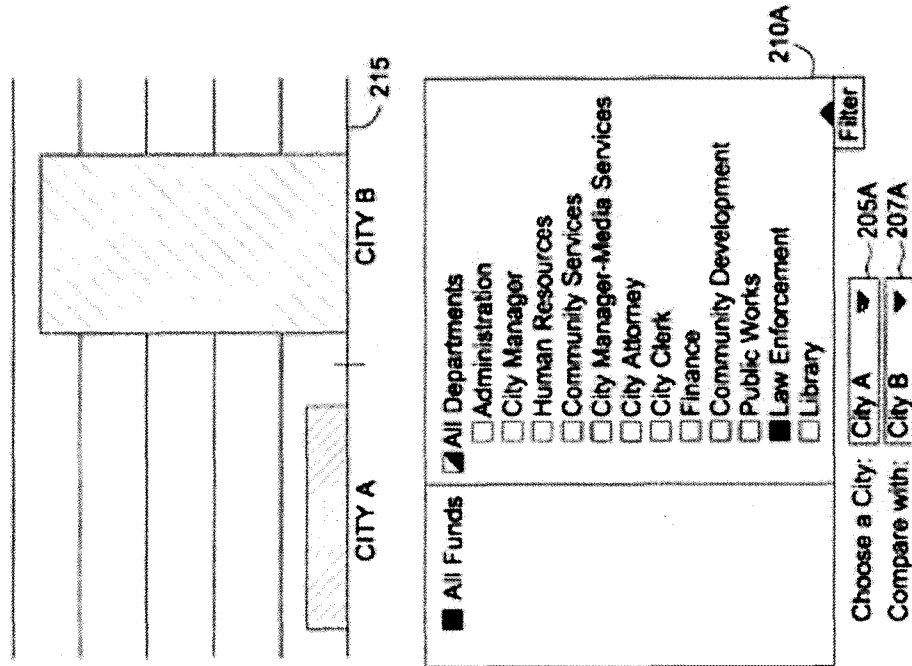


FIG. 2B

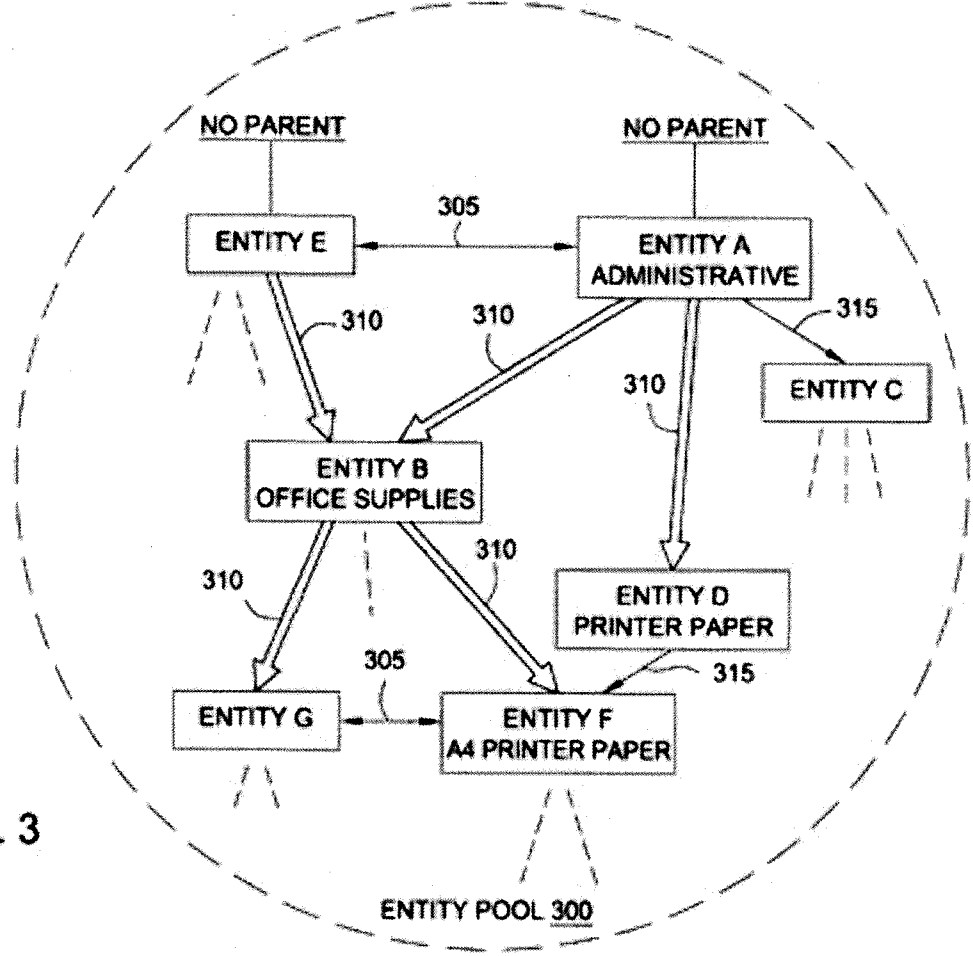


FIG. 3

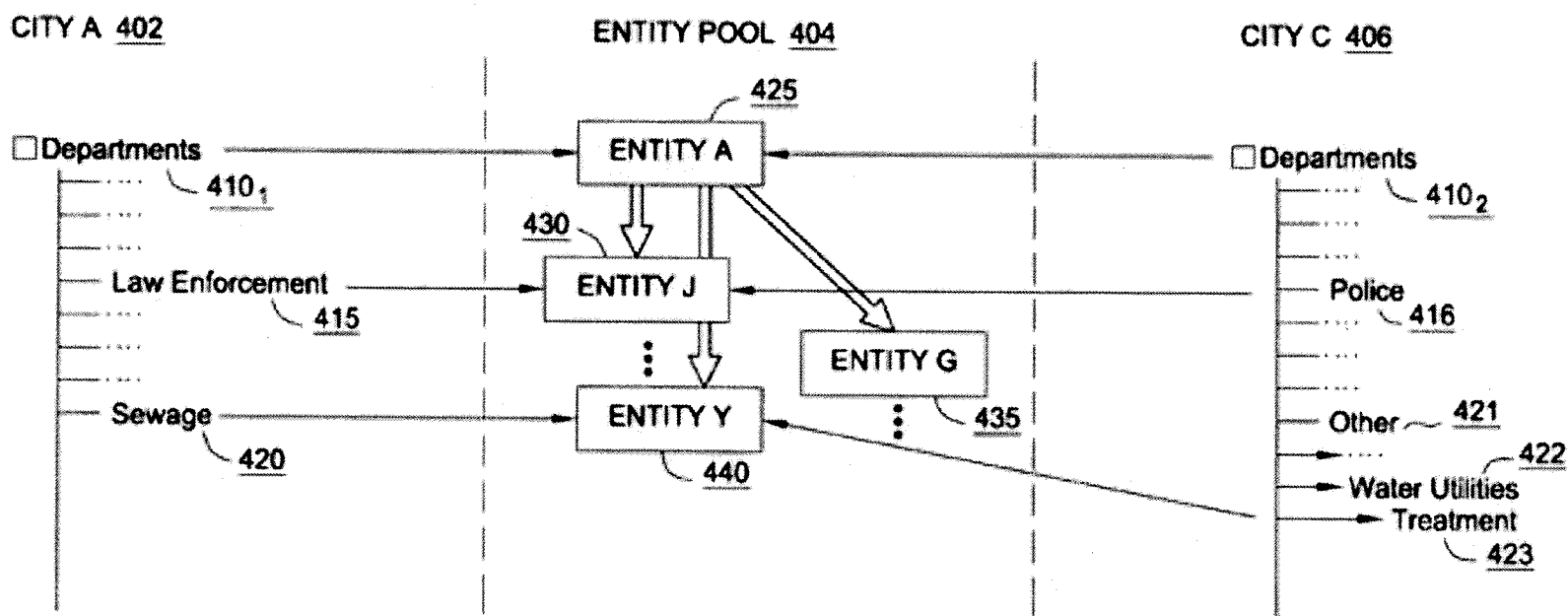


FIG. 4

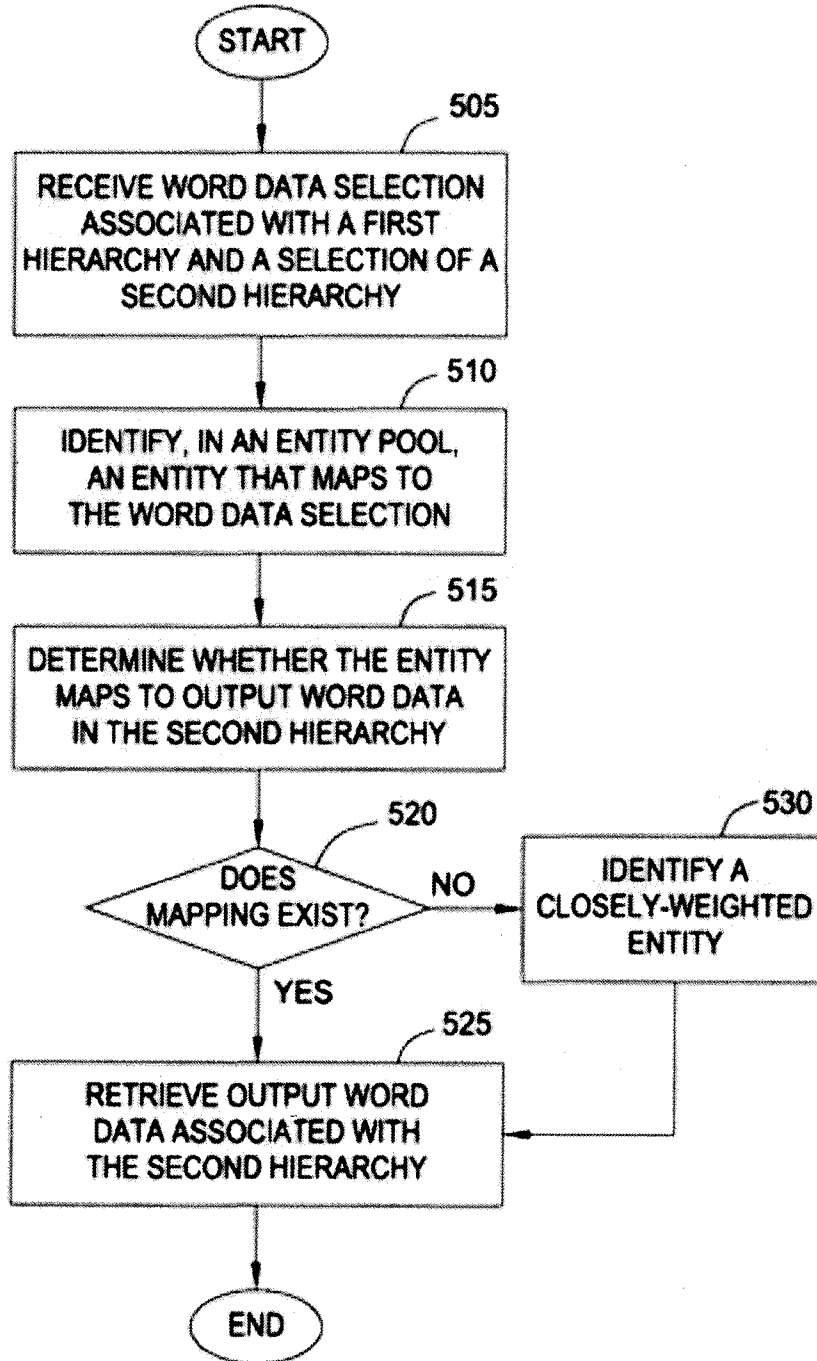


FIG. 5

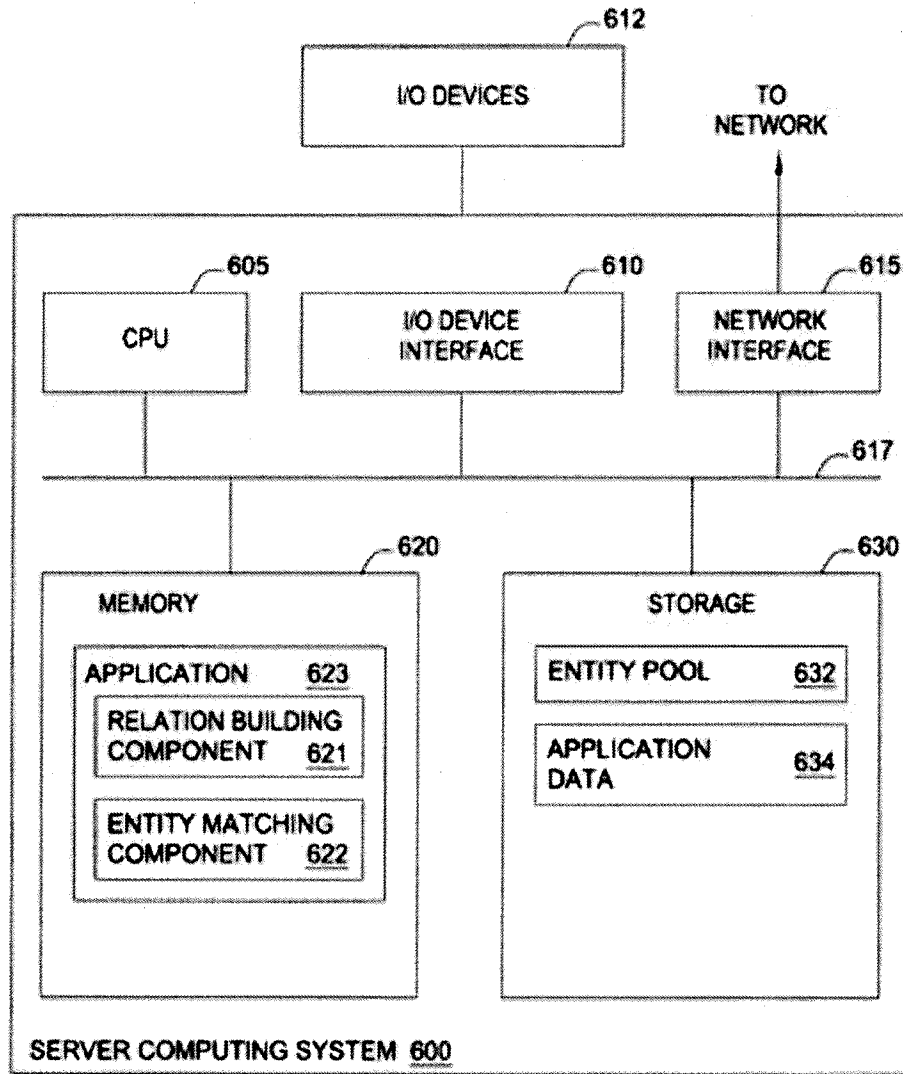


FIG. 6

MATCHING ARBITRARY INPUT PHRASES TO STRUCTURED PHRASE DATA

BACKGROUND

[0001] 1. Field

[0002] Embodiments presented herein generally relate to techniques for natural language processing, classification, and text mining. More specifically, techniques are disclosed for classifying arbitrary input phrases based on structured phrase data.

[0003] 2. Description of the Related Art

[0004] Open data, the concept of making certain data freely available to the public, is of growing importance. For example, demand for government transparency is increasing, and in response, governmental entities are releasing a variety of data to the public. One example relates to financial transparency for governmental entities (e.g., a city or other municipality) making budgets and other finances available through data accessible to the public. Doing so allows for more effective public oversight. For example, a user may analyze the budget of a city to determine how much the city is spending for particular departments and programs. Additionally, users may compare budgetary data between different cities to determine, for example, how much other cities are spending on respective departments. This latter example is particularly useful for a department head at one city who wants to compare spending, revenue, or budgets with comparable departments in other cities.

[0005] An issue that arises in providing public access to this kind of financial data is presenting the data in a useful manner. For instance, in the previous example, budgetary data for a given city government is often voluminous. Consequently, users accessing the data may have difficulty discerning relevant information. To address such an issue, computer applications may parse and process the budgetary data in a manner that is presentable to a user (e.g., by generating graphs, charts, and other data analytics).

[0006] However, comparing such data with the budgetary data of other cities introduces additional complexities. One such complexity is resolving differently-labeled departmental entities. More specifically, departments providing the same function in two cities may use different names, making comparisons difficult. As an example, a city department that handles water sewage could be called "Sewage Processing" in one city and "Water Treatment" in another city. Another complexity is differences between organizational structures between cities. In such cases, hierarchical differences between the departments of different cities may create further issues. For example, although "Sewage Processing" may be its own department in one city, "Water Treatment" may be a sub-department of a "Public Works" department in another city. Software applications rely on natural language processing (NLP) techniques to resolve the labels into similar entities, but many current approaches require a substantial amount of preprogramming (i.e., hard-coding associations and relationships to the entities themselves). Such approaches are not scalable and are often error prone.

SUMMARY

[0007] Embodiments presented herein include a method for obtaining data corresponding to comparable elements in a first hierarchy and a second hierarchy. This method may generally include receiving a selection of one or more ele-

ments in the first hierarchy. This method may also include identifying a mapping from the one or more elements in the first hierarchy to a node in an entity pool. Upon determining one or more elements in the second hierarchy map to the identified node in the entity pool, data corresponding to the one or more elements in the first hierarchy and the one or more elements in the second hierarchy is retrieved and returned.

[0008] Other embodiments include, without limitation, a computer-readable medium that includes instructions that enable a processing unit to implement one or more aspects of the disclosed methods as well as a system having a processor, memory, and application programs configured to implement one or more aspects of the disclosed methods.

BRIEF DESCRIPTION OF THE DRAWINGS

[0009] So that the manner in which the above recited aspects are attained and can be understood in detail, a more particular description of embodiments of the invention, briefly summarized above, may be had by reference to the appended drawings.

[0010] It is to be noted, however, that the appended drawings illustrate only typical embodiments of this invention and are therefore not to be considered limiting of its scope, for the invention may admit to other equally effective embodiments.

[0011] FIG. 1 illustrates an example computing environment, according to one embodiment.

[0012] FIGS. 2A and 2B illustrate an example interface of a financial transparency application, according to one embodiment.

[0013] FIG. 3 illustrates an example entity pool, according to one embodiment.

[0014] FIG. 4 illustrates an example of mentions in two different departmental hierarchies to entities mapped to a common entity in an entity pool, according to one embodiment.

[0015] FIG. 5 illustrates a method for matching a selection of a label in a first hierarchy to a corresponding label in a second hierarchy, according to one embodiment.

[0016] FIG. 6 illustrates an example server computing system configured with an application configured to match an input word data selection to output word data based on a related entity in an entity pool, according to one embodiment.

DETAILED DESCRIPTION

[0017] Embodiments presented herein provide techniques for comparing data between dissimilar data hierarchies. A user selects data from one hierarchy, and a mapping to a node in a structure that provides a normalized hierarchy is found. After identifying a node mapped to by the data selection, elements corresponding to a second hierarchy that also map to the same node are identified. Doing so allows comparable elements of otherwise dissimilar hierarchies to be identified. As a result, users may make meaningful comparisons across different data sets, even where the data sets do not share a common organizational or hierarchical structure, but nevertheless store semantically comparable information.

[0018] Consider financial budget data for two cities. A chart of accounts for both cities may account for departments, funds, services, and revenues differently while still providing comparable services and functions to its citizens. For instance, departments in both cities that serve similar functions might not share the same name. For example, a "Sewage

Processing" department in City A may be referred to as a "Water Treatment" department in City B. This creates difficulty for an individual in one city (e.g., a citizen, city planner, administrator, etc.) to compare the budget data of the other city.

[0019] To address this issue, the techniques described herein provide an entity pool that may be used to determine a mapping for elements of one hierarchy, such as a word reference to an entity (a "mention"), to other elements in another hierarchy. That is, mentions from different hierarchies referring to a particular node (an "entity") may map to a similar or identical entity in the entity pool, even if the mentions across the hierarchies are not composed of identical strings. Thus, the entity pool may include a node for the entity to which both "Sewage Processing" and "Water Treatment" are mapped. In one embodiment, an application receives a selection of a mention (e.g., "Sewage Processing") corresponding to an entity in a first hierarchy (e.g., City A) and a selection of a second hierarchy (e.g., City B). The application iterates through the entity pool to identify the corresponding entity that maps to the mention. Once the entity is identified, the application iterates through the second hierarchy in the entity pool to identify the mention that refers to the identified entity.

