

**EXECUTIVE SUMMARY
INTRODUCTION**

The FY2005-2009 Capital Improvement Plan (CIP) is an update of the City's annual five-year capital improvement planning process. This five-year plan provides a schedule for capital project allocations and implementations. Volume One includes capital projects that are funded primarily from property tax supported public improvement bonds. Volume Two contains the Enterprise Fund capital programs that include capital projects funded primarily with revenue bonds supported by user fees. The Executive Summary offers a synopsis of all the capital programs from both Volumes One and Two.

Overview

The Capital Improvement Plan is vital to our City. It is a plan for physical improvements to public facilities and infrastructure, and additionally has a positive impact on the local economy. Recognition of this importance prompted City Council in November 1983 to establish the five-year capital improvement planning process. By resolution, it became City policy to engage in a continuous process that includes annual review, revision, and adoption of a five year Capital Improvement Plan. Public meetings are also held annually in each City Council District to provide citizens an opportunity to comment on the process and recommend projects to be included in the plan.

The five-year CIP is revised annually to include new projects, reflect changes in priorities, and extend the plan an additional year. The first year of the plan is the current year plan and is adjusted throughout the year, as needs dictate or when changes are made to existing approved projects. This year's CIP continues the Administration's priorities of rehabilitation and replacement of the City's existing facilities.

The FY2005-2009 CIP: Two Major Parts

The FY2005-2009 CIP calls for the appropriation of \$4.04 billion during the five-year period for two major categories of programs: enterprise and property tax supported programs. Of the total planned appropriations, \$2.41 billion is for projects in the enterprise fund programs (Airport, Convention & Entertainment, and the Combined Utility System). The Aviation and Convention and Entertainment programs are supported by system revenue bonds paid with income from the air travel and tourism industries. The Combined Utility System revenue bonds are retired using income from commercial and residential customers.

The remaining \$1.63 billion addresses a full range of capital facility and infrastructure improvements, most of which would be financed with Public Improvement Bonds (PIB's). These programs include Fire, Library, Parks, Police, Health, Solid Waste Management, General Government, Storm Drainage, Streets and Traffic Control, and Housing.

Tax supported PIBs are the primary funding source for Volume One programs as a result of the \$776 million bond election approved by the Citizens of Houston in November 2001.

As these new bond funds are expended, future analysis will determine strategies for additional funding to implement the various Master Plans and identified needs. Strategies may include placing items before the voters. Such a separate bond authorization may require additional property tax financing beyond that provided at the current tax rate for the recently approved bond issue.

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Program amounts authorized by the voters in November 2001 are broken down as follows:

Street and Drainage Improvement Bonds	474 Million
Police and Fire Facilities Improvement Bonds	82 Million
Parks and Recreation Facility Improvement Bonds	80 Million
General Public Improvement Bonds	80 Million
Library Improvement Bonds	40 Million
Affordable Housing Bonds	<u>20 Million</u>
	\$ 776 Million

Transportation funds from METRO (approximately \$321 million) TxDot (approximately \$173 million) and Proposed TxDOT (approximately \$43 million) provide the largest non-City funding source for the general purpose PIB program. This total of \$536 million in state and METRO assistance is programmed for street and mobility improvements.

The remaining funds will come from a variety of other funding sources ranging from county support to private donations. A significant new source of funds is the Series F Storm Sewer Construction Fund in the amount of \$135 million. These funds will enable the City to undertake a number of drainage projects to reduce the risks of structural flooding. Over the past few years, efforts have been made to leverage PIB funds with new, non-traditional sources of funds.

The Executive Summary

This document contains summary schedules for the FY2005-2009 CIP and narratives that explain each portion of the CIP. The highlights listed here are repeated in each section of the CIP along with summary schedules showing the revenue sources for each program and specific proposed project schedules and funding amounts.

