

**CITY OF SAN ANTONIO
INTERDEPARTMENTAL MEMORANDUM
FINANCE DEPARTMENT**

TO: Mayor and City Council

FROM: Milo Nitschke, Director, Finance Department

THROUGH: Terry M. Brechtel, City Manager

COPIES: Melissa Byrne Vossmer, Assistant City Manager; City Attorney's Office; City Clerk; File

SUBJECT: Approving the Form, Content and Distribution of the Preliminary Official Statements Related to City of San Antonio, Texas General Improvement Refunding Bonds, Series 2003

DATE: March 6, 2003

SUMMARY AND RECOMMENDATIONS

This Ordinance complies with the requirements contained in securities and exchange commission rule 15c2-12, including the approval and distribution of a preliminary official statement pertaining to the issuance of approximately \$25,855,000 City of San Antonio, Texas General Improvement Refunding Bonds, Series 2003; and authorizes the City's staff, co-financial advisors and co-bond counsel to take all actions deemed necessary in connection with the sale of such obligations.

Staff recommends approval of this Ordinance.

BACKGROUND INFORMATION

The fiscal year 2003 Debt Management Plan includes the proposed sale of approximately \$25,885,000 General Improvement Refunding Bonds, Series 2003 (the "2003 Refunding Bonds"). It is anticipated that the 2003 Refunding Bonds will be sold the week of March 17, 2003 with delivery occurring on May 8, 2003.

The City routinely evaluates the possibility of executing refunding transactions to achieve interest cost savings. The 2003 Refunding Bonds are being issued to refund \$25,395,000 Series 1993 General Improvement Refunding Bonds. Our analysis shows that this refunding generates \$1,198,376 in gross savings and \$1,152,620 or 4.45% in present value savings.

In connection with the issuance and sale of the bonds, presentations have been scheduled with Moody's, Standard & Poor's and Fitch, on March 3 and 4, 2003.

It is anticipated that the 2003 Refunding Bonds will be sold the week of March 17, 2003 by an underwriting syndicate including Ramirez & Co., Inc. as Senior Book Running Manager; UBS PaineWebber, Inc. as Co-Senior Manager; and A.G. Edwards & Sons, Inc., Southwestern Capital Markets, Inc. and Southwest Securities as Co-Managers.

POLICY ANALYSIS

The aforementioned transaction is consistent with the Debt Management Plan.

FISCAL IMPACT

Any costs pertaining to the proposed bond transaction will be paid from the proceeds derived from the issuance and sale of such obligation. Therefore, there is no impact on the City's Operating Budget.

SUPPLEMENTAL COMMENTS

The disclosures required by the City's Ethics Ordinance for each of the firms are attached.

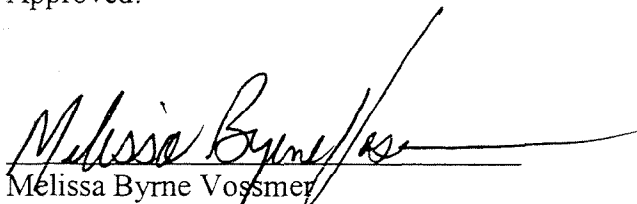
COORDINATION

This action was coordinated with the City Manager's Office, City Attorney's Office, the Departments of Finance, the Office of Management and Budget, the City's Underwriting Syndicate, Co-Financial Advisors and Co-Bond Counsel.




Milo D. Nitschke
Director, Finance Department

Approved:



Melissa Byrne Vossmer
Assistant City Manager



Terry M. Brechtel
City Manager

**GOOD FAITH EFFORT PLAN
SBEDA FORM 117C**NAME OF COMPANY: Morgan Stanley Dean WitterPROJECT NAME: City of Austin, Airport Revenue/PFC Revenue Bonds

1. Identify all solicited contractor areas, actual or anticipated. (Use additional sheets as needed). If M/WBE contracting goal was met, skip to #9.

COMPANY NAME & TRADE AREA	DOLLAR AMOUNT	DBE (Y/N)	CITY M/WBE CERTIFICATION NUMBER

2. If M/WBE contracting goal was not achieved in a percentage that equals or exceeds the City's M/WBE goal, please give explanation.
Please see attached sheet.