[0020] For instance, techniques described herein may be used in a financial transparency application which allows users to view and analyze budgetary data of state and local governments. Using the financial transparency application, the user may, for example, view the amount of money spent on various city departments. The financial transparency application may provide the user with graphs and other analytical structures for further analysis.

[0021] Importantly, in one embodiment, the user may compare the departmental budgets across multiple cities. Because similar departments may be labeled and structured differently in city hierarchies, the financial transparency application may use an entity pool to identify corresponding department names, funds, budget items, etc., in each city. That is, the departmental names serve as "mentions" that refer to a functioning "entity." For example, given a department name selection of "Sewage Processing" in City A and a selection for City B, the financial transparency application iterates through the entity pool to identify an entity associated with City A's "Sewage Processing." Once identified, the financial transparency application iterates through City B's hierarchy and searches for the identified entity. If the identified entity or closely-related identity is part of City B's hierarchy, then the financial transparency application may identify the corresponding department name.

[0022] Because the entity pool defines hierarchical relationships between entities, the entity pool may be used to determine a mapping of a mention in one hierarchy to a mention in another hierarchy based on a similar or identical entity. Advantageously, in practical settings, users are better able to compare information as a result. Additionally, because the entity pool is generated and refined using unsupervised learning techniques, the entity pool may reliably be scaled to evaluate multiple hierarchies.

[0023] The following description relies on a financial transparency software application as a reference example resolving dissimilar data sets which are organized in a hierarchical fashion by using an entity pool. However, one of skill in the art will recognize that embodiments are applicable in other contexts related to resolving word selection data of separate structural hierarchies into comparable entities. For example,

embodiments may be used in an application to compare and analyze disclosed earnings data between competing business organizations. As another example, embodiments may be used in comparing other, non-financial metrics between local governments, such as crime statistics, where each city uses a different set of descriptions for classifying crime or characterizing statistics.

[0024] FIG. 1 illustrates an example computing environment 100, according to one embodiment. As shown, the computing environment 100 includes a server computer 105. The server computer 105 may be a physical computing system (e.g., a system in a data center) or a virtual computing instance executing within a computing cloud. In one embodiment, the server computer 105 hosts a financial transparency application 106. The application 106 allows a user (e.g., an administrator, city planner, citizen, etc.) to browse budgetary data of different state and local governments.

[0025] For example, users of application 106 may retrieve budget information for multiple cities and compare expenditures between specific departments of each city. For instance, assume the user wants to compare City A's expenditures on its "Auditor-Controller" department relative to how much City B is spending for comparable functions and services. In such a case, the user, e.g., through an interface on a client computer 120, may select "City A" and "Auditor-Controller," and then also select "City B." The application 106 receives the data selections and iterates through an entity pool 109 to identify an entity corresponding to the selection of "Auditor-Controller" in City A. After identifying the entity associated with "Auditor-Controller" for City A, the application 106 iterates through the City B hierarchy to identify an identical or similar entity. Doing so allows the application 106 to retrieve the budget item in City B that corresponds to the budget item City A's "Auditor-Controller" (because City B may label the budget item with a different name, such as "Accounting"). Once resolved, the application 106 retrieves budget item data corresponding to both departments and returns the data to the client computer 120.

[0026] In one embodiment, entity pool 109 is a grouping of objects, also referred to as "entities" and relationships between such entities. An entity itself is a group of strings, referred to as "mentions." Each mention refers to an entity in the entity pool 109. A "mention" may also include contextual information relevant to associating the mention to an entity. In the previous example, "Auditor-Controller" and "Accounting" are mentions that refer to the departmental entity serving a similar accounting function. The application 106 generates the entity pool 109 based on various entity sources 110. Such entity sources 110 may include documents from public databases 112, such as charts of accounts and other budget documents from cities. Application 106 may parse web resources 114 (e.g., such as online encyclopedia pages, government websites, etc.) to scrape mentions and relevant contextual information (e.g., the frequency upon which the mention appears, the location of the mention in the resource, other words adjacent to the mention, and so on). Techniques used to parse the web resources 114 are described further below.

[0027] A relation building component 107 determines relationships between the entities in the entity pool 109 from the contextual information obtained after parsing the web resources 114. That is, the relationship building component 107 defines how a given entity relates to other entities in the entity pool 109. For example, given contextual information corresponding to certain entities, the relation building com-

ponent 107 may identify parent-child relationship sets between the entities. Once the relationships are generated, an entity matching component 108 maps the entities to the relationship sets. The entity pool 109 is generated by clustering the relationships using known clustering algorithms. For example, a greedy hierarchical agglomerative clustering algorithm may be effective in the present context. Thereafter, the application 106 may use the entity pool to resolve different mentions and retrieve budget data for department names associated with the entity, given a selection of a department name.

[0028] Note, even if a given mention is absent in a generated entity pool, the relation building component 107 may still map the mention to an entity if semantically-related mentions are already present in the entity pool. In such a case, an ontology may act as a thesaurus for some mentions. For example, assume a mention of "Law Enforcement" is not in the entity pool, and that "Police" is present in the entity pool. In such a case, the financial transparency application 106 may use natural language processing techniques to match to "Police" and "Law Enforcement."

[0029] In one embodiment, the financial transparency application 106 may be hosted as an application/service on a web server 115. The web server 115 hosts an application/service 117 that provides the financial transparency service. A user of a client computer 120 may access the application/service 117 using a web browser application 122. The application/service 117 communicates with server computer 105 via network 125 to access the entity pool 109. The application/service 117 may retrieve user-requested data from the entity pool 109 and, after receiving the data, present the data to browser application 122 through a web interface. Alternatively, the financial transparency application may be executed on the client computer 120. For example, the client computer 120 may download a software application 124 via the network 125 from a server.