PUBLIC IMPROVEMENT BONDS: AUTHORIZED AND PROPOSED
 PLANNED APPROPRIATIONS BY FISCAL YEAR
 (\$ THOUSANDS)

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>TOTAL</u>
Fire Department Facilities						
Fire Cons. Const. Fund	10,728	6,180	11,759	6,162	6,701	41,530
Library Department Facilities						
Pub. Library Cons. Const. Fund	12,078	6,925	15,210	9,295	1,851	45,359
General Imp. Cons. Const. Fund		715				715
Parks Department Facilities						
Park Cons. Const. Fund	13,656	15,843	6,637	7,479	1,000	44,615
General Imp. Cons. Const. Fund	876					876
Police Department Facilities						
Police Cons. Const. Fund	8,127	20,474	1,789	8,795	1,003	40,188
Health Department Facilities						
Pub. Health Cons. Const. Fund	6,367	1,583	4,634	1,367	475	14,426
General Imp. Cons. Const. Fund	310		365			675
Solid Waste Department Facilities						
Solid Waste Cons. Const. Fund	1,440	3,800	3,400	2,330	303	11,273
General Government Facilities						
General Imp. Cons. Const. Fund	10,259	15,755	12,868	6,898	3,194	48,974
Street & Traffic Control Facilities						
S&B Cons. Const. Fund	65,069	61,350	77,950	69,100	3,600	277,069
Housing Facilities						
Homeless & Housing Cons. B. F.	2,300	2,715	2,640	2,450	3,140	13,245
Total	131,210	135,340	137,252	113,876	21,267	538,945
Public Improvements						
Unallocated/Unapproved PIB	0	0	0	0	96,633	96,633
Total PIBs	131,210	135,340	137,252	113,876	117,900	635,578

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SOURCE OF FUNDS SUMMARY (\$Thousands)									
Source of Funds	Appropriations Through Dec 31, 2003	Estimate Appropriations Jan. 1 - June 30 2004	Fiscal Year Planned Appropriations					Total 2005 - 2009	Total
			2005	2006	2007	2008	2009		
PUBLIC IMPROVEMENT PROGRAMS									
Fire Cons. Const. Fund	36,039	4,093	10,728	6,180	11,759	6,162	6,701	41,530	81,662
General Imp. Cons. Const. Fund	22,120	1,151	11,445	16,470	13,233	6,898	3,194	51,240	74,511
Homeless & Housing Cons. B. F.	2,007	1,410	2,300	2,715	2,640	2,450	3,140	13,245	16,662
Park Cons. Const. Fund	1,278	11,959	13,656	15,843	6,637	7,479	1,000	44,615	57,852
Police Cons. Const. Fund	6,517	4,617	8,127	20,474	1,789	8,795	1,003	40,188	51,322
Pub. Health Cons. Const. Fund	17,889	1,056	6,367	1,583	4,634	1,367	475	14,426	33,371
Pub. Library Cons. Const. Fund	8,051	2,625	12,078	6,925	15,210	9,295	1,851	45,359	56,035
S&B Cons. Const. Fund	349,068	35,089	65,069	61,350	77,950	69,100	3,600	277,069	661,226
Solid Waste Cons. Const. Fund	1,093	260	1,440	3,800	3,400	2,330	303	11,273	12,626
Storm Sewer Cons. Const. Fund	32,763	12,497						0	45,260
Unallocated/Unapproved PIB							96,633	96,633	96,633
Subtotal Public Improvement Bond Funds	476,825	74,757	131,210	135,340	137,252	113,876	117,900	635,578	1,187,160
Alief ISD	600							0	600
Army Corp of Engineers			500	1,625	1,625	500		4,250	4,250
Bioterrorism Grant		336	225					225	561
Clear Creek ISD	250							0	250
Community Development Blk Grant	13,254	3,980	8,328	1,334	0			9,662	26,896
FEMA			39,174	16,450				55,624	55,624
Federal Grants	450			150				150	600
Federal Railroad Signal Prog.			350	400				750	750
Ft. Bend County	300		375					375	675
HUD Grant	883			115				115	998
Harris County Flood Control			1,921				3,000	4,921	4,921
Harris County Participation	7,000	1,536	5,820	2,600	600			9,020	17,556
Prop Tx Dept. of Transportation				5,600	10,800	26,238		42,638	42,638
Proposed CDBG				12,794	10,960	5,000	5,000	33,754	33,754
Proposed Toll Road Funding					550	6,115		6,665	6,665