3. List all M/WBE Listing or Directories utilized to solicit participation.
N/A

4. List all contractor associations and other business associations solicited for M/WBE referrals.
N/A

2) Morgan Stanley Dean Witter is a full-service investment banking firm which executes all phases of a financing. As Senior Manager, Morgan Stanley Dean Witter would provide a firm commitment to ensuring M/WBE participation in the syndicate team. Morgan Stanley Dean Witter has a strong record of working with M/WBE firms especially in the State of Texas. For example, the Firm has recently served on two transactions for the Dallas-Fort Worth International Airport (American Airlines) where at least firms who had M/WBE participated as co-managers on the transactions.

Good Faith Effort Plan
SBEDA Form 117C

5. Discuss all efforts aimed at utilizing M/WBEs.
Please see attached sheet (question 2)

6. Indicate advertisement mediums used for soliciting bids from M/WBEs.
N/A

7. List all M/WBE bids received but rejected. (Use additional sheets as needed.)

COMPANY NAME	CITY M/WBE CERTIFICATION NUMBER	DBE (Y/N)	REASON FOR REJECTION
N/A			

8. Please attach a copy of company's M/WBE policy.

9. Name and phone number of person appointed to coordinate and administer the Good Faith Efforts of your company on this project.

Andrew Rowley (212-762-8287) will coordinate and administer
the Good Faith Efforts of our company on this project.

Good Faith Effort Plan
SBEDA Form 117C

10. This Good Faith Effort Plan is subject to the Economic Development Department's approval.



SIGNATURE OF AUTHORIZED OFFICIAL

Managing Director
TITLE OF OFFICIAL

8/25/00

DATE

(212) 762-8287

PHONE

FOR CITY USE

Plan Reviewed By: _____

Recommendation:

Approval _____

Denial _____

Action Taken:

Approved _____

Denied _____

DIRECTOR OF ECONOMIC DEVELOPMENT

LIST OF SUBCONTRACTORS

NAME OF COMPANY & TRADE	CITY M/WBE CERTIFICATION NUMBER	DOLLAR AMOUNT
NOT APPLICABLE		

The following section is to be completed if the contract (Project) is for less than \$200,000. Please list subcontracting solicitations to all minority/women contractors for participation on project. If none, explain (exclude successful firms listed above). Use additional sheets if necessary. The contractor is expected to solicit participation on subcontracts from available M/WBEs under this contract.

NAME OF COMPANY PERFORMING WORK	CITY M/WBE CERTIFICATION NUMBER	REASON FOR REJECTION
NOT APPLICABLE		

All minority/women business enterprise subcontractors must submit a copy of certification certificate through the Prime Contractor. It is understood and agreed that, if awarded a contract by the City of San Antonio, the Contractor will not make additions, deletions, or substitutions to this certified list without consent of the Director of Finance and the Director of Economic Development (through the submittal of SBEDA Form 102, Request for Approval of Change to Original Certified List of Subcontractors).

AFFIRMATION

I HEREBY AFFIRM THAT THE ABOVE INFORMATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I FURTHER UNDERSTAND AND AGREE THAT, IF AWARDED THE CONTRACT, THIS DOCUMENT SHALL BE ATTACHED THERETO AND BECOME A BINDING PART OF THE CONTRACT.

NAME AND TITLE OF AUTHORIZED OFFICIAL: J. Steve Elliott Senior Vice-President

SIGNATURE:  DATE: 2-22-01

**GOOD FAITH EFFORT PLAN
SBEDA FORM 117C**NAME OF COMPANY: Salomon Smith BarneyPROJECT NAME: Proposal for Financial underwriting Services

1. Identify all solicited contractor areas, actual or anticipated. (Use additional sheets as needed). If M/WBE contracting goal was met, skip to #9.

COMPANY NAME & TRADE AREA	DOLLAR AMOUNT	DBE (Y/N)	CITY M/WBE CERTIFICATION NUMBER
we will work with any Company			
certified by the city to			
meet the City's Goals			

2. If M/WBE contracting goal was not achieved in a percentage that equals or exceeds the City's M/WBE goal, please give explanation.

3. List all M/WBE Listing or Directories utilized to solicit participation.

See above

4. List all contractor associations and other business associations solicited for M/WBE referrals.

See above

Good Faith Effort Plan
SBEDA Form 117C

5. Discuss all efforts aimed at utilizing M/WBEs.

See above

6. Indicate advertisement mediums used for soliciting bids from M/WBEs.

N/A

7. List all M/WBE bids received but rejected. (Use additional sheets as needed.)

COMPANY NAME	CITY M/WBE CERTIFICATION NUMBER	DBE (Y/N)	REASON FOR REJECTION
<u>N/A</u>			

8. Please attach a copy of company's M/WBE policy.

9. Name and phone number of person appointed to coordinate and administer the Good Faith Efforts of your company on this project.