[0030] FIGS. 2A and 2B illustrate an example interface of a financial transparency application, according to one embodiment. As described, the financial transparency application allows users to evaluate comparable financial and budgetary data related to different cities. For example, a user may select a city by clicking on a dropdown box 205. Once the user selects a city, the application may display financial information, grouped by department, on a graph 215 on the interface. The financial information presented may correspond to the accounting and budget structure of the city. Further, the user may compare the budgets of other cities with the currently selected city. To do so, the user selects a second city by clicking on the dropdown box 207. As a default, the financial transparency application may present budgetary data corresponding to all departmental funds. To refine the selection, the user may filter departments to display on graph 215 through a filter menu 210. The department names on the filter menu 210 correspond to the names given by the city selected in the dropdown box 205. Note that the interface may also provide the capability of comparing more than two cities.

[0031] In the example of FIG. 2A, a user is comparing a budget for the police department entity of City A (selected from the dropdown box 205A) to a budget the police department entity of City B (selected from dropdown box 207A). Note, importantly, because the two cities may have different accounting and ledger structures, simply identifying the same line items in two budgets is not possible. Instead, in one embodiment, the financial transparency application maps the

selected line items from City A to an entity pool. Once mapped, the financial transparency application identifies the best matching line item when comparing budgetary data across different cities. As shown in the filter menu 210A, the user has selected to filter results to "Law Enforcement." By filtering the results to "Law Enforcement," the graph 215 displays information relating to only the police departments in City A and City B. FIG. 2B depicts the interface where the user compares the police department entity of City B (selected from the dropdown box 205B) to the police department entity of City A (selected from dropdown box 207B). As shown in the filter menu 210B, the user has selected to filter results to "Police."

[0032] Note that the police department entities are labeled differently in City A ("Law Enforcement") and City B ("Police"). It is common for departments serving relatively identical functions to have different names across different cities. To be able to compare the two departments, the financial transparency application resolves the word selections into a common entity located in a generated entity pool that establishes mappings between word mentions and entities. Doing so allows the financial transparency application to identify the corresponding department in the city whose department is being compared. After identifying the corresponding department, the financial transparency application is able to retrieve the relevant budgetary data associated with each department and present the data to the user (e.g., through graph 215).

[0033] FIG. 3 illustrates an example of an entity pool 300, according to one embodiment. The entity pool 300 maps elements of a hierarchy to nodes (entities) in the pool. More specifically, the entity pool 300 defines hierarchical relationships between entities in the pool. For example, an entity may be a child of another entity or subset of another entity. As noted, each entity itself may correspond to a collection of "mentions" and other metadata used to define a given entity. Further, the entity pool 300 defines semantic relationships between the entities. Specifically, relationships between nodes may be weighted by a similarity to one another, based on contextual information obtained from public sources. For example, although an entity associated with a "Police Department" may be an entirely separate entity associated with a "Fire Department," the relationship between the entities may nevertheless be highly weighted because both entities semantically relate to an overall "Public Safety" department.

[0034] To generate the entity pool, in one embodiment, a parsing component in the financial transparency application may scrape data from public sources, such as an online encyclopedia or other authoritative or semi-authoritative source. For example, the parsing component may evaluate a general description of a chart of accounts available in an online encyclopedia. As known, a chart of accounts is a list of accounts defining items for which money is spent or received for a given city department. A governmental entity may use the chart of accounts to organize finances of the entity by separating expenditures, revenues, assets, and liabilities of that entity. As such, the chart of accounts is a densely structured document that provides identifiable terminology and clearly defines hierarchies within a given city. The financial transparency application parses each page to retrieve mentions and contextual metadata related to each mention. For example, such metadata may include a frequency of the mention appearing in the page, each location that the mention appears in the page, and descriptions of the mention. Additionally, the financial transparency application navigates through pages

linked within the specified pages and collects information from the linked pages. After parsing the data, the entity matching component may associate each mention with an entity in an entity pool. Each entity in the pool provides a data structure storing, collectively, all the mentions and attributes of an entity. As an entity is associated with more mentions, the financial transparency tool may determine a common name for the entity from the aggregate of mentions for that entity. Further, the relation building component may identify relationships between entities. For example, the relation building component may define relationships between departments, ledger items, fund names, etc. Also, the relation building component may determine that an entity corresponding to a "Public Works" department is frequently related to an entity corresponding to a "Sewage Treatment" department based on observed relationships between mentions collected from data sources. As a result, the relation building component may determine weights between the entities. As the entity pool 300 is populated with more data, the entity pool 300 becomes further refined.

[0035] The financial transparency application may scrape data from other public sources to generate the entity pool 300. For instance, another public source that the financial transparency application may use is a city's chart of accounts. The chart of accounts provides word mentions corresponding to each of the city's departments, and further, while parsing the chart of accounts, the financial transparency application may record other contextual metadata related to each mention. As more information from cities are consolidated into the entity pool 300, the more refined the entity pool 300 may become.

[0036] Further, the parsing component may scrape additional public sources in combination with other public sources. For example, ground truth data (i.e., objective data from a third party source) may be established using online sources for the entity pool 300, and the charts of accounts for different cities may later be parsed to refine each entity in the existing entity pool 300. For instance, as more contextual information is added to the entity pool from the charts of accounts (or any other source), the relation building component may further ascertain similarities or differences between existing entities. Additionally, the relation building component may split entities after identifying additional nuances between mentions associated with the entity based on further collected contextual information.

[0037] After retrieving mentions and contextual information from the sources and associating the mentions with entities, the relation building component defines the relations between entities in the entity pool 300. The relation building component may define a relation between two nodes (i.e., between two entities) based on hierarchical information and contextual information collected when retrieving each mention. As shown in FIG. 3, relationships between entities are illustrated using edges connecting nodes in the pool. The two-way arrow 305 between entities depicts overlapping entities. For example, entities E and A are depicted as overlapping entities. Entities E and A may overlap due to similarities between each other but, due to nuances between the two, are not consolidated into the same entity. The double-lined arrow 310 depicts that the entity being pointed to is a "child of" a parent entity. For example, Entity B is a child-of parent entities E and A. A one-way arrow 315 depicts that an entity being pointed to is a subset of another entity. Of course, FIG. 3 depicts only a few relationships between each entity, but in practice, each entity may relate to more entities than

described herein (as depicted by the dotted lines). For example, an entity can be a child of multiple entities. As another example, an entity can be a child of a certain entity as well as a sub-part of that entity. Generally, relationships between entities in the entity pool 300 may be inclusive (e.g., like relationships found between sets of a Venn diagram) while also allowing arbitrary relationships to be defined.

[0038] In the example of FIG. 3, entity pool 300 corresponds to line items in a city's budget. As shown, an Entity A is labeled "Administrative," Entity B is labeled "Office Supplies," Entity D is labeled "Printer Paper," and Entity F is labeled "A4 Printer Paper." Illustratively, Entities B and D are children of Entity A. Additionally, Entity F is a child of Entity B but also a subset of Entity D. The relation building component may ascertain various relationships between each entity as more data is collected.

[0039] In one embodiment, edges identifying relationships between entities may be assigned weighted measures based on the relational similarity between the entities. The financial transparency application may use the assigned weighted measures of the entities to identify a mapping of a label in one hierarchy to a label in another hierarchy in the event that both labels do not match to an identical entity. For example, if a particular label associated with a certain Entity X in a first hierarchy, and the second hierarchy has no corresponding label associated with Entity X in the entity pool, the financial transparency application may identify another Entity Y that has a higher weight measure between Entity X relative to other entities in the entity pool. In one embodiment, if a given selection of a label does not directly map to another label in a second hierarchy, the financial transparency application may be configured to identify entities in the second hierarchy whose weights exceed a predetermined threshold. The financial transparency application may then prompt the user to select one of the labels associated with the identified entities as being the label corresponding to the selection.

[0040] FIG. 4 illustrates an example of mentions in two departmental hierarchies mapped to a common entity in an entity pool 404, according to one embodiment. As shown, City A 402 and City C 406 each provide a departmental hierarchy, with "Departments" 410_{A,C} being at the top of the hierarchy.

[0041] In this example, only the respective departments for each city's police department and sewage treatment department are shown. Specifically, City A 402 lists a "Law Enforcement" department 415 and a "Sewage" department 420, and City C 406 lists a "Police" department 416 and a "Treatment" department 423. The "Treatment" department 423 itself is nested under a "Water Utilities" department 422 which itself is nested under an "Other" categorization 421.

[0042] Each department in the departmental hierarchy of City A 402 map to an entity in entity pool 404. "Department" 410_A maps to Entity A 425. "Law Enforcement" 415 maps to Entity J 430. "Sewage" 420 maps to Entity Y 440. Similarly, each department in the department hierarchy of City C 406 maps to an entity in entity pool 404. "Department" 410_C maps to Entity A 425. "Police" 416 maps to Entity J 430. "Treatment" 423 maps to Entity Y 440. Illustratively, Entity A serves as a parent entity to Entity J 430, Entity G 435, and Entity Y 440.

[0043] Other departments in both City A 402 and City C 406 may map to appropriate entities in Entity Pool 404 (e.g.,

such as Entity G 435). Additionally, although not shown in FIG. 4, City A 402 and City C 406 themselves may be mapped to different entities.

[0044] FIG. 5 illustrates a method for matching elements of separate hierarchies by mapping descriptive terms of each hierarchy into an entity pool, according to one embodiment. Using the entity pool mappings in FIG. 4, assume that a user wants to compare budgetary data of police departments in City A 402 and City C 406. The user selects the "Law Enforcement" department 415 of City A 402 on the interface of the financial transparency application and also selects City C 406.

[0045] At step 505, the application receives the word data selection (i.e., "Law Enforcement" 415) associated with the first hierarchy (i.e., City A 402) and a selection of a second hierarchy (i.e., City C 406). The financial transparency application evaluates the entity pool to determine what entity most corresponds to the terms or nodes of the first hierarchy specified by the user. At step 510, the application identifies an entity associated with the word data selection. To do so, the financial transparency application starts at the root of the entity pool 404 and uses the known relationships between entities provided by the entity pool to identify that the selection of "Law Enforcement" 415 from the chart of accounts of City A 402 maps to Entity J 430.

[0046] At step 515, once the entity is identified, the application iterates through the second hierarchy (i.e., City C 406) in the entity pool to identify a mapping of elements (e.g., a department name) to a comparable entity. In this example, the financial transparency application iterates through the entity pool 404 to identify a mapping to Entity J 430 from the chart of accounts of city C 406. If a mapping exists, then the financial transparency application retrieves data corresponding to police departments in both City A 402 and City C 406. In this case, Police 416 also maps to Entity J 430. Because a mapping is present in the City C 406 hierarchy, the financial transparency application resolves the departments and retrieves budgetary data corresponding to the departments.

[0047] However, if a direct mapping to a specific entity in the entity pool is not found (i.e., no department in City C 406 maps to Entity J 430), the financial transparency application may instead rely on assigned weights between entities to determine a relatively close mapping. For example, an entity having a weight exceeding a specified threshold may be used in place of an identical entity. In an alternative embodiment, the financial transparency application may present mappings from elements in the second hierarchy to closely weighted relationships to the user and prompt the user to select from the mappings. Alternatively, if a direct mapping to a specific entity in the entity pool is not found, the financial transparency application may use natural language processing techniques to determine an appropriate mapping.

[0048] FIG. 6 illustrates an example server computing system 600 configured with an application configured to match data selections to a related entity of an entity pool, according to one embodiment. As shown, the computing system 600 includes, without limitation, a central processing unit (CPU) 605, a network interface 615, a memory 620, and storage 630, each connected to a bus 617. The computing system 600 may also include an I/O device interface 610 connecting I/O devices 612 (e.g., keyboard, display and mouse devices) to the computing system 600. Further, in context of this disclosure, the computing elements shown in computing system 600 may correspond to a physical computing system (e.g., a

system in a data center) or may be a virtual computing instance executing within a computing cloud.

[0049] The CPU 605 retrieves and executes programming instructions stored in the memory 620 as well as stores and retrieves application data residing in the storage 630. The interconnect 617 is used to transmit programming instructions and application data between the CPU 605, I/O devices interface 610, storage 630, network interface 615, and memory 620. Note, the CPU 605 is included to be representative of a single CPU, multiple CPUs, a single CPU having multiple processing cores, and the like. And the memory 620 is generally included to be representative of a random access memory. The storage 630 may be a disk drive storage device. Although shown as a single unit, the storage 630 may be a combination of fixed and/or removable storage devices, such as fixed disc drives, removable memory cards, or optical storage, network attached storage (NAS), or a storage area-network (SAN).

[0050] Illustratively, the memory 620 includes an application 623. The application 623 itself includes a relation building component 621 and an entity matching component 622. And the storage 630 includes an entity pool 632 and application data 634. The application 623 generally provides one or more software applications and/or computing resources accessed over a network 120 by users. More specifically, the application 623 processes budgetary data (e.g., application data 634) belonging to local governments and presents the data to a user through graphs and other analytics. The application 623 generates the entity pool 632 using existing entity sources, such as publicly available budget sources and charts of accounts from different cities. The relation building component 621 defines relationships between each entity in the entity pool 632. The entity matching component 622 associates relationship sets between entities. The application 623 uses the entity pool 632 to determine related entities within a hierarchy and also within separate hierarchies.