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SOURCE OF FUNDS SUMMARY (\$Thousands)									
Source of Funds	Appropriations Through Dec 31, 2003	Estimate Appropriations Jan. 1 - June 30 2004	Fiscal Year Planned Appropriations					Total	Total
			2005	2006	2007	2008	2009	2005 - 2009	
PUBLIC IMPROVEMENT PROGRAMS									
Texas Dept of Parks & Wildlife			1,589						1,589
Texas Dept. of Transportation	28,256	11,785	40,539	75,027	15,689	26,965	14,527	172,747	212,788
Subtotal Public Improvement Grants	50,993	17,637	98,821	116,095	40,224	64,818	22,527	342,485	411,115
Certificates of Obligation			3,430	22,513	1,606			27,549	27,549
Prop. Ser-F Storm Sewer C.F.						50,000	50,000	100,000	100,000
Ser-F Storm Sewer Const. Fund		3,230	44,999	48,328	41,672			134,999	138,229
100 Club	100							0	100
Accumulated Unexpended Fund	4,618							0	4,618
Developer Participation	1,583							0	1,583
Fire Special Fund				4,047				4,047	4,047
H.E.B. Food Stores	1,100		250	250	250	250	100	1,100	2,200
Metropolitan Transit Authority	64,927	29,526	71,454	58,674	59,739	63,389	67,792	321,048	415,501
Parks Special Revenue Fund		307						0	307
Private Funds	750	250	1,300					1,300	2,300
Proposed Private Funds				1,685				1,685	1,685
TIRZ Housing Set - Aside	2,000	2,260	6,350	3,150	3,150	2,600	2,500	17,750	22,010
Tax Increment Reinvestment Zone			6,700					6,700	6,700
Tex Med Center Participation			5,000					5,000	5,000
The Houston Parks Board, Inc.			6,000	6,000	6,000	6,000		24,000	24,000
The Park People, Inc.			1,200					1,200	1,200
Subtotal Public Improvement Other Funds	75,078	35,573	146,683	144,647	112,417	122,239	120,392	646,378	757,029
TOTAL PUBLIC IMPROVEMENT PROGRAMS	602,896	127,967	376,714	396,082	289,893	300,933	260,819	1,624,441	2,355,304
ENTERPRISE PROGRAMS									
2000 Revenue Bonds	14,933							0	14,933
Airport Rev. Bonds (Prev Ser)	2,123							0	2,123
CRC-SFRB	250							0	250
Revenue Bonds/Commercial Paper	1,382,607	59,339	137,057	31,350				168,407	1,610,353

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SOURCE OF FUNDS SUMMARY (\$Thousands)									
Source of Funds	Appropriations Through Dec 31, 2003	Estimate Appropriations Jan. 1 - June 30 2004	Fiscal Year Planned Appropriations					Total	Total
			2005	2006	2007	2008	2009	2005- 2009	
ENTERPRISE PROGRAMS									
Water & Sewer Cons. Const. Fund	2,182,033	236,673	321,212	320,473	318,918	324,250	317,175	1,602,028	4,020,734
Subtotal Revenue Bond Funds	3,581,946	296,012	458,269	351,823	318,918	324,250	317,175	1,770,435	5,648,393
Airport Passenger Charges/Other				18,407	155,067		9,552	183,026	183,026
Community Development Blk Grant			170					170	170
Subtotal Other Enterprise Program Funds	0	0	170	18,407	155,067	0	9,552	183,196	183,196
Airport Renl & Replacement Fund	16,317		890	235	250			1,375	17,692
Airports Improvement Fund	136,171	32,013	114,395	52,376	26,001	20,590	7,930	221,292	389,476
Annexed District Bond Fund	6,022							0	6,022
C & E Const. Fund #618			2,171					2,171	2,171
C.I.W.A. Bond Fund	36,000							0	36,000
Conv. & Ent. Enterprise #601	1,772	575	7,425					7,425	9,772
FAA/AIP (Federal Funds)	112,887		82,707	32,971	25,097	51,635	35,000	227,410	340,297
GRB Cons. Const. Fund #650	68	240	265					265	573
Water & Sewer Ren. & Rep. Fund	63,056							0	63,056
Subtotal Other Enterprise Program Funds	372,293	32,828	207,853	85,582	51,348	72,225	42,930	459,938	865,059
TOTAL ENTERPRISE	3,954,239	328,840	666,292	455,812	525,333	396,475	369,657	2,413,569	6,696,648
GRAND TOTAL	4,557,135	456,807	1,043,006	851,894	815,226	697,408	630,476	4,038,010	9,051,952