Jorge A. Garza 214. 720. 5074

Good Faith Effort Plan
SBEDA Form 117C

10. This Good Faith Effort Plan is subject to the Economic Development Department's approval.

George A. Gandy
SIGNATURE OF AUTHORIZED OFFICIAL

Director
TITLE OF OFFICIAL

8/25/00 *2147245074*
DATE PHONE

FOR CITY USE

Plan Reviewed By: _____

Recommendation: Approval _____

Denial _____

Action Taken: Approved _____

Denied _____

DIRECTOR OF ECONOMIC DEVELOPMENT

**GOOD FAITH EFFORT PLAN
SBEDA FORM 117C**

NAME OF COMPANY: Siebert Brandford Shank & Co., LLC

PROJECT NAME: Financial Underwriting Services for the City's Long
Range Airport System Debt Plan

1. Identify all solicited contractor areas, actual or anticipated. (Use additional sheets as needed). If M/WBE contracting goal was met, skip to #9.

COMPANY NAME & TRADE AREA	DOLLAR AMOUNT	DBE (Y/N)	CITY M/WBE CERTIFICATION NUMBER
Wickliff & Hall P.C.	\$20,000	Y	pending

2. If M/WBE contracting goal was not achieved in a percentage that equals or exceeds the City's M/WBE goal, please give explanation.

3. List all M/WBE Listing or Directories utilized to solicit participation.

4. List all contractor associations and other business associations solicited for M/WBE referrals.

Good Faith Effort Plan
SBEDA Form 117C

5. Discuss all efforts aimed at utilizing M/WBEs.

Siebert Brandford Shank attempts to use M/WBE firms as
underwriters' counsel on all of our senior managed transactions.

6. Indicate advertisement mediums used for soliciting bids from M/WBEs.

7. List all M/WBE bids received but rejected. (Use additional sheets as needed.)

COMPANY NAME	CITY M/WBE CERTIFICATION NUMBER	DBE (Y/N)	REASON FOR REJECTION

8. Please attach a copy of company's M/WBE policy.

Please see attached.

9. Name and phone number of person appointed to coordinate and administer the Good Faith Efforts of your company on this project.

Anderson E. Bynam, First Vice President (713) 222-1585

Good Faith Effort Plan
SBEDA Form 117C

10. This Good Faith Effort Plan is subject to the Economic Development Department's approval.

Anderson E. Rynan

SIGNATURE OF AUTHORIZED OFFICIAL

First Vice President

TITLE OF OFFICIAL

08/23/00

DATE

(713) 222-1585

PHONE

FOR CITY USE

Plan Reviewed By: _____

Recommendation:

Approval _____

Denial _____

Action Taken:

Approved _____

Denied _____

DIRECTOR OF ECONOMIC DEVELOPMENT

Good Faith Effort Plan SBEDA Forms 101 and 117C

Because financial services and municipal bond underwriting do not fit neatly into most of the categories used on the City's SBEDA Form 117C, we have tried to summarize A.G. Edwards' efforts to increase the participation of M/WBE firms in all of our business endeavors. Ultimately, the constitution of the underwriting syndicate and the legal counsel responsible for the transaction will be the decision of the City. Below, we describe A.G. Edwards' ongoing efforts and historical track record as Senior Manager in the fair distribution of underwriting revenues to all syndicate members.

Commitment to the Inclusion and Active Participation of Minority and Women-Owned Business Enterprises ("M/WBEs")

A.G. Edwards supports the City of San Antonio's effort to include M/WBE firms in a meaningful way in its bond offerings and its day-to-day business. We are committed to promoting and fostering fair and equitable participation of M/WBE enterprises in public finance transactions. We have worked diligently to establish and maintain positive working relationships with many M/WBE firms, utilizing their expertise and prior transaction experience on various financings. The inclusion of M/WBE firms in our transactions has been in the capacity of co-senior or active co-managers who are treated as valuable members of the underwriting syndicate and have had the opportunity to participate in working sessions and pricing calls when we have served as the senior managing underwriter. We often joint venture with M/WBE firms to solicit new business. We also rely frequently on the expertise of M/WBE firms as underwriter's counsel, where we seek excellent legal counsel from both M/WBE and major bond counsel firms in Texas. We routinely include M/WBE firms in the list of qualified firms when we solicit bids for financial printers. Upon selection we will encourage the participation of M/WBE firms throughout the financing process.

