

**STATE OF TEXAS  
COUNTY OF BEXAR  
CITY OF SAN ANTONIO**

**A BUDGET WORK SESSION OF THE CITY COUNCIL OF THE CITY OF SAN ANTONIO  
WAS HELD IN THE MUNICIPAL PLAZA BUILDING, TUESDAY, SEPTEMBER 3, 2013.**

The San Antonio City Council convened in a Budget Work Session at 2:00 pm Tuesday, September 3, 2013, Municipal Plaza Building, with the following Councilmembers present: Bernal, Taylor, Viagran, Saldaña, Gonzales, Lopez, Medina, Nirenberg, Chan, Soules, and Mayor Castro. **ABSENT:** None.

**1. STAFF PRESENTATION ON THE FY 2014 PROPOSED BUDGET FOCUSING  
ON, BUT NOT LIMITED TO, THE FOLLOWING CITY DEPARTMENTS:**

- A. MUNICIPAL COURT**
- B. INFORMATION TECHNOLOGY SERVICES DEPARTMENT**
- C. CITY AUDITOR'S OFFICE**
- D. OFFICE OF THE CITY CLERK**
- E. DOWNTOWN OPERATIONS**

**A. MUNICIPAL COURT**

Judge John Bull detailed the Department's Accomplishment, Program Initiatives, and Proposed FY 2014 Budget. He reported on the use of the Video Court Kiosks and noted that on average 1,000 calls were received monthly. Another new Initiative highlighted was having a Hearing Officer preside over civil filings related to Municipal violations. Judge Bull stated that a total of 399 cases had been filed with 214 hearings conducted. Also implemented in FY 2013 was an On-line Payment System. He detailed the features and benefits of the System and noted that a total of 720 traffic cases had been processed since the Payment System began on August 13, 2013.

It was reported that the Department had implemented recommendations provided by the Office of Innovation and Reform. Said recommendations included enhancing citizen satisfaction by improving business operations; increasing professionalism; and operating as a model of efficiency. Judge Bull stated that the Department planned on expanding the administrative hearing process as well as utilizing technology to increase efficiencies and streamline business processes.

As it relates to the FY 2014 Budget, Judge Bull reported that the Department was proposing a Budget Allocation of \$13.6 million and a Personnel Compliment of 181 employees. He noted that the Proposed FY 2014 Budget was \$40,000 less than the FY 2013 Budget as a result of streamlining business processes; reducing staff; and implementing a new Vision for the Court. The Implementation Plan and Benefits of the new Vision were detailed.

Lastly, Judge Bull reported on the Juvenile Case Manager Fund. He noted that the Court heard a total of 11,161 "Failure to Attend School" and "Parent Contributing to Non-Attendance" cases and that the Court focused addressing truancy via Intervention Programs. The Proposed FY 2014 Budget for said Fund was highlighted and it was noted that the Department planned on transferring 2 positions from

other Municipal Court Funds to the Juvenile Case Manager Fund as well as making program enhancements totaling \$5,000.

Mayor Castro asked of the decrease in 26 net positions and asked that a status be provided on Court Programs. Judge Bull responded by stating that even with said reductions the Department was planning to be more efficient. As it relates to Animal Court, it was noted that the Court received a high volume of cases and that a new legislative measure would assist the Department in ensuring that cases were assigned to the correct court for processing. In regards to Truancy efforts, Judge Bull reported that a new legislative measure required for truancy cases to be sent to Central Filing for processing. He detailed challenges faced in the current process and spoke on how the new legislative measure allowed for the Department to be more efficient while deterring truancy. Judge Bull reported on the benefits of the On-line Payment System and it was noted only traffic fines could be paid electronically. Also discussed was revenue generated from parking at the Court. Mrs. Sculley explained that said fees were deposited into the General Fund and noted that the amount of revenue collected would be provided to the Mayor and Council. It was noted that 74% of cases handled by the Court were traffic tickets.

Councilmember Soules thanked Judge Bull for being innovative, utilizing technology, and doing more with less.

Councilmember Chan spoke of using technology to enhance the customer experience while being more efficient. She asked of the Video Kiosks and associated Plan of Action. Judge Bull stated that 3 Kiosks were being utilized in various parts of the City and that each unit cost approximately \$10,000. As it relates to maintenance, it was reported that the cost to the City was approximately \$65,000 per site annually. In regards to the Juvenile Case Management Fund, it was noted that said was implemented 3 years ago to offset expenditures associated with providing services and that said fee was \$5 fee per citation. Judge Bull clarified that the increase in revenues was due to an increase in fees collected for hearing cases. Maria Villagomez explained that said Fund was classified as a Restricted Fund and noted that excess revenues were deposited into the General Fund. She reported that the Department anticipated said Fund to have an ending balance of \$700,000.

At the request of Councilmember Bernal, Judge Bull reported on the Action Plan for implementing the new Court Management System as outlined within the new Vision. He noted that associated Capital Improvements would be completed in a couple of months and highlighted the benefits of said System.

Councilmember Medina spoke of the convenience and availability of the Video Kiosks. As it relates to the Juvenile Case Manager Fund, Judge Bull reported on the current process for hearing cases. He stated that the Department developed Training Programs for individuals and their families based on types of cases heard as the intent was to decrease recidivism. Judge Bull provided a status reported on the RFP for the Collection of Court fees.

Councilmember Saldaña asked for details regarding Truancy efforts. Judge Bull responded that the Department was encountering a backlog of cases as a result of schools district not timely filing cases. He spoke on the importance of intervention and addressing the situation as soon as possible.