[0051] As described, embodiments presented herein provide techniques for resolving a label assigned to a common entity in one hierarchy to a label assigned to the entity in another hierarchy. Advantageously, the entity pool clearly defines relationships between entities such that a selected label may be efficiently matched with a corresponding label. As a result, users may make meaningful comparisons across multiple data sets, despite the data sets not sharing a common organizational or hierarchical structure. Further, because the entity pool may be further refined upon providing additional hierarchies, the techniques described herein are fully scalable.

[0052] In the preceding, reference is made to embodiments of the invention. However, the invention is not limited to specific described embodiments. Instead, any combination of the following features and elements, whether related to different embodiments or not, is contemplated to implement and practice the invention. Furthermore, although embodiments of the invention may achieve advantages over other possible solutions and/or over the prior art, whether or not a particular advantage is achieved by a given embodiment is not limiting of the invention. Thus, the following aspects, features, embodiments and advantages are merely illustrative and are not considered elements or limitations of the appended claims except where explicitly recited in a claim(s). Likewise, reference to "the invention" shall not be construed as a generalization of any inventive subject matter disclosed herein and

shall not be considered to be an element or limitation of the appended claims except where explicitly recited in a claim(s).

[0053] Aspects of the present invention may be embodied as a system, method or computer program product. Accordingly, aspects of the present invention may take the form of an entirely hardware embodiment, an entirely software embodiment (including firmware, resident software, micro-code, etc.) or an embodiment combining software and hardware aspects that may all generally be referred to herein as a "circuit," "module," or "system." Furthermore, aspects of the present invention may take the form of a computer program product embodied in one or more computer readable medium (s) having computer readable program code embodied thereon.

[0054] Any combination of one or more computer readable medium(s) may be utilized. The computer readable medium may be a computer readable signal medium or a computer readable storage medium. A computer readable storage medium may be, for example, but not limited to, an electronic, magnetic, optical, electromagnetic, infrared, or semiconductor system, apparatus, or device, or any suitable combination of the foregoing. More specific examples a computer readable storage medium include: an electrical connection having one or more wires, a portable computer diskette, a hard disk, a random access memory (RAM), a read-only memory (ROM), an erasable programmable read-only memory (EPROM or Flash memory), an optical fiber, a portable compact disc read-only memory (CD-ROM), an optical storage device, a magnetic storage device, or any suitable combination of the foregoing. In the current context, a computer readable storage medium may be any tangible medium that can contain, or store a program for use by or in connection with an instruction execution system, apparatus or device.

[0055] The flowchart and block diagrams in the Figures illustrate the architecture, functionality and operation of possible implementations of systems, methods and computer program products according to various embodiments of the present invention. In this regard, each block in the flowchart or block diagrams may represent a module, segment or portion of code, which comprises one or more executable instructions for implementing the specified logical function (s). In some alternative implementations the functions noted in the block may occur out of the order noted in the figures. For example, two blocks shown in succession may, in fact, be executed substantially concurrently, or the blocks may sometimes be executed in the reverse order, depending upon the functionality involved. Each block of the block diagrams and/or flowchart illustrations, and combinations of blocks in the block diagrams and/or flowchart illustrations can be implemented by special-purpose hardware-based systems that perform the specified functions or acts, or combinations of special purpose hardware and computer instructions.

[0056] Embodiments of the invention may be provided to end users through a cloud computing infrastructure. Cloud computing generally refers to the provision of scalable computing resources as a service over a network. More formally, cloud computing may be defined as a computing capability that provides an abstraction between the computing resource and its underlying technical architecture (e.g., servers, storage, networks), enabling convenient, on-demand network access to a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management effort or service provider interaction. Thus, cloud computing allows a user to access virtual computing

resources (e.g., storage, data, applications, and even complete virtualized computing systems) in "the cloud," without regard for the underlying physical systems (or locations of those systems) used to provide the computing resources. A user can access any of the resources that reside in the cloud at any time, and from anywhere across the Internet. In context of the present disclosure, the financial transparency application may be hosted on a cloud server. For example, the financial transparency application may be provided to subscribing users as a Software-as-a-Service. Further, the entity pool may be generated on cloud servers. More specifically, the financial transparency application may retrieve online sources to generate the entity pool, and the relation building component may define relationships between entities based on contextual information parsed from the online sources. Advantageously, as entity pool increases in size (e.g., as more entities are added to the entity pool), capacity to accommodate the increase may be easily provisioned to the cloud servers.

[0057] While the foregoing is directed to embodiments of the present invention, other and further embodiments of the invention may be devised without departing from the basic scope thereof, and the scope thereof is determined by the claims that follow.

1. A computer-implemented method for obtaining data corresponding to comparable elements in a first hierarchy and a second hierarchy, the method comprising:

receiving a selection of one or more elements in the first hierarchy;

identifying, by operation of one or more computer processors, a mapping from the one or more elements in the first hierarchy to a node in an entity pool; and

upon determining one or more elements in the second hierarchy map to the identified node in the entity pool:

retrieving data corresponding to the one or more elements in the first hierarchy and the one or more elements in the second hierarchy, and

returning the retrieved data.

2. The method of claim 1, wherein the entity pool provides a structure of nodes, wherein each node is associated with a collection of mentions, and wherein the mentions are collected from one or more public sources.

3. The method of claim 1, wherein the first hierarchy and the second hierarchy are associated with a first and second chart of accounts, and wherein elements in the first and second hierarchy correspond to items in the first and second charts of accounts, respectively.

4. The method of claim 2, further comprising, determining a plurality of relationships between nodes in the entity pool, wherein each relationship between a given first node and a second node is based on a measure of similarity between the mentions of the given first and second nodes.

5. The method of claim 1, further comprising, upon determining no element in the second hierarchy maps to the identified node:

identifying at least a first candidate node in the entity pool based on a similarity measure between the identified node and the first candidate node, wherein at least a first element in the second hierarchy maps to the first candidate node;

retrieving data corresponding to the one or more elements in the first hierarchy and at least the first element in the second hierarchy; and

returning the retrieved data.

6. (canceled)

7. The method of claim 5, further comprising, prompting for a confirmation to use the candidate node in a mapping from at least the first element in the second hierarchy to the candidate node.

8. The method of claim 1, further comprising, upon determining no element in the second hierarchy maps to the identified node, identifying one or more elements in the second hierarchy based on mentions associated with the identified node and an ontology relating the one or more elements in the first hierarchy to the one or more elements in the second hierarchy.

9. A non-transitory computer-readable storage medium storing instructions, which, when executed on a processor, performs an operation for obtaining data corresponding to comparable elements in a first hierarchy and a second hierarchy, the operation comprising:

receiving a selection of one or more elements of the first hierarchy;

identifying a mapping from the one or more elements in the first hierarchy to a node in an entity pool; and

upon determining one or more elements in the second hierarchy map to the identified node in the entity pool:

retrieving data corresponding to the one or more elements in the first hierarchy and the one or more elements in the second hierarchy, and

returning the retrieved data.

10. The computer-readable storage medium of claim 9, wherein the entity pool provides a structure of nodes, wherein each node is associated with a collection of mentions, and wherein the mentions are collected from one or more public sources.

11. The computer-readable storage medium of claim 9, wherein the first hierarchy and the second hierarchy are associated with a first and second chart of accounts, and wherein elements of the first and second hierarchy correspond to items in the first and second charts of accounts, respectively.

12. The computer-readable storage medium of claim 10, wherein the operation further comprises, determining a plurality of relationships between nodes in the entity pool, wherein each relationship between a given first node and a second node is based on a measure of similarity between the mentions of the given first and second nodes.

13. The computer-readable storage medium of claim 9, upon determining no element in the second hierarchy maps to the identified node:

identifying at least a first candidate node in the entity pool based on a similarity measure between the identified node and the first candidate node, wherein at least a first element in the second hierarchy maps to the first candidate node;

retrieving data corresponding to the one or more elements in the first hierarchy and at least the first element in the second hierarchy; and

returning the retrieved data.

14. (canceled)

15. The computer-readable storage medium of claim 13, wherein the operation further comprises, prompting for a confirmation to use the candidate node in a mapping from at least the first element in the second hierarchy to the candidate node.

16. A system, comprising:

a processor and

a memory hosting an application, which, when executed on the processor, performs an operation for obtaining data

corresponding to comparable elements in a first hierarchy and a second hierarchy, the operation comprising: receiving a selection of one or more elements of the first hierarchy;

identifying a mapping from the one or more elements in the first hierarchy to a node in an entity pool; and

upon determining one or more elements in the second hierarchy map to the identified node in the entity pool:

retrieving data corresponding to the one or more elements in the first hierarchy and the one or more elements in the second hierarchy, and

returning the retrieved data.

17. The system of claim 16, wherein the entity pool provides a structure of nodes, wherein each node is associated with a collection of mentions, and wherein the mentions are collected from one or more public sources.

18. The system of claim 16, wherein the first hierarchy and the second hierarchy are associated with a first and second chart of accounts, and wherein elements of the first and second hierarchy correspond to items in the first and second charts of accounts, respectively.

19. The system of claim 17, wherein the operation further comprises, determining a plurality of relationships between nodes in the entity pool, wherein each relationship between a given first node and a second node is based on a measure of similarity between the mentions of the given first and second nodes.

20. The system of claim 16, wherein the operation further comprises, upon determining no element in the second hierarchy maps to the identified node:

identifying at least a first candidate node in the entity pool based on a similarity measure between the identified node and the first candidate node, wherein at least a first element in the second hierarchy maps to the first candidate node;

retrieving data corresponding to the one or more elements in the first hierarchy and at least the first element in the second hierarchy; and

returning the retrieved data.

21. (canceled)

22. The system of claim 20, wherein the operation further comprises, prompting for a confirmation to use the candidate node in a mapping from at least the first element in the second hierarchy to the candidate node.

23. The method of claim 2, wherein at least a first one of the nodes is further associated with metadata characterizing the collections of mentions collected by the first node.

24. The computer-readable storage medium of claim 10, wherein at least a first one of the nodes is further associated with metadata characterizing the collections of mentions collected by the first node.

25. The system of claim 17, wherein at least a first one of the nodes is further associated with metadata characterizing the collections of mentions collected by the first node.

26. The computer-readable storage medium of claim 9, wherein upon determining no element in the second hierarchy maps to the identified node, the operation further comprises identifying one or more elements in the second hierarchy based on mentions associated with the identified node and an ontology relating the one or more elements in the first hierarchy to the one or more elements in the second hierarchy.

27. The system of claim 16, upon determining no element in the second hierarchy maps to the identified node, the operation further comprises identifying one or more elements in the

second hierarchy based on mentions associated with the identified node and an ontology relating the one or more elements in the first hierarchy to the one or more elements in the second hierarchy.

* * * * *

* = Required fields



City of San Antonio Contracts Disclosure Form

Office of the
City Clerk

Please fill out this form online, print completed form and submit with proposal to originating department. All questions must be answered.

For details on use of this form, see Section 2-59 through 2-61 of the City's Ethics Code.

*This is a New Submission or Correction or Update to previous submission.

1. Name of person submitting this disclosure form.

First: Bradley M.I. _____ Last: Snider Suffix: _____

2. Contract information.

a) Contract or project name: Financial / Performance Transparency Application 6100006937

b) Originating department: Office of Management and Budget

3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract).

OpenGov, Inc

4. List any individual(s) or entity(ies) that is a partner, parent, joint venture, or subsidiary entity(ies) of the individual or entity listed in Question 3.

Not applicable. Contracting party(ies) does not have partner, parent, joint venture, or subsidiary entities.
 Names of partner, parent, joint venture or subsidiary entities, and all the board members, executive committee members, and officers of each entity:

5. List any individuals or entities that will be subcontractors on this contract.

Not applicable. No subcontractors will be retained for this contract.
 Subcontractors may be retained, but have not been selected at the time of this submission.
 List of subcontractors, including the name of the owner(s), and business name:

6. List any attorneys, lobbyists, or consultants retained by any individuals listed in Questions 3, 4, or 5 to assist in seeking this contract.

Not applicable. No attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.
 List of attorneys, lobbyists, or consultants retained to assist in seeking this contract:

CRG Community Resource Group
The Vistana PH4, 100 North Santa Rosa
San Antonio, TX 78207

* = Required fields



City of San Antonio Contracts Disclosure Form

Office of the
City Clerk

*7 Disclosure of political contributions.

List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections:

- a) any individual seeking contract with the city (Question 3)
- b) any owner or officer of entity seeking contract with the city (Question 3)
- c) any individual or owner or officer of an entity listed above as a partner, parent, or subsidiary business (Question 4)
- d) any subcontractor or owner/officer of subcontracting entity retained for the contract (Question 5)
- e) the spouse of any individual listed in response to (a) through (d) above
- f) any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

Not applicable. No campaign or officeholder contributions have been made in preceding 24 months by these individuals.