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Source of Funds	Appropriations Through Dec. 31, 2003	Estimated Appropriations Jan. 1- June 30 2004	Fiscal Year Planned Appropriations					Total	Total	
			2005	2006	2007	2008	2009	2005 - 2009		
<u>PUBLIC IMPROVEMENT PROGRAMS</u>										
Fire Department Facilities										
Fire Special Fund				4,047					4,047	4,047
General Imp. Cons. Const. Fund	2,470								0	2,470
Fire Cons. Const. Fund	36,039	4,093	10,728	6,180	11,759	6,162	6,701	41,530		81,662
Community Development Blk Grant	2,721	600							0	3,321
Total	41,230	4,693	10,728	10,227	11,759	6,162	6,701	45,577		91,500
Library Department Facilities										
Pub. Library Cons. Const. Fund	8,051	2,625	12,078	6,925	15,210	9,295	1,851	45,359		56,035
Harris County Participation	300								0	300
General Imp. Cons. Const. Fund	535			715				715		1,250
Proposed Private Funds				1,685				1,685		1,685
Private Funds	600		1,000					1,000		1,600
Federal Grants	450								0	450
Community Development Blk Grant	353	1,380	287	1,000				1,287		3,020
Proposed CDBG				2,000	3,900	2,000	2,000	9,900		9,900
HUD Grant	883			115				115		998
Total	11,172	4,005	13,365	12,440	19,110	11,295	3,851	60,061		75,238
Parks Department Facilities										
Parks Special Revenue Fund		307							0	307
Harris County Flood Control			1,921					1,921		1,921

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Source of Funds	Appropriations Through Dec. 31, 2003	Estimated Appropriations Jan. 1- June 30 2004	Fiscal Year Planned Appropriations					Total	Total	
			2005	2006	2007	2008	2009	2005 - 2009		
<u>PUBLIC IMPROVEMENT PROGRAMS</u>										
Parks Department Facilities										
Federal Grants				150					150	150
The Park People, Inc.			1,200						1,200	1,200
H.E.B. Food Stores	1,100		250	250	250	250	100		1,100	2,200
The Houston Parks Board, Inc.			6,000	6,000	6,000	6,000			24,000	24,000
Private Funds		250	300						300	550
Park Cons. Const. Fund	1,278	11,959	13,656	15,843	6,637	7,479	1,000		44,615	57,852
General Imp. Cons. Const. Fund			876						876	876
Texas Dept of Parks & Wildlife			1,589						1,589	1,589
Community Development Blk Grant		600	1,678						1,678	2,278
Total	2,378	13,116	27,470	22,243	12,887	13,729	1,100		77,429	92,923
Police Department Facilities										
Private Funds	150								0	150
100 Club	100								0	100
Certificates of Obligation			3,430	22,513	1,606				27,549	27,549
Police Cons. Const. Fund	6,517	4,617	8,127	20,474	1,789	8,795	1,003		40,188	51,322
Harris County Participation	5,700								0	5,700
Total	12,467	4,617	11,557	42,987	3,395	8,795	1,003		67,737	84,821
Health Department Facilities										
Proposed CDBG				2,504					2,504	2,504

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Source of Funds	Appropriations Through Dec. 31, 2003	Estimated Appropriations Jan. 1- June 30 2004	Fiscal Year Planned Appropriations					Total	Total	
			2005	2006	2007	2008	2009	2005 - 2009		
<u>PUBLIC IMPROVEMENT PROGRAMS</u>										
Health Department Facilities										
FEMA			106	842					948	948
Pub. Health Cons. Const. Fund	17,889	1,056	6,367	1,583	4,634	1,367	475	14,426	33,371	
Bioterrorism Grant		336	225					225	561	
General Imp. Cons. Const. Fund	167		310		365			675	842	
Community Development Blk Grant			277					277	277	
Total	18,056	1,392	7,285	4,929	4,999	1,367	475	19,055	38,503	
Solid Waste Department Facilities										
Solid Waste Cons. Const. Fund	1,093	260	1,440	3,800	3,400	2,330	303	11,273	12,626	
Proposed Toll Road Funding					550	6,115		6,665	6,665	
Total	1,093	260	1,440	3,800	3,950	8,445	303	17,938	19,291	
General Government Facilities										
General Imp. Cons. Const. Fund	18,948	1,151	10,259	15,755	12,868	6,898	3,194	48,974	69,073	
Community Development Blk Grant	3,700	0	1,886	334	0			2,220	5,920	
Proposed CDBG				1,290	60			1,350	1,350	
Total	22,648	1,151	12,145	17,379	12,928	6,898	3,194	52,544	76,343	
Storm Drainage Facilities										
FEMA			39,068	15,608				54,676	54,676	
Tex Med Center Participation			5,000					5,000	5,000	