Negotiated Underwritings

We respect the City of San Antonio negotiated underwriter selection team and process and support the selection of qualified M/WBE firms for inclusion in its underwriting teams. A.G. Edwards works with these firms on a daily basis not only in Texas but nationwide. We are committed to fostering full inclusion of these M/WBE firms in the underwriting process and making every attempt to ensure that M/WBE firms of the City's selection receive their fair share of not only underwriting participation but actual financial remuneration.

Our previous experience as senior-managing underwriter in 1996 for approximately \$95 million in G.O. and C.O. debt exemplifies our commitment to meaningful M/WBE participation and the results we deliver. A case study which follows this section details our efforts on this transaction.

Because of our willingness to risk our own capital on behalf of the entire underwriting syndicate and handle institutional business on a "group net" basis, we exceeded the City's M/WBE goal for underwritings, which at the time was 30%.

We also achieved a 30% M/WBE participation goal on a 1996 \$314 million Texas Public Finance Authority ("TPFA") issue by agreeing to underwrite the entire issue on a group net basis. Within the last month we senior-managed two additional TPFA issues which were sold almost entirely to retail due to their small block size. While few minority firms have extensive retail distribution systems, we made every effort to provide the M/WBE firms with a level playing field by soliciting their marketing suggestions early in the process and incorporating their suggestions in the final marketing plan. M/WBE participation was approximately 20% on the two issues, despite the fact that there was no priority institutional business in either account. A.G. Edwards underwrote approximately \$1.5 million in bonds on the issues taking full liability but allowing our co-managers to access the bonds at the full takedown if they had orders.

A.G. Edwards has a proven track record of supporting the M/WBE goals of our clients. We consider it good business and strive to find a way to achieve the goals you have established.

The City and its Financial Advisor, through the review process, will be broadening the population of prospective investors through the appointment of capable M/WBE co-managers. Based upon the identity and number of co-

managers, appropriate splits will be determined which will maximize the marketability of the bonds and distribute commissions appropriately.

The following is a partial listing of minority and women-owned financial institutions with whom A.G. Edwards has conducted business since January, 1994:

Apex Securities, Inc.
Artemis Capital Group, Inc.
Brooks Securities, Inc.
Charles A. Bell Securities Corp.
Estrada Hinojosa & Company, Inc.
Grigsby, Brandford & Co., Inc.
I. C. Rideau, Lyons Co., Inc.
Llama Company
M. R. Beal & Co., Inc.
Muriel Siebert & Co., Inc.
Pryor, McClendon, Counts & Co.
Redwood Securities Group, Inc.

Reinoso & Co.
Renge Securities & Co.
Samuel A. Ramirez & Co., Inc.
Smith, Mitchell Investment Group
Southwestern Capital Markets, Inc.
Sturdivant & Co.
Taylor Pruitt
W. R. Lazard & Company
Walton & Johnson
Ward Bradford & Co.
J. M. Williams, Inc.

Competitive Bidding on Municipal Bond Issues

A.G. Edwards routinely solicits the participation of M/WBE firms in the competitive bid process. We contact qualified M/WBE firms to join our bidding syndicates and maintain a list of M/WBE underwriting firms who are active in the municipal market.

Firm-wide Efforts to Promote M/WBE Contracting

A.G. Edwards recently completed construction of a new 400,000 square foot building in our headquarters complex (a total of 1.3 million square feet of office space in downtown St. Louis). The firm and its primary contractor prioritized the inclusion of M/WBE firms in the design and construction of this building, which also houses the public finance department. The firm compiled a list of 27 local qualified M/WBE subcontractors who were included in the solicitation of bids. Upon completion 14.8% of all dollars spent were paid to M/WBE firms who successfully competed for the design and construction work.

To further M/WBE knowledge of A.G. Edwards and to increase submission of bids on A.G. Edwards contracts by minority-owned firms, our firm has taken the following steps at our headquarters:

- Advertisements in the Black Pages of St. Louis and Kansas City
- Sponsorships of:
 - The St. Louis Minority Supplier Development Council
 - The Minority Enterprise Development Week
 - The St. Louis Black Expo (where A.G. Edwards is also a participant)

We utilize M/WBE caterers, public relation firms, printers and contractors.