List of contributions:

Updates on Contributions Required

Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contract identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

Notice Regarding Contribution Prohibitions for "High-Profile" Contracts

Under Section 2-309 of the Municipal Campaign Finance Code, the following listed individuals are prohibited from making a campaign or officeholder contribution to any member of City Council, candidate for City Council or political action committee that contributes to City Council elections from the 10th business day after a contract solicitation has been released until 30 calendar days after the contract has been awarded:

- a) Legal signatory of a high-profile contract
- b) Any individual seeking a high-profile contract
- c) Any owner or officer of an entity seeking a high-profile contract
- d) The spouse of any of individual listed in response to (a) through (c) above
- e) Any attorney, lobbyist, or consultant retained to assist in seeking a high-profile contract

Penalty. A high-profile contract cannot be awarded to the individual or entity if a prohibited contribution has been made by any of these individuals during the contribution "black-out" period, which is the 10th business day after a solicitation has been released until 30 calendar days after the contract has been awarded.

*8 Disclosure of conflict of interest.

Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Sections 2-43 or 2-44 of the City Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials?

I am not aware of any conflict(s) of interest issues under Section 2-43 or 2-44 of the City Ethics Code for members of City Council or a city board/commission.

I am aware of the following conflict(s) of interest:

* = Required fields



City of San Antonio Contracts Disclosure Form

Office of the
City Clerk

9. Prohibited Interest in Contracts.

Currently, or within the past twelve (12) months, have you, your spouse, sibling, parent, child or other family member within the first degree of consanguinity or affinity served on a City board or commission?

Currently, or within the past twelve (12) months, has an owner, partner or employee of a business entity in which you, your spouse, parent, child own 10% or more of the voting stock or shares, or 10% or more of the fair market value served on a City board or commission?

Currently, or within the past twelve (12) months, has an owner, partner, or employee of a business entity who owns 10% or more of the voting stock or shares, or 10% or more of the fair market value, that will be a subcontractor for this contract, served on a City board or commission?

No

Yes

Notice Regarding Prohibited Interest in Contracts.

Please be aware, the City's Charter and Ethics Code prohibits members of certain more-than-advisory boards and commissions, as well as their close family members and any businesses they or their families hold a 10% or greater ownership interest from obtaining a contract with the City during their board or commission service. The prohibition extends to subcontracts on City contracts, and would also apply to parent, subsidiary or partner businesses owned by the member of the board or commission and their family. Please see [Section 141 of the City Charter](#) and [Section 2-52 of the City Ethics Code \(Prohibited Interests in Contracts\)](#) for complete information.

Former members of certain more-than-advisory boards and commissions, their family members and the businesses they own will continue to be prohibited from obtaining any discretionary contracts for one year after leaving City service. Please see [Section 2-58 of the City Ethics Code \(Prohibited Interest in Discretionary Contracts\)](#) for complete information.

Please note that any contract in place at the time the applicant becomes a City officer may remain in effect, but cannot be amended, extended, modified, or changed in any manner during the officer's City service on the more-than-advisory board.

If you have any questions, please contact the Office of the City Attorney to request to speak with a member of the Ethics staff: (210) 207-8940.

Acknowledgements

*1. Updates Required

I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract, housing and retail development incentive, or the purchase, sale, or lease of real estate to or from the City is the subject of action by the City Council, and no later than 5 business days after any change has occurred, whichever comes first. This includes information about political contributions made after the initial submission and up until 30 calendar days after contract has been awarded.

*2. No Contact with City Officials or Staff during Contract Evaluation

I understand that a person or entity who seeks or applies for a city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualification (RFQ), or other solicitation has been released.

This no-contact provision shall conclude when the contract is posted as a City Council agenda item. If contact is required with city officials or employees, the contact will take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in [Section 2-61 of the City Ethics Code](#) by respondents or their agents may lead to disqualification of their offer from consideration.

* = Required fields



City of San Antonio Contracts Disclosure Form

Office of the
City Clerk

*3. Contribution Prohibitions for "High-Profile" Contracts

- This is not a high-profile contract.
 This is a high-profile contract.

*4. Conflict of Interest Questionnaire (CIQ)

Chapter 176 of the Local Government Code requires all contractors and vendors to submit a Conflict of Interest Questionnaire Form (CIQ) to the Office of the City Clerk, even if contract is not designated as "High Profile".

- I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

Oath

- I swear or affirm that the statements contained in this Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Your Name: Bad Snider

Title: State Director - Texas

Company Name or DBA: OpenGov, Inc.

Date: 01/15/2016

Please fill this form out online, print completed form and submit with proposal to originating department. All questions must be answered.

If necessary to mail, send to:
Purchasing
P.O. Box 839966
San Antonio, Texas 78283-3966

RFCSP ATTACHMENT C

LITIGATION DISCLOSURE FORM

Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes No

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes No

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes No

If you have answered "Yes" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.



**CITY OF SAN ANTONIO
SUBCONTRACTOR/SUPPLIER UTILIZATION PLAN**

SOLICITATION NAME: *Financial/Performance Transparency Application*

RESPONDENT NAME:

SOLICITATION A/P: *None*

API REQUIREMENTS: *None*

Enter Respondent's (Prime) proposed contract participation level. Leave blank for revenue generating contracts.

	PARTICIPATION DOLLAR AMOUNT	% LEVEL OF PARTICIPATION	CERTIFICATION TYPE AND NUMBER	TYPE OF WORK TO BE PERFORMED (BY NIGP CODE)
Prime: <i>OpenGov</i>	<i>\$ 108,410</i>	<i>100 %</i>		
SAePS Vendor #:			SCRCA #:	
List ALL subcontractors/suppliers that will be utilized for the entire contract period, excluding possible extensions, renewals and/or alternates. Use additional pages if necessary.				
Sub:	\$	%	SCRCA #:	
SAePS Vendor #:			SCRCA #:	
Sub:	\$	%	SCRCA #:	
SAePS Vendor #:			SCRCA #:	
Sub:	\$	%	SCRCA #:	
SAePS Vendor #:			SCRCA #:	
Sub:	\$	%	SCRCA #:	
SAePS Vendor #:			SCRCA #:	

** Prime respondent and all subcontractors/suppliers must be registered in the City of San Antonio Electronic Procurement System (SAePS). To learn more about how to register, please call (210) 207-0118 or visit <http://www.sanantonio.gov/purchasing/saeps.asp>.

Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
Sub:	\$	%	
SAePS Vendor #:			SCTRCA #:
A. Total Prime Participation:	\$	%	A. Total base bid amount to be kept by prime
B. Total Sub Participation:	\$	%	B. Total amount prime will pay to certified and non-certified subcontractors/suppliers
C. Total Certified Sub Participation:	\$	%	C. Total amount prime will pay to certified subcontractors/suppliers per the eligibility requirements stated above
D. Total Prime & Sub Participation:	\$	%	D. Total prime and subcontractor(s)/supplier(s) participation must equal your base bid amount (A+B)

If a business is not certified, please call the Small Business Program Office at (210) 207-3900 for information and details on how subcontractors and suppliers may obtain certification.

I HEREBY AFFIRM THAT I POSSESS DOCUMENTATION FROM ALL PROPOSED SUBCONTRACTORS/SUPPLIERS CONFIRMING THEIR INTENT TO PERFORM THE SCOPE OF WORK FOR THE PRICE INDICATED ABOVE. I FURTHER AFFIRM THAT THE ABOVE INFORMATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I UNDERSTAND AND AGREE THAT, IF AWARDED THE CONTRACT, THIS DOCUMENT SHALL BE ATTACHED THERETO AND BECOME A BINDING PART OF THE CONTRACT.

Print Name: Nate Levine Sign:  Title: Co-Founder
Date: 1/15/16

FOR CITY USE

Action Taken: Approved Denied _____

ASSISTANT DIRECTOR
ECONOMIC DEVELOPMENT DEPARTMENT

RFCSP ATTACHMENT F

SIGNATURE PAGE

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: <http://www.sanantonio.gov/purchasing/> or the direct link at: <http://www.sanantonio.gov/purchasing/saeps.aspx>

By submitting a proposal, whether electronically or by paper, Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

IF AWARDED A CONTRACT IN RESPONSE TO THIS RFCSP, RESPONDENT CERTIFIES THAT IT IS ABLE AND WILLING TO COMPLY WITH THE VENUE, THE INSURANCE AND INDEMNIFICATION REQUIREMENTS SET OUT IN RFCSP EXHIBITS 1 & 2. A FAILURE TO COMPLY WITH THE VENUE, JURISDICTION AND ARBITRATION, INTELLECTUAL PROPERTY, UNDISCLOSED FEATURES, OWNERSHIP AND LICENSES, CERTIFICATIONS, ACCEPTANCE CRITERIA, INSURANCE AND INDEMNIFICATION REQUIREMENTS OF THIS RFCSP WILL RESULT IN REJECTION OF THE PROPOSAL. RESPONDENT UNDERSTANDS AND AGREES THAT THE TERMS CONTAINED IN THIS RFCSP ARE PART OF THE FINAL CONTRACT AND PREVAIL OVER ANY CONFLICTING TERMS IN ANY DOCUMENT FURNISHED BY RESPONDENT, EVEN IF NOT EXPRESSLY PROVIDED IN THE BODY OF THE CONTRACT.

If awarded a contract in response to this RFCSP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

Acknowledgement of Prohibition regarding Campaign and Officeholder Contributions

If submitting your proposal by paper, complete the following and sign on the signature line below. Failure to sign and submit this Signature Page will result in rejection of your proposal.

OpenGov, Inc.
Respondent Entity Name

Signature: 

Printed Name: Nate Levine

Title: Co-Founder

Email Address: nlevine@opengov.com

(NOTE: If proposal is submitted by Co-Respondents, an authorized signature from a representative of each Co-Respondent is required. Add additional signature blocks as required.)

Co-Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____

Email Address: _____

If submitting your proposal electronically, through City's portal, Co-Respondent must also log in using Co-Respondent's log-on ID and password, and submit a letter indicating that Co-Respondent is a party to Respondent's proposal and agrees to these representations and those made in Respondent's proposal. While Co-Respondent does not have to submit a copy of Respondent's proposal, Co-Respondent should answer any questions or provide any information directed specifically to Co-Respondent.

Co-Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____

Email Address: _____

Office of Management & Budget

Financial / Performance Transparency Application

1-Year Pricing (Annual Payments)

Enter all one-time, re-occurring and ala carte costs that are associated with proposed solution. Respondent only needs to complete items that apply to proposed solution. If there are no costs associated with those listed below, enter a value of 0. If costs are based on a named user or concurrent user fee, indicate it in the notes column. If concurrent user indicate the ratio. i.e. 1 concurrent user= 10 users.

	Occurrence (1)	YEAR 1	OPTION YEAR 2	OPTION YEAR 3	Notes
IMPLEMENTATION SERVICES	One-Time	\$4,900.00	Included	Included	OpenGov offers a comprehensive, one time implementation fee
- Project Planning	One-Time	Included	Included	Included	
- Requirements Definition	One-Time	Included	Included	Included	
- Services Access	One-Time	Included	Included	Included	
- Infrastructure Plan	One-Time	Included	Included	Included	
- Security Plan	One-Time	Included	Included	Included	
- Software Configuration	One-Time	Included	Included	Included	
- Data Conversion	One-Time	Included	Included	Included	
- Testing	One-Time	Included	Included	Included	
- Performance Tuning	One-Time	Included	Included	Included	
- Startup	One-Time	Included	Included	Included	
TRAINING	One-Time	Included	Included	Included	
OTHER COSTS: (List)	One-Time				
- (Optional) On-Site Support	One Time	140/hr	140/hr	140/hr	Travel reimbursement additional
SUBTOTAL A		\$4,900.00			

OpenGov Intelligence + Transparency Package	Annual	\$77,510.00	\$77,510.00	\$77,510.00	
OpenGov Civic Dashboard	Annual	\$12,000.00	\$12,000.00	\$12,000.00	
OpenGov Analytics-as-a -service	Annual	\$14,000.00	\$14,000.00	\$14,000.00	Additional value added services in these areas: <ul style="list-style-type: none"> • Additional Development of ETL (Extract, Transform, Load) scripts • Additional Custom Geospatial Enrichment Services (geocoding, data contextualization, etc.) • Additional Custom Visualization creation/development/Performance Management Solutions • Additional Custom Dashboard creation/customization
Unlimited Public Users	Annual	Included	Annual	Included	There is no charge for public users
1 Admin User License (Named)	Annual	Included	Annual	Included	The primary Administrator license is included. Additional licenses for multiple administrators is an optional cost.
16 Reviewer / Collaborator Licenses (Named)	Annual	Included	Annual	Included	16 User licenses are included for private internal reporting dedicated to staff and Elected officials.
OTHER COSTS: (List)	Annual		Annual		
SUBTOTAL B		\$103,510.00	\$103,510.00	\$103,510.00	Multi-year terms receive discounts for subsequent terms or renewals and range between 5%-17.55%

Other/Optional/Growth Costs (3)	Occurrence (1)	Cost	M&S (2)	Notes
(Optional) Additional Admin License (Named)	Annual	\$360.00		Per the Scope, should the City begin to leverage OpenGov as an internal analysis tool, additional administrator and reviewer licenses can be purchased for access private management reports.
(Optional) Additional Reviewer / Collaborator License (Named)	Annual	\$120.00		" "
(Optional) OpenGov Comparisons Platform	Annual	\$23,000.00		OpenGov Comparisons allows for benchmarking and analysis of municipalities in the OpenGov Network using financial data, census data, and other data sources. This is an optional addition that can be added at any time

	Year 1	Year 2	Year 3
TOTAL PROPOSAL COST			
(Subtotal A + Subtotal B)	\$108,410.00	\$103,510.00	\$103,510.00

Agreement is 12 months, paid annually, and can be optionally renewed at the close of each 12 month

TOTAL PROPOSAL COST for 3-year period	
(Subtotal A + Subtotal B)	\$315,430.00

NOTES:

- (1) - One-Time, Monthly, Bi-Monthly, Qtrly, etc
- (2) - Maintenance & Support costs associated with addition of software licenses, hardware components and/or optional features.
- (3) - List any additional features that may be considered with solution yet not requested.
Include any additional costs for growth in hardware, software components.