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Source of Funds	Appropriations Through Dec. 31, 2003	Estimated Appropriations Jan. 1- June 30 2004	Fiscal Year Planned Appropriations					Total	Total
			2005	2006	2007	2008	2009	2005 - 2009	
<u>PUBLIC IMPROVEMENT PROGRAMS</u>									
Storm Drainage Facilities									
Prop. Ser-F Storm Sewer C.F.						50,000	50,000	100,000	100,000
Proposed CDBG				4,000	4,000			8,000	8,000
Storm Sewer Cons. Const. Fund	32,763	12,497						0	45,260
Community Development Blk Grant			4,000					4,000	4,000
Accumulated Unexpended Fund	4,618							0	4,618
Ser-F Storm Sewer Const. Fund		3,230	44,999	48,328	41,672			134,999	138,229
Total	37,381	15,727	93,067	67,936	45,672	50,000	50,000	306,675	359,783
Street & Traffic Control Facilities									
Texas Dept. of Transportation	28,256	11,785	40,539	75,027	15,689	26,965	14,527	172,747	212,788
Prop Tx Dept. of Transportation				5,600	10,800	26,238		42,638	42,638
S&B Cons. Const. Fund	349,068	35,089	65,069	61,350	77,950	69,100	3,600	277,069	661,226
Federal Railroad Signal Prog.			350	400				750	750
Harris County Participation	1,000	1,536	5,820	2,600	600			9,020	11,556
Metropolitan Transit Authority	64,927	29,526	71,454	58,674	59,739	63,389	67,792	321,048	415,501
Army Corp of Engineers			500	1,625	1,625	500		4,250	4,250
Developer Participation	1,583							0	1,583
Alief ISD	600							0	600
Clear Creek ISD	250							0	250
Ft. Bend County	300		375					375	675

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Source of Funds	Appropriations Through Dec. 31, 2003	Estimated Appropriations Jan. 1- June 30 2004	Fiscal Year Planned Appropriations					Total	Total	
			2005	2006	2007	2008	2009	2005 - 2009		
<u>PUBLIC IMPROVEMENT PROGRAMS</u>										
Street & Traffic Control Facilities										
Harris County Flood Control								3,000	3,000	3,000
Tax Increment Reinvestment Zone			6,700						6,700	6,700
Community Development Blk Grant	6,480	1,400	200						200	8,080
Proposed CDBG				3,000	3,000	3,000	3,000	3,000	12,000	12,000
Total	452,464	79,336	191,007	208,276	169,403	189,192	91,919	849,797	849,797	1,381,597
Housing Facilities										
TIRZ Housing Set - Aside	2,000	2,260	6,350	3,150	3,150	2,600	2,500	17,750	17,750	22,010
Homeless & Housing Cons. B. F.	2,007	1,410	2,300	2,715	2,640	2,450	3,140	13,245	13,245	16,662
Total	4,007	3,670	8,650	5,865	5,790	5,050	5,640	30,995	30,995	38,672
Public Improvement										
Unallocated/Unapproved PIB							96,633	96,633	96,633	96,633
Total	0	0	0	0	0	0	96,633	96,633	96,633	96,633
GRAND TOTAL	602,896	127,967	376,714	396,082	289,893	300,933	260,819	1,624,441	1,624,441	2,355,304

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SOURCE OF FUNDS SUMMARY (Thousands)