Internal Firm Policies and Procedures to Foster M/WBE Recruitment and Promotion

While we are committed to promoting opportunities for M/WBE firms to do business with A.G. Edwards in a variety of areas, we are also committed to offering meaningful employment and career opportunities for minority applicants within our firm. In the securities industry where distribution and capital are key to meeting our clients' financing needs, our commitment to hiring qualified minority and women employees is as important as our inclusion of M/BWE firms in our contractual arrangements.

Our affirmative action policy and employment statistics are contained in Section XII of this proposal.

A.G. Edwards' policy is to promote equal employment opportunities through practices designed to insure the full realization of equal employment opportunities without regard for race, color, religion, sex, age, disability, or national origin. To effectuate these policies, A.G. Edwards will continue to (a) recruit, hire, train and promote persons in all job classifications without regard for race, color, religion, sex, age, disability, or national origin, (b) base decisions on employment so as to further the principles of equal employment opportunity, (c) insure that all personnel actions, including, but not limited to, compensation, benefits, transfers, layoffs, return from layoffs, A.G. Edwards sponsored training, education and tuition assistance, and social and recreational programs are administered without regard for race, color, religion, sex, age, disability or national origin, and (d) insure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotion.

A.G. Edwards makes an effort to recruit as many minorities and women for its work force as possible. A.G. Edwards uses many sources in recruiting minorities and women including: Missouri Division of Employment Security, National Association for the Advancement of Colored Persons, Urban League of St. Louis, National Conference of Christians and Jews and targeted university recruitment at such colleges as Morehouse College and Florida A&M. A.G. Edwards launched a number of initiatives to help us find potential minority candidates. The two most recent programs are the "Calloway Scholar Program" through St. Louis University and the "Educational Partners Program". Under the Equal Opportunity Program, A.G. Edwards offers minority scholarships and has participated in the INROADS internship for the past ten years. A.G. Edwards provides annual scholarships through the American Youth Foundation that are directed to benefit minority students from inner-city public schools, and we participate in the CORO Foundation's "Women in Leadership" program. In addition, A.G. Edwards conducts an employment relations program targeted to Community Agency and Urban League Staff members to enhance employees' opportunities. During the last year, A.G. Edwards has conducted a Diversity Awareness training program for its employees. Approximately 2,645 employees have participated in this program.

Several years ago A.G. Edwards developed its Corporate Intern Program - a summer employment opportunity targeted at minority college and graduate students. Interns are placed in various departments, including Public Finance, and given both real life exposure to the securities industry and additional training on both their assigned areas and other areas of the firm. This program was designed as a recruiting tool to attract talented students while in school, with an eye toward retaining them upon graduation. A.G. Edwards put this program to work with the Chicago Summer Business Institute.

Females and minorities comprise over 45% of the company's total employment. A.G. Edwards' Public Finance employs 95 professionals, of which 21 are females and minorities. The Texas Investment Banking Group, which will work directly with the City, consists of 75% female and minority professionals. A.G. Edwards is also an active corporate sponsor of the NAACP and our chairman, Benjamin Edwards III, served as Chairman for the 1998 campaign of the United Negro College Fund.

A.G. Edwards is a publicly-held corporation that is managed by a diverse Board of Directors, which is reflective of the Firm's commitment to equal opportunity and affirmative action. The nine member Board of Directors includes Ms. Donna Williamson, who is female, Mr. Samuel C. Hutchinson, who is African-American and Dr. Louis Fernandez, who is Hispanic. In addition, A.G. Edwards appointed two females to the Board of Directors of the A.G. Edwards Brokerage Company: Ms. Mary V. Atkin and Ms. Donnis L. Casey. This is a clear demonstration of the firm's commitment to the advancement of women and minorities in responsible policy-making roles within A.G. Edwards.

In past years, a number of minority and women professionals at A.G. Edwards have achieved significant milestones in their professional development. Specifically, an African American male was named co-manager of our largest branch office, three African American men were named officers of the firm in 1997, and a number of women were appointed group managers, supervisors or officers of the firm.

If selected as your senior-manager, A.G. Edwards would welcome the opportunity to develop and implement a financing plan in concert with the City's staff and advisors which is responsive to the City's M/WBE goals and objectives. We also look forward to the opportunity to present our results upon completion of any financing for the City.