Office of Management & Budget

Financial / Performance Transparency Application

3-Year Pricing (Upfront Payment)

Enter all one-time, re-occurring and ala carte costs that are associated with proposed solution. Respondent only needs to complete items that apply to proposed solution. If there are no costs associated with those listed below, enter a value of 0. If costs are based on a named user or concurrent user fee, indicate it in the notes column. If concurrent user indicate the ratio. i.e. 1 concurrent user = 10 users.

	Occurrence (1)	YEAR 1	OPTION YEAR 2	OPTION YEAR 3	Notes
IMPLEMENTATION SERVICES	One-Time	\$4,900.00	Included	Included	OpenGov offers a comprehensive, one time implementation fee
- Project Planning	One-Time	Included	Included	Included	
- Requirements Definition	One-Time	Included	Included	Included	
- Services Access	One-Time	Included	Included	Included	
- Infrastructure Plan	One-Time	Included	Included	Included	
- Security Plan	One-Time	Included	Included	Included	
- Software Configuration	One-Time	Included	Included	Included	
- Data Conversion	One-Time	Included	Included	Included	
- Testing	One-Time	Included	Included	Included	
- Performance Tuning	One-Time	Included	Included	Included	
- Startup	One-Time	Included	Included	Included	
TRAINING	One-Time	Included	Included	Included	
OTHER COSTS: (List)	One-Time				
- (Optional) On-Site Support	One Time	140/hr	140/hr	140/hr	Travel reimbursement additional
SUBTOTAL A		\$4,900.00	-	-	

OpenGov Intelligence + Transparency Package	Annual	\$65,883.00	\$65,883.00	\$65,883.00	
OpenGov Civic Dashboard	Annual	\$10,200.00	\$10,200.00	\$10,200.00	
OpenGov Analytics-as-a -service	Annual	\$11,900.00	\$11,900.00	\$11,900.00	Additional value added services in these areas: <ul style="list-style-type: none"> • Additional Development of ETL (Extract, Transform, Load) scripts • Additional Custom Geospatial Enrichment Services (geocoding, data contextualization, etc.) • Additional Custom Visualization creation/development/Performance Management Solutions • Additional Custom Dashboard creation/customization
Unlimited Public Users	Annual	Included	Annual	Included	There is no charge for public users
1 Admin User License (Named)	Annual	Included	Annual	Included	The primary Administrator license is included. Additional licenses for multiple administrators is an optional cost.
16 Reviewer / Collaborator Licenses (Named)	Annual	Included	Annual	Included	16 User licenses are included for private internal reporting dedicated to staff and Elected officials.
OTHER COSTS: (List)	Annual		Annual		
SUBTOTAL B		\$87,983.00	\$87,983.00	\$87,983.00	Discount for upfront payment on 36- month term

Other/Optional/Growth Costs (3)	Occurrence (1)	Cost	M&S (2)	Notes
(Optional) Additional Admin License (Named)	Annual	\$360.00		Per the Scope, should the City begin to leverage OpenGov as an internal analysis tool, additional administrator and reviewer licenses can be purchased for access private management reports.
(Optional) Additional Reviewer / Collaborator License (Named)	Annual	\$120.00		" "
(Optional) OpenGov Comparisons Platform	Annual	\$23,000.00		OpenGov Comparisons allows for benchmarking and analysis of municipalities in the OpenGov Network using financial data, census data, and other data sources. This is an optional addition that can be added at any time

	Year 1	Year 2	Year 3	
TOTAL PROPOSAL COST (Subtotal A + Subtotal B)	\$268,849.00	\$0.00	\$0.00	Payment is upfront for 36-month term

TOTAL PROPOSAL COST if renewed 3 years (Subtotal A + Subtotal B)	\$268,849.00
----------------------------------------------------------------------------	--------------

NOTES:

- (1) - One-Time, Monthly, Bi-Monthly, Qtrly, etc
- (2) - Maintenance & Support costs associated with addition of software licenses, hardware components and/or optional features.
- (3) - List any additional features that may be considered with solution yet not requested.
Include any additional costs for growth in hardware, software components.

Office of Management & Budget

Financial / Performance Transparency Application

3-Year Agreement Pricing (Annual Payments)

Enter all one-time, re-occurring and ala carte costs that are associated with proposed solution. Respondent only needs to complete items that apply to proposed solution. If there are no costs associated with those listed below, enter a value of 0. If costs are based on a named user or concurrent user fee, indicate it in the notes column. If concurrent user indicate the ratio. i.e. 1 concurrent user = 10 users.

	Occurrence (1)	YEAR 1	OPTION YEAR 2	OPTION YEAR 3	Notes
IMPLEMENTATION SERVICES	One-Time	\$4,900.00	Included	Included	OpenGov offers a comprehensive, one time implementation fee
- Project Planning	One-Time	Included	Included	Included	
- Requirements Definition	One-Time	Included	Included	Included	
- Services Access	One-Time	Included	Included	Included	
- Infrastructure Plan	One-Time	Included	Included	Included	
- Security Plan	One-Time	Included	Included	Included	
- Software Configuration	One-Time	Included	Included	Included	
- Data Conversion	One-Time	Included	Included	Included	
- Testing	One-Time	Included	Included	Included	
- Performance Tuning	One-Time	Included	Included	Included	
- Startup	One-Time	Included	Included	Included	
TRAINING	One-Time	Included	Included	Included	
OTHER COSTS: (List)	One-Time				
- (Optional) On-Site Support	One Time	140/hr	140/hr	140/hr	Travel reimbursement additional
SUBTOTALA		\$4,900.00			

OpenGov Intelligence + Transparency Package	Annual	\$69,759.00	\$69,759.00	\$69,759.00	
OpenGov Civic Dashboard	Annual	\$10,800.00	\$10,800.00	\$10,800.00	
OpenGov Analytics-as-a -service	Annual	\$12,600.00	\$12,600.00	\$12,600.00	Additional value added services in these areas: <ul style="list-style-type: none"> • Additional Development of ETL (Extract, Transform, Load) scripts • Additional Custom Geospatial Enrichment Services (geocoding, data contextualization, etc.) • Additional Custom Visualization creation/development/Performance Management Solutions • Additional Custom Dashboard creation/customization
Unlimited Public Users	Annual	Included	Annual	Included	There is no charge for public users
1 Admin User License (Named)	Annual	Included	Annual	Included	The primary Administrator license is included. Additional licenses for multiple administrators is an optional cost.
16 Reviewer / Collaborator Licenses (Named)	Annual	Included	Annual	Included	16 User licenses are included for private internal reporting dedicated to staff and Elected officials.
OTHER COSTS: (List)	Annual		Annual		
SUBTOTAL B		\$93,159.00	\$93,159.00	\$93,159.00	Discounted rate for multiple year term

Other/Growth Costs (3)	Occurrence (1)	Cost	M&S (2)	Notes
(Optional) Additional Admin License (Named)	Annual	\$360.00		Per the Scope, should the City begin to leverage OpenGov as an internal analysis tool, additional administrator and reviewer licenses can be purchased for access private management reports.
(Optional) Additional Reviewer / Collaborator License (Named)	Annual	\$120.00		" "
(Optional) OpenGov Comparisons Platform	Annual	\$23,000.00		OpenGov Comparisons allows for benchmarking and analysis of municipalities in the OpenGov Network using financial data, census data, and other data sources. This is an optional addition that can be added at any time

	Year 1	Year 2	Year 3	
TOTAL PROPOSAL COST				
(Subtotal A + Subtotal B)	\$98,059.00	\$93,159.00	\$93,159.00	Agreement is paid annually, but the customer is committed to all 36 months of the term.

TOTAL PROPOSAL COST for 3-year period	
(Subtotal A + Subtotal B)	\$284,377.00

NOTES:

- (1) - One-Time, Monthly, Bi-Monthly, Qtrly, etc
- (2) - Maintenance & Support costs associated with addition of software licenses, hardware components and/or optional features.
- (3) - List any additional features that may be considered with solution yet not requested.
 Include any additional costs for growth in hardware, software components.

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

Authority. San Antonio City Code Chapter 2, Article XI describes the City's veteran-owned small business preference program.

Tracking. This solicitation is not eligible for a preference based on status as a veteran-owned small business (VOSB). Nevertheless, in order to determine whether the program can be expanded at a later date, the City tracks VOSB participation at both prime contract and subcontract levels.

Certification. The City relies on inclusion in the database of veteran-owned small businesses (VOSB) maintained by the U.S. Small Business Administration to verify VOSB status; however, veteran status may also be confirmed by certification by another public or private entity that uses similar certification procedures.

Definitions.

The program uses the federal definitions of veteran and veteran-owned small business found in 38 CFR Part 74.

- The term "veteran" means a person who served on active duty with the U.S. Army, Air Force, Navy, Marine Corps, Coast Guard, for any length of time and at any place and who was discharged or released under conditions other than dishonorable. Reservists or members of the National Guard called to federal active duty or disabled from a disease or injury incurred or aggravated in line of duty or while in training status.
- A veteran-owned small business is a business that is not less than 51 percent owned by one or more veterans, or in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; the management and daily business operations of which are controlled by one or more veterans and qualifies as "small" for Federal business size stand purposes.

The program uses the below definition of joint venture.

- Joint Venture means a collaboration of for-profit business entities, in response to a solicitation, which is manifested by a written agreement, between two or more independently owned and controlled business firms to form a third business entity solely for purposes of undertaking distinct roles and responsibilities in the completion of a given contract. Under this business arrangement, each joint venture partner shares in the management of the joint venture and also shares in the profits or losses of the joint venture enterprise commensurately with its contribution to the venture.

The program does not distinguish between a veteran and a service-disabled veteran-owned business and is not limited geographically.

COMPLETE THE FOLLOWING FORM AND SUBMIT WITH YOUR BID/PROPOSAL.

INSTRUCTIONS

- IF SUBMITTING AS A PRIME CONTRACTOR ONLY, COMPLETE **SECTION 1** OF THIS FORM.
- IF SUBMITTING AS A PRIME CONTRACTOR UTILIZING A SUBCONTRACTOR, COMPLETE **SECTIONS 1 AND 2** OF THIS FORM.

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

SOLICITATION NAME/NUMBER: _____

Name of Respondent:	OpenGov Inc.	
Physical Address:	955 Charter St	
City, State, Zip Code:	Redwood City, CA, 94063	
Phone Number:	650-336-7167	
Email Address:	B.Snyder@opengov.com	
Is Respondent certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	<input checked="" type="radio"/> No
If yes, provide the SBA Certification #		
If not certified by the SBA, is Respondent certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified Respondent as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount:		

Is Respondent subcontracting with a business that is certified as a VOSB? (circle one)	Yes	No
Name of SUBCONTRACTOR Veteran-Owned Small Business:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Is SUBCONTRACTOR certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is SUBCONTRACTOR certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified SUBCONTRACTOR as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount:		

City of San Antonio
Veteran-Owned Small Business Program Tracking Form

ACKNOWLEDGEMENT

THE STATE OF TEXAS

I certify that my responses and the information provided on this Veteran-Owned Small Business Preference Program Identification Form are true and correct to the best of my personal knowledge and belief and that I have made no willful misrepresentations on this form, nor have I withheld any relevant information in my statements and answers to questions. I am aware that any information given by me on this Veteran-Owned Small Business Preference Program Identification Form may be investigated and I hereby give my full permission for any such investigation, including the inspection of business records and site visits by City or its authorized representative. I fully acknowledge that any misrepresentations or omissions in my responses and information may cause my offer to be rejected or contract to be terminated. I further acknowledge that providing false information is grounds for debarment.

BIDDER/RESPONDENT'S FULL NAME:

Nate Levine

(Print Name) Authorized Representative of Bidder/Respondent



(Signature) Authorized Representative of Bidder/Respondent

Co-Founder

Title

1/15/16

Date

This Veteran-Owned Small Business Program Tracking Form must be submitted with the Bidder/Respondent's bid/proposal.