Source of Funds	Appropriations Through Dec 31, 2003	Estimated Appropriations Jan. 1 - June 30 2004	Fiscal Year Planned Appropriations					Total	Total
			2005	2006	2007	2008	2009	2005- 2009	
ENTERPRISE PROGRAMS									
Aviation Department Facilities									
Airports Improvement Fund	136,171	32,013	114,395	52,376	26,001	20,590	7,930	221,292	389,476
Revenue Bonds/Commercial Paper	1,382,607	59,339	137,057	31,350				168,407	1,610,353
CRC-SFRB	250							0	250
98 Revenue Bonds								0	0
2000 Revenue Bonds	14,933							0	14,933
FAA/AIP (Federal Funds)	112,887		82,707	32,971	25,097	51,635	35,000	227,410	340,297
Airport Rev Bond 2002 - 548/549								0	0
Airport Passenger Charges/Other				18,407	155,067		9,552	183,026	183,026
Airport Renl & Replacement Fund	16,317		890	235	250			1,375	17,692
Airport Rev. Bonds (Prev Ser)	2,123							0	2,123
Total	1,665,288	91,352	335,049	135,339	206,415	72,225	52,482	801,510	2,558,150
Conv. & Ent. Department Facilities									
GRB Cons. Const. Fund #650	68	240	265					265	573
Conv. & Ent. Enterprise #601	1,772	575	7,425					7,425	9,772
C & E Const. Fund #618			2,171					2,171	2,171
Community Development Blk Grant			170					170	170
Total	1,840	815	10,031	0	0	0	0	10,031	12,686
WasteWater Facilities									
Water & Sewer Ren. & Rep. Fund	38,435							0	38,435
Water & Sewer Cons. Const. Fund	703,691	109,321	164,050	171,200	165,400	183,900	175,900	860,450	1,673,462
Total									

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Source of Funds	Appropriations Through Dec 31, 2003	Estimated Appropriations Jan. 1 - June 30 2004	Fiscal Year Planned Appropriations					Total	Total
			2005	2006	2007	2008	2009	2005- 2009	
ENTERPRISE PROGRAMS									
WasteWater Facilities	742,126	109,321	164,050	171,200	165,400	183,900	175,900	860,450	1,711,897
Water Facilities									
Annexed District Bond Fund	6,022							0	6,022
C.I.W.A. Bond Fund	36,000							0	36,000
Water & Sewer Cons. Const. Fund	1,478,342	127,352	157,162	149,273	153,518	140,350	141,275	741,578	2,347,272
Water & Sewer Ren. & Rep. Fund	24,621							0	24,621
Water Contributed Capital. Fund								0	0
Total	1,544,985	127,352	157,162	149,273	153,518	140,350	141,275	741,578	2,413,915
GRAND TOTAL	3,954,239	328,840	666,292	455,812	525,333	396,475	369,657	2,413,569	6,696,648

MOTION NO. 2004 0998

MOTION by Council Member Khan that the recommendation of the Chief Administrative Officer of the Mayors Office, for approval of the Proposed Fiscal Year 2005-2009 Capital Improvement Plan and to establish a charge for copies, be adopted, and the 2005-2009 Capital Improvement Plan is hereby approved, as amended by Motion No. 2004-0995, by the City Council, and a charge of \$50.00, plus tax and postage, for the sale of Volumes One and Two and the Executive Summary is hereby established for the sale of said documents.

Seconded by Council Member Ellis and carried.

Mayor White, Council Members Lawrence, Galloway,
Goldberg, Edwards, Wiseman, Khan, Holm, Garcia,
Alvarado, Ellis, Quan, Sekula-Gibbs, Green and Berry
voting aye
Nays none

PASSED AND ADOPTED this 15th day of September, 2004.

Pursuant to Article VI, Section 6 of the City Charter, the
effective date of the foregoing motion is September 21, 2004.


City Secretary

ACKNOWLEDGEMENTS

Mayor's Office

Anthony Hall, Chief Administrative Officer

Public Works & Engineering

Sara S. Culbreth, Deputy Director

Convention & Entertainment

John Silva, Executive Staff Analyst

Finance and Administration

Judy Gray-Johnson, Director

Michael W. Shannon, Senior Staff Analyst

James Clay, Financial Analyst IV

Don Tews, System Accountant IV

Lisa Preciado, Administrative Analyst

Department Coordinators

Kent McLemore, Aviation

Issa Dadoush, Building Services

Richard Vella, Building Services

Russell Clark, Convention & Entertainment

Gracia Rosslow, Fire

Peter James, Health

Ron Lucik, Health

Jack Lippincott, H&CD

Bobby Rivers, Library

Carter Roper, Library

Mark Ross, Parks & Recreation

Larry Yium, Police

Jun Chang, Public Works & Engineering

Bruce Kao, Public Works & Engineering

David Peters, Public Works & Engineering

Jim Vanderwater, Public Works & Engineering

Gary Readore, Solid Waste

Printing

Brenda Riggan

Mary Green

Soledad Stutz

Elnora Marsh