The City of San Antonio, Texas
\$82,730,000 General Improvement and Refunding Bonds, Series 1996A
\$12,515,000 Combination Tax and Revenue Certificates of Obligation, Series 1996A

A.G. Edwards recently served as book-running, senior manager on the City of San Antonio, Texas (the "City") AA-rated \$95,245,000 tax-exempt financing. In addition to a new money component, the issue included a \$52,330,000 par value refunding that achieved present value savings of 4.79% of the prior issues. The issue refunded a portion of two series of the City's outstanding general obligation debt and one series of combination tax and revenue certificates of obligation.

A.G. Edwards utilized several uncommon methods in marketing the issue which aided the issuer in achieving its goals for the financing. The City wanted to encourage participation by its citizens and local taxpayers. To accomplish that goal, A.G. Edwards designated the first seven maturities of the issue as "Texas Retail Priority." Orders from Texas individuals in those maturities were given first position in the priority of orders. Of the nearly \$13 million so designated, A.G. Edwards and its co-managers were able to place approximately \$10 million with Texas retail customers.

The City also wanted to encourage the participation of Minority and Women-owned Business Enterprises (M/WBE). To achieve that end, A.G. Edwards instituted a "group net" policy on all institutional orders. 46.8% of the total par value was sold "group net" which represented 43.3% of the available takedown dollars on the issue. In the final analysis, including their share of group net orders, M/WBE firms were credited with over 31% of the available takedown dollars on the issue.

In addition to syndicate rules that encouraged active participation by the entire syndicate, A.G. Edwards also used the skills of its underwriters to achieve the lowest possible interest cost for the City. A.G. Edwards took advantage of marketplace demand for premium bonds and restructured a portion of the issue on the day of pricing to achieve a 5-10 bp savings on the restructured maturities. As a whole, more than half of the maturities priced on top of the Municipal Market Data AA G.O. scale, which represents the offer level of the market and is widely regarded as the most aggressive indicator of pricing success. The later maturities were also priced aggressively and all ultimately yielded 3-10 bp lower than the Delphis Hanover 96 AA index. In addition, the yields on the issue were almost uniformly below a comparable Texas G.O. transaction that was Aaa/AAA-rated through the use of municipal bond insurance.

GOOD FAITH EFFORT PLAN

SBEDA FORM 117C

NAME OF COMPANY: Southwest Securities

PROJECT NAME: Underwriting Services for City of San Antonio for Long Range
Airport System Debt Plan

1. Identify all solicited contractor areas, actual or anticipated. (Use additional sheets as needed). If M/WBE contracting goal was met, skip to #9.

COMPANY NAME & TRADE AREA	DOLLAR AMOUNT	DBE (Y/N)	CITY M/WBE CERTIFICATION NUMBER
Southwest Securities does not anticipate utilizing M/WBE or other contractors without prior authorization from the City. If authorized, Southwest Securities will utilize M/WBE contractors to the full extent possible.			

2. If M/WBE contracting goal was not achieved in a percentage that equals or exceeds the City's M/WBE goal, please give explanation.

SEE ABOVE

3. List all M/WBE Listing or Directories utilized to solicit participation.

4. List all contractor associations and other business associations solicited for M/WBE referrals.

Listing from the City of San Antonio

Good Faith Effort Plan
SBEDA Form 117C

5. Discuss all efforts aimed at utilizing M/WBEs.

Southwest Securities does not anticipate utilizing M/WBE or other contractors without prior authorization from the City. If authorized Southwest Securities will utilize M/WBE contractors to the full extent possible.

6. Indicate advertisement mediums used for soliciting bids from M/WBEs.

None Anticipated

7. List all M/WBE bids received but rejected. (Use additional sheets as needed.)

COMPANY NAME	CITY M/WBE CERTIFICATION NUMBER	DBE (Y/N)	REASON FOR REJECTION
NOT APPLICABLE			

8. Please attach a copy of company's M/WBE policy.

9. Name and phone number of person appointed to coordinate and administer the Good Faith Efforts of your company on this project.

San Antonio office-Donald J. Gonzales

Dallas office-Richard Litton

Good Faith Effort Plan
SBEDA Form 117C

10. This Good Faith Effort Plan is subject to the Economic Development Department's approval.

1. J. J. E. E. E.
SIGNATURE OF AUTHORIZED OFFICIAL

Senior Vice-President
TITLE OF OFFICIAL

2-28-00 (210) 221-2171
DATE PHONE

FOR CITY USE

Plan Reviewed By: _____

Recommendation: Approval _____ Denial _____

Action Taken: Approved _____ Denied _____

DIRECTOR OF ECONOMIC DEVELOPMENT