RFCSP ATTACHMENT H

PROPOSAL CHECKLIST

Use this checklist to ensure that all required documents have been included in the proposal and appear in the correct order.

Document	Initial to indicate Document is Attached to Proposal
Table of Contents	BS
Respondent Questionnaire RFCSP Attachment A, Part One	BS
Experience, Background and Qualifications RFCSP Attachment A, Part Two	BS
Proposed Plan and Solution RFCSP Attachment A, Part Three	BS
Contracts Disclosure Form RFCSP Attachment B	BS
Litigation Disclosure Form RFCSP Attachment C	BS
*SBEDA Utilization Form RFCSP Attachment D and Associated Certificates, if applicable	BS
Pricing Schedule RFCSP Attachment E	BS
*Signature Page RFCSP Attachment F	BS
*Veteran-Owned Small Business Program Tracking Form RFCSP Attachment G	BS
Proposal Checklist RFCSP Attachment H	BS
Proof of Insurability (See RFCSP Exhibit 1) Insurance Provider's Letter Copy of Current Certificate of Insurance	BS
One (1) Original, seven (7) hard copies and one (1) CD of entire proposal in PDF format.	

*Documents marked with an asterisk on this checklist require a signature. Be sure they are signed prior to submittal of proposal.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/25/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER ABD Insurance & Financial Services 3 Waters Park Drive, Suite 100 San Mateo, CA 94403 www.theabdteam.com	CONTACT NAME:	Cert Request	
	PHONE (A/C, No, Ext):	650-488-8565	FAX (A/C, No):
	E-MAIL ADDRESS:	CertRequest@theabdteam.com	
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A:	Valley Forge Insurance Company	20508
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

INSURED
OpenGov, Inc.
955 Charter Street
Redwood City, CA 94063

COVERAGES

CERTIFICATE NUMBER: 26613106

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			6011155615	8/22/2015	8/22/2016	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
								\$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			6011155615	8/22/2015	8/22/2016	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance.

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  Rod Sockolov

© 1988-2014 ACORD CORPORATION. All rights reserved.

ACORD 25 (2014/01)

The ACORD name and logo are registered marks of ACORD



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/23/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. New York NY Office 199 Water Street New York, NY 10038-3551	CONTACT NAME: Risk Management Department	
	PHONE (A/C, No, Ext): (866) 443-8489 FAX (A/C, No): (800) 889-0021 E-MAIL ADDRESS: work.comp@trinet.com	
INSURED TriNet HR Corporation and all its affiliates and subsidiaries* OpenGov, Inc. (Endorsed as alternate employer) 9000 Town Center Parkway Bradenton, FL 34202	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Commerce & Industry Ins Co	19410
	INSURER B: Illinois National Ins Co	23817
	INSURER C: Ins Co State of Penn	19429
	INSURER D: Nat'l Union Fire Ins Co of Pittsburgh, PA	19445
	INSURER E: New Hampshire Ins Co	23841
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Each accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$	
E	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	019521055 (CO)	07/01/2015	07/01/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	\$2,000,000 \$2,000,000 \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required): 96L2 / CB4

* TriNet HR II, Inc. and TriNet HR V, Inc.

CERTIFICATE HOLDER OpenGov, Inc. 955 Charter Street Redwood City, CA 94063	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Aon Risk Services Northeast, Inc.
------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/23/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. New York NY Office 199 Water Street New York, NY 10038-3551	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">CONTACT NAME: Risk Management Department</td> </tr> <tr> <td>PHONE (A/C, No, Ext): (866) 443-8489</td> <td>FAX (A/C, No): (800) 889-0021</td> </tr> <tr> <td colspan="2">E-MAIL ADDRESS: work.comp@trinet.com</td> </tr> </table>	CONTACT NAME: Risk Management Department		PHONE (A/C, No, Ext): (866) 443-8489	FAX (A/C, No): (800) 889-0021	E-MAIL ADDRESS: work.comp@trinet.com									
CONTACT NAME: Risk Management Department															
PHONE (A/C, No, Ext): (866) 443-8489	FAX (A/C, No): (800) 889-0021														
E-MAIL ADDRESS: work.comp@trinet.com															
INSURED TriNet HR Corporation and all its affiliates and subsidiaries* Labor Contractor for OpenGov, Inc. 9000 Town Center Parkway Bradenton, FL 34202	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Commerce & Industry Ins Co</td> <td style="text-align: center;">19410</td> </tr> <tr> <td>INSURER B: Illinois National Ins Co</td> <td style="text-align: center;">23817</td> </tr> <tr> <td>INSURER C: Ins Co State of Penn</td> <td style="text-align: center;">19429</td> </tr> <tr> <td>INSURER D: Nat'l Union Fire Ins Co of Pittsburgh, PA</td> <td style="text-align: center;">19445</td> </tr> <tr> <td>INSURER E: New Hampshire Ins Co</td> <td style="text-align: center;">23841</td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Commerce & Industry Ins Co	19410	INSURER B: Illinois National Ins Co	23817	INSURER C: Ins Co State of Penn	19429	INSURER D: Nat'l Union Fire Ins Co of Pittsburgh, PA	19445	INSURER E: New Hampshire Ins Co	23841	INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Commerce & Industry Ins Co	19410														
INSURER B: Illinois National Ins Co	23817														
INSURER C: Ins Co State of Penn	19429														
INSURER D: Nat'l Union Fire Ins Co of Pittsburgh, PA	19445														
INSURER E: New Hampshire Ins Co	23841														
INSURER F:															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Each accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / <input type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	019523851 (CA)	07/01/2015	07/01/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$2,000,000 E.L. DISEASE-EA EMPLOYEE \$2,000,000 E.L. DISEASE-POLICY LIMIT \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required): 96L2 / CB4

* TriNet HR II, Inc. and TriNet HR V, Inc.

CERTIFICATE HOLDER

CANCELLATION

OpenGov, Inc. 955 Charter Street Redwood City, CA 94063	<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p> <p style="text-align: center;">Aon Risk Services Northeast, Inc.</p>
---------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

OPENGOV, INC. SOFTWARE AGREEMENT

Terms and Conditions

Appendix A

OpenGov Terms and Conditions

1. SOFTWARE SERVICES

1.1 Subject to the terms and conditions of these OpenGov Terms and Conditions (the "Agreement"), OpenGov will use commercially reasonable efforts to perform the software services (the "Software Services") identified in the applicable Software Agreement entered into by OpenGov and Customer ("Software Agreement").

1.2 Customer understands that OpenGov's performance depends on Customer timely providing OpenGov with a copy of the Customer's chart of accounts in .csv or .xls format. In addition, Customer agrees to provide OpenGov with five or more years of general ledger data, also in .csv or .xls format, including budget data for the current year and actual expense and revenue data for past years. Any dates or time periods relevant to OpenGov's performance will be extended appropriately and equitably to reflect any delays caused by Customer's failure to timely deliver any such materials. OpenGov shall not be liable for any delays in performance under this Agreement resulting from Customer's failure to meet these obligations.

1.3 On-site services and support for implementation outside of the standard scope of OpenGov's services that are outlined in the agreement and requested by the Customer will be priced at a rate of \$140/hr (hour).

2. RESTRICTIONS AND RESPONSIBILITIES

2.1 This is a contract for access to the Software Services and Customer agrees not to, directly or indirectly: reverse engineer, decompile, disassemble, or otherwise attempt to discover the source code, object code, or underlying structure, ideas, or algorithms of the Software Services, documentation or data related to the Software Services, except to the extent such a restriction is limited by applicable law; modify, translate, or create derivative works based on the Software Services; or copy, rent, lease, distribute, assign, sell, or otherwise commercially exploit, transfer, or encumber rights to the Software Services; or remove any proprietary notices.

2.2 Customer will use the Software Services only in compliance with all applicable laws and regulations (including, but not limited to, any export restrictions).

2.3 Customer shall be responsible for obtaining and maintaining any equipment and other services needed to connect to, access or otherwise use the Software Services and Customer shall also be responsible for (a) ensuring that such equipment is compatible with the Software Services, (b) maintaining the security of such equipment, user accounts, passwords and files, and (c) for all uses of Customer user accounts with or without Customer's knowledge or consent.

3. **OWNERSHIP.** OpenGov retains all right, title, and interest in the Software Services and all intellectual property rights (including all past, present, and future rights associated with works of authorship, including exclusive exploitation rights, copyrights, and moral rights, trademark and trade name rights and similar rights, trade secret rights, patent rights, and any other proprietary rights in intellectual property of every kind and nature) therein.

4. **CONFIDENTIALITY.** Each party (the "Receiving Party") agrees not to disclose (except as permitted herein) any Confidential Information of the other party (the "Disclosing Party") without the Disclosing Party's prior written consent. "Confidential Information" means all confidential business, technical, and financial information of the disclosing party that is marked as "Confidential" or an equivalent designation or that should reasonably be understood to be confidential given the nature of the information and/or the circumstances surrounding the disclosure (including the terms of the applicable Software Agreement). OpenGov's Confidential Information includes, without limitation, the software underlying the Software Services and all documentation relating to the Software Services. "Confidential Information" does not include "Public Data," which is data that the Customer has previously released or would be required to release according to applicable federal, state, or local public records laws. The Receiving Party agrees: (i) to use and disclose the Confidential Information only in connection with this Agreement; and (ii) to protect such Confidential Information using the measures that Receiving Party employs with respect to its own Confidential Information of a similar nature, but in no event with less than reasonable care. Notwithstanding the foregoing, Confidential Information does not include information that: (i) has become publicly known through no breach by the receiving party; (ii) was rightfully received by the receiving party from a third party without restriction on use or disclosure; or (iii) is independently developed by the Receiving Party without access to such Confidential Information. Notwithstanding the above, the Receiving Party may disclose Confidential Information to the extent required by law or

OPENGOV, INC. SOFTWARE AGREEMENT

court order, provided that prior written notice of such required disclosure and an opportunity to oppose or limit disclosure is given to the Disclosing Party.

5. DATA LICENSE. Customer grants OpenGov a non-exclusive, transferable, perpetual, worldwide, and royalty-free license to use any data or information submitted by Customer to OpenGov for the development of new software or the provision of the Software Services.

6. PAYMENT OF FEES. The fees for the Software Services ("Fees") are set forth in the applicable Software Agreement. Customer shall pay all Fees within thirty (30) days after the date of OpenGov's invoice (which OpenGov typically sends 45 days after the Effective Date).

7. TERM & TERMINATION

7.1 Subject to compliance with all terms and conditions, the term of this Agreement shall be from the Effective Date and shall continue until the End date specified on page one (1) of the Agreement. The Customer will be billed according to the Billing Frequency as specified above. If either party materially breaches any term of this Agreement and fails to cure such breach within thirty (30) days after notice by the non-breaching party (ten (10) days in the case of non-payment), the non-breaching party may terminate this Agreement immediately upon notice.

7.2 Upon termination, Customer will pay in full for all Software Services performed up to and including the effective date of termination. Upon any termination of this Agreement: (a) all Software Services provided to Customer hereunder shall immediately terminate; and (b) each party shall return to the other party or, at the other party's option, destroy all Confidential Information of the other party in its possession.

7.3 All sections of this Agreement which by their nature should survive termination will survive termination, including, without limitation, accrued rights to payment, confidentiality obligations, warranty disclaimers, and limitations of liability.

8. WARRANTY AND DISCLAIMER

8.1 OpenGov represents and warrants that: (i) it has all right and authority necessary to enter into and perform this Agreement; and (ii) the Software Services shall be performed in a professional and workmanlike manner in accordance with generally prevailing industry standards.

8.2 Customer represents and warrants that (i) it has all right and authority necessary to enter into and perform this Agreement; (ii) it owns all right, title, and interest in and to all data provided to OpenGov for use in and in connection with this Agreement, or possesses the necessary authorization thereto; and (iii) OpenGov's use of such materials in connection with the Software Services will not violate the rights of any third party.

8.3 OPENGOV DOES NOT WARRANT THAT THE SOFTWARE SERVICES WILL BE UNINTERRUPTED OR ERROR FREE; NOR DOES IT MAKE ANY WARRANTY AS TO THE RESULTS THAT MAY BE OBTAINED FROM USE OF THE SOFTWARE SERVICES. EXCEPT AS SET FORTH IN THIS SECTION 8, THE SOFTWARE SERVICES ARE PROVIDED "AS IS" AND OPENGOV DISCLAIMS ALL WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY, TITLE, FITNESS FOR A PARTICULAR PURPOSE, AND NON-INFRINGEMENT.

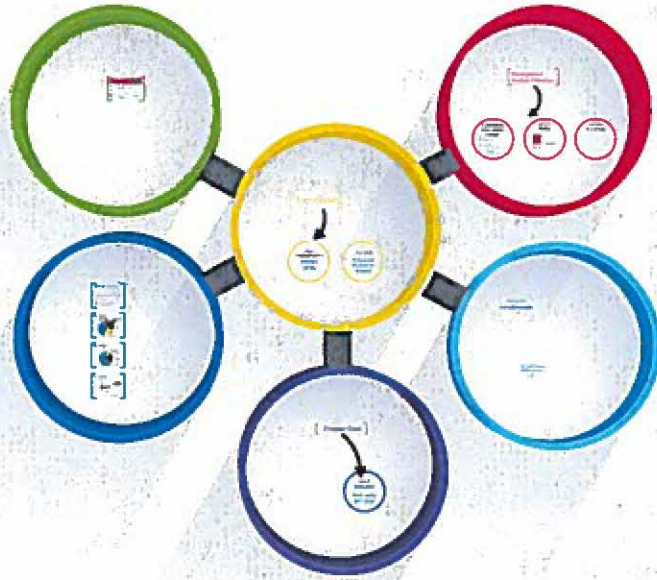
9. LIMITATION OF LIABILITY. NEITHER PARTY, NOR ITS SUPPLIERS, OFFICERS, AFFILIATES, REPRESENTATIVES, CONTRACTORS AND EMPLOYEES, SHALL BE RESPONSIBLE OR LIABLE WITH RESPECT TO ANY SUBJECT MATTER OF THIS AGREEMENT OR RELATED TERMS AND CONDITIONS UNDER ANY CONTRACT, NEGLIGENCE, STRICT LIABILITY, OR OTHER THEORY: (A) FOR ERROR OR INTERRUPTION OF USE OR FOR LOSS OR INACCURACY OF DATA OR COST OF PROCUREMENT OF SUBSTITUTE GOODS OR SERVICES OR LOSS OF BUSINESS; (B) FOR ANY INDIRECT, EXEMPLARY, PUNITIVE, INCIDENTAL, SPECIAL, OR CONSEQUENTIAL DAMAGES; OR (C) FOR ANY MATTER BEYOND SUCH PARTY'S REASONABLE CONTROL, EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH LOSS OR DAMAGE. IN NO EVENT SHALL EITHER PARTY'S AGGREGATE, CUMULATIVE LIABILITY FOR ANY CLAIMS ARISING OUT OF OR IN ANY WAY RELATED TO THIS AGREEMENT EXCEED THE FEES PAID BY CUSTOMER TO OPENGOV (OR, IN THE CASE OF CUSTOMER, PAYABLE) FOR THE SOFTWARE SERVICES UNDER THIS AGREEMENT IN THE 12 MONTHS PRIOR TO THE ACT THAT GAVE RISE TO THE LIABILITY.

10. MISCELLANEOUS. Capitalized terms not otherwise defined in these Terms and Conditions have the meaning set forth in the applicable Software Agreement. Neither party shall be held responsible or liable for any losses arising

OPENGOV, INC. SOFTWARE AGREEMENT

out of any delay or failure in performance of any part of this Agreement, other than payment obligations, due to any act of god, act of governmental authority, or due to war, riot, labor difficulty, failure of performance by any third party service, utilities, or equipment provider, or any other cause beyond the reasonable control of the party delayed or prevented from performing. OpenGov shall have the right to use and display Customer's logos and trade names for marketing and promotional purposes in connection with OpenGov's website and marketing materials, subject to Customer's trademark usage guidelines (as provided to OpenGov). If any provision of this Agreement is found to be unenforceable or invalid, that provision will be limited or eliminated to the minimum extent necessary so that this Agreement will otherwise remain in full force and effect and enforceable. This Agreement is not assignable or transferable by either party without the other party's prior written consent, provided however that either party may assign this Agreement to a successor to all or substantially all of its business or assets. This Agreement (including the Software Agreement) is the complete and exclusive statement of the mutual understanding of the parties and supersedes and cancels all previous written and oral agreements, communications, and other understandings relating to the subject matter of this Agreement, and that all waivers and modifications must be in a writing signed by both parties. No agency, partnership, joint venture, or employment is created as a result of this Agreement and neither party has any authority of any kind to bind the other party in any respect. In any action or proceeding to enforce rights under this Agreement, the prevailing party will be entitled to recover costs and attorneys' fees. All notices under this Agreement will be in writing and will be deemed to have been duly given when received, if personally delivered; when receipt is electronically confirmed, if transmitted by facsimile or e-mail; the day after it is sent, if sent for next day delivery by recognized overnight delivery service; and upon receipt, if sent by certified or registered mail, return receipt requested. This Agreement shall be governed by the laws of the State of Texas without regard to its conflict of laws provisions.

Financial and Performance Transparency Project



CITY OF
SAN ANTONIO

RESIDENTS
VISITORS
BUSINESS
YOUR GOVERNMENT
GET CONNECTED

SEARCH

FINANCE DEPARTMENT
City Gov Home > Finance Department > Budget and Financial Transparency

BUDGET AND FINANCIAL TRANSPARENCY

FINANCE HOME

ABOUT FINANCE >

BIDDING & CONTRACTING OPPORTUNITIES

CALENDAR OF EVENTS

FINANCIAL TRANSPARENCY >

NEWS

PAYDAY LOANS & CONSUMER INFO >

RISK MANAGEMENT >

TAXES, LICENSES & FEES >

SAN.GOV RELATED SITES

ADMINISTRATIVE DIRECTIVES

TRANSPORTATION & CAPITAL IMPROVEMENTS

The City of San Antonio is committed to providing transparency and open government to its Citizens. Our goal is to provide a clear picture of the City's Budget and Finances by sharing the financial information below.

IMPORTANT DISCLAIMER - PLEASE READ

[Download the Disclaimer \(pdf\)](#)

By clicking on the links below to various financial and budget documents for the City of San Antonio, you are acknowledging the following disclaimer. The information contained in each document is current only as of its date, and the City is under no obligation to update or supplement any such documents to reflect changes in fact or circumstances that may subsequently come to the City's attention. Please scroll down to read the entire disclaimer.

You are entering the Financial Transparency Section of this website of the City of San Antonio (the "City"). Please read the following statement carefully, as it contains important disclaimers and acknowledgements.

BUDGET INFORMATION

City of San Antonio

Budget Records

Budget Records

Financial Records

Financial Records

- [FY 2014 Adopted Budget \(pdf\)](#)
- [Budget Highlights \(pdf\)](#)
- [Five Year Financial Forecast \(pdf\)](#)
- [Budget Archives and Quarterly Budget & Financial Reports](#)



GFOA Award



Certificate of Excellence Award



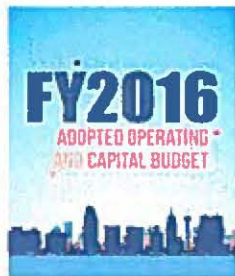
Leadership Circle Award



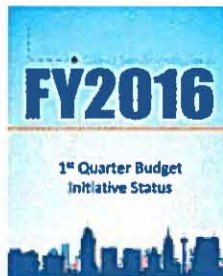
Excellence in Performance Measures

2

Budget Records



Adopted Budgets



Budget Initiatives



Forecast Documents



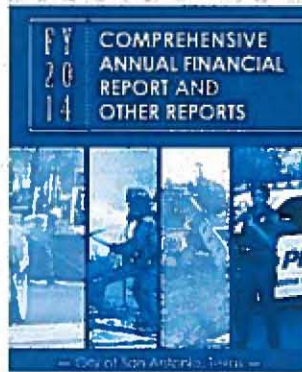
Quarterly Reports



Performance Measures

3

Financial Records



CAFR Report
Single Audit Reports
Debt Reports
City Check Register

4

**Transparent
Budget Process**

5

Community Input before budget

30_{meetings}

1,100_{attendees}

1,900_{comments}

6

Social Media



Speak Up
Website



Social Media

7

Budget Input Box



6

What is OpenGov?

- Cloud-based financial and performance platform
- Allows the user easier access to budget and financial data
- Increases Transparency
- Other large municipalities using OpenGov: Los Angeles and San Diego

9

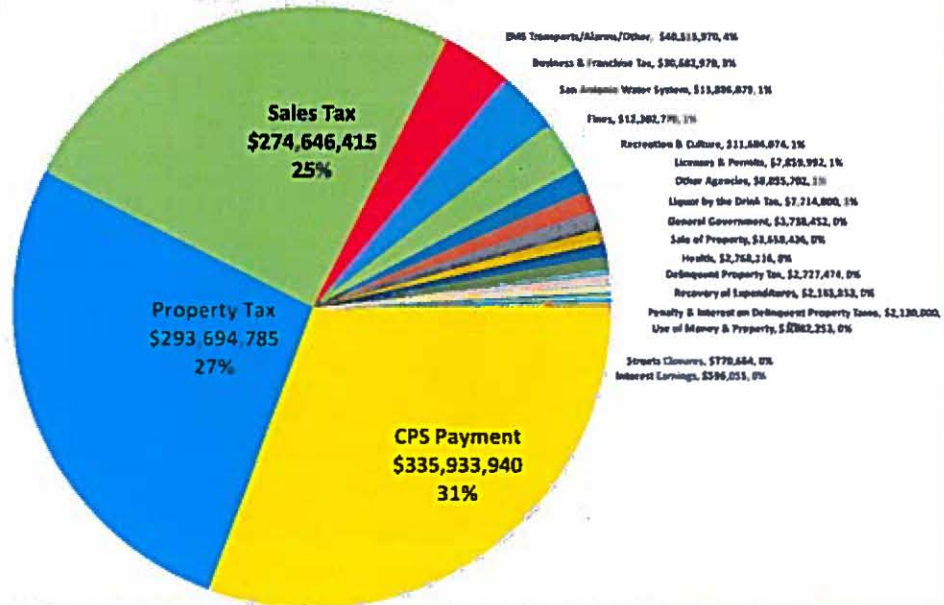
OpenGov

Where does the money come from?

Filters Views

What are the City's General Fund expenditures by department?

What is the General Fund total budget?



10

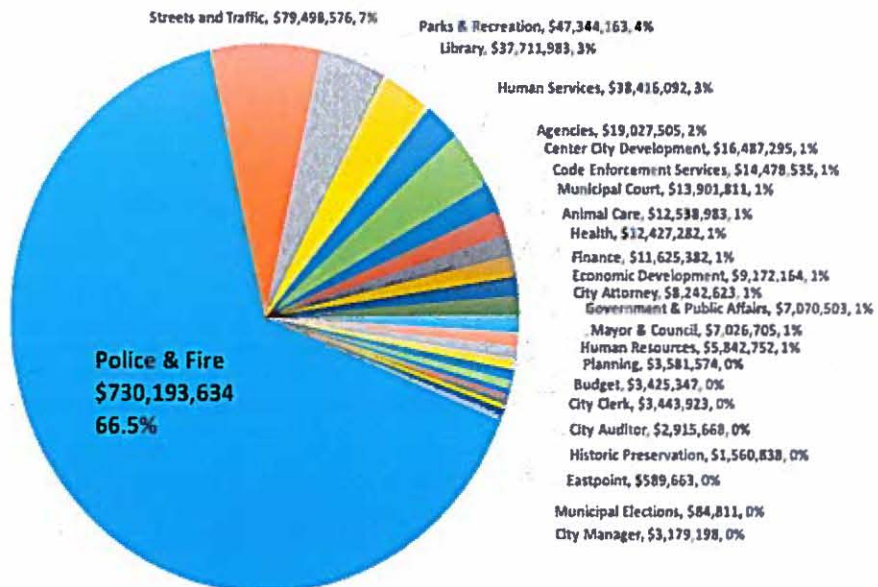
OpenGov

Where does the money go?

Filters Views

What are the City's General Fund expenditures by department?

What is the General Fund total budget?



11

OpenGov

Filters Views

What are the City's General Fund expenditures by department?

What is the General Fund total budget?

15. LIVE RELEASE RATE

Target: 85%

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-revived/returned (TRR), or returned to their owner) compared to the total shelter outcomes.

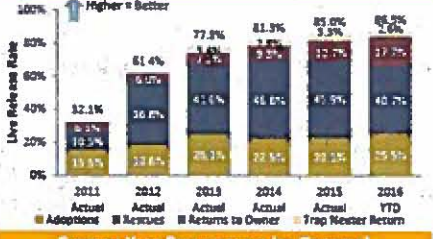
Why it is important:
The way a community treats its most vulnerable populations is a reflection of the values of the community. San Antonio made a commitment to maintain its live release rate of 85% in FY 2016.

What is being done:
In FY 2016, Animal Care Services will continue highly successful partnerships with non-profit organizations who committed to rescuing over 13,000 animals this year, in combination with the Paco Jolly Center for Pet Adoptions at Brackenridge Park and the ACI Spray Kennels on the campus of the Animal Defense League, with 3,000 and 3,100 animals, respectively. Additionally, the department continues to seek out additional avenues to increase live releases.

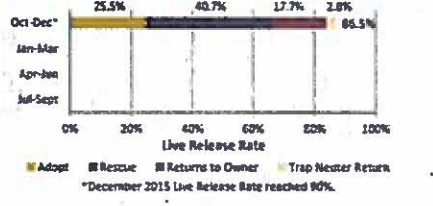
Responsible Department: Animal Care Services



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



Performance Dashboard

Timeline

**Start
Implementation**

**March
2016**

14

Go Live

**Proposed
Budget in
August**

15

[Project Cost]

16



17

Financial and Performance

Transparency Project