Councilmember Gonzales asked of the impact in the Court addressing Truancy. Judge Bull reported on the success of Training Programs and noted how the increase in attendance resulted in school districts generating more revenue.

## **B. INFORMATION TECHNOLOGY SERVICES DEPARTMENT**

Hugh Miller provided an overview of the Department's Governance Structure and responsibilities; FY 2013 Accomplishments; and FY 2014 Initiatives and Proposed Budget. He detailed the types of equipment maintained as well as services offered. Mr. Miller spoke of how the Department was managed prior to 2006 and highlighted improvements completed since that time. Such improvements included utilizing multiple Enterprise Business Systems; implementing IT Best Practices; implementing a Life Cycle Management Plan for IT Infrastructure; matching business functions to job skills; creating a Governance Committee to evaluate submitted IT requests; reducing technology energy consumption; and implementing a Shared Services Program to centralize technology personnel.

As it relates to the Shared Services Program, Mr. Miller noted that the intent was to manage internal functions and services. He provided a status report on the Program's implementation and noted that benefits included streamlining resources; improving service delivery; and supporting consistency, integrity, and accountability.

In the area of Accomplishments, Mr. Miller noted that the Department was chosen by Code For America as their desired City to work with in FY 2014 while he was selected as 2013 IT Executive of the Year at the InnoTech Conference. Other Accomplishments highlighted included developing and implementing various Enterprise Applications, Infrastructure needs, and Security features. As it relates to Public Safety Accomplishments, it was noted that the Department upgraded and enhanced the Computer Aided Dispatch (CAD) System, resolved AFR and RMS issues, deployed electronic booking forms, and enhanced connectivity issues associated with the mobile environment.

Mr. Miller spoke of the Department's IT Portfolio and Governance Structure. He noted that the focus of the IT Project Portfolio was to "Run," "Grow," and "Transform" technology operations. The IT Project Portfolio Approach was detailed and associated Accomplishments highlighted. As it relates to the Governance Structure, it was noted that the goal of said was to align IT resources with the demand for departmental technology requests and that Projects were prioritized based on the strategic needs of the City. He spoke of the Project selection process and committee representation.

As it relates to FY 2014 Programs and Initiatives, it was noted that the Department planned on developing new and upgrading existing applications; developing new and upgrading existing Equipment and Infrastructure; developing and deploying new security measures; enhancing departmental customer service relationships; and implementing various Public Safety Management Systems.

Mr. Miller reported on the Internal Service Fund and noted that the Department recovered the cost of providing services to Departments via an IT Assessment Fee. In the instance where services were provided to outside agencies, the Department charged the agency for said services. He stated that for FY 2014 the Department was requesting a Budget Allocation of \$44.8 million and a Personnel Compliment of 226 employees. Mr. Miller highlighted FY 2014 Efficiencies which included a reduction in force by 3, implementing a hiring freeze on 4 positions, having internal staff perform radio

maintenance; implementing technology improvements; and reducing various line item allocations. FY 2014 Mandates were discussed and it was noted that the Department planned on acquiring new software licenses. He detailed completed Capital Improvement Projects totaling \$392,635.

Mayor Castro asked for clarification regarding the proposed reduction in force. Mr. Miller responded that duties would be absorbed by existing staff. As it relates to the costs associated with purchasing computers, it was stated that the cost of equipment was based on a 3-5 year life cycle, vendor maintenance and support costs, disposal fees, and the purchase of licenses.

Councilmember Nirenberg asked to be provided a status reported on the implementation of Broadband. Mr. Miller reported that the Department was negotiating with CPS Energy to secure rights to use 4 dedicated cable lines for said Project. He spoke on possible partners and stated that the Department was still in the early Phases of the Project. As it relates to the development of mobile applications, Mr. Miller stated that the Department was collaborating with Code for America on said Initiative. He detailed the Plan of Action and noted that a uniform portal would house applications. The costs associated with having wireless connectivity in Parks was discussed.

Councilmember Chan asked of the number of servers being utilized. Mr. Miller explained that the number was needed in order to provide redundancies in Business Operations. As it relates to the Shared Services Program, it was explained that systems maintained by the City were not typically maintained by companies and that this resulted in additional vacancies. Another challenge in filling positions was due to the backlog in DPS completing required background checks. Councilmember Chan requested a list of contracts administered by the Department.

Councilmember Medina asked for clarification on mobile data and voice devices. Mr. Miller explained that some employees based on job duties required access to City applications while working in the field. He noted that the Department was initially charged for services and that the Department would in turn assess the fees to the Department. Councilmember Medina asked for a status report on the Automated Field Reporting System. It was noted that System challenges had been identified and that the Department was meeting on a weekly basis with Public Safety Leadership to discuss a Plan of Action for implementing enhancements. Still pending implementation are new DWI requirements as well as Case Management Enhancements. Councilmember Medina requested a copy of the Report which listed System challenges.

Councilmember Lopez asked of infrastructure housed at the Brooks EOC. Mr. Miller highlighted the type of systems housed at the Brooks Data Center and spoke of the Department's ability to recover data in the event of a natural disaster. He noted that the Department regularly conducted mock cyber attacks and highlighted challenges with the organization completely shutting down operations while conducting said exercises.

### **C. CITY AUDITOR'S OFFICE**

Kevin Barthold detailed FY 2013 Accomplishments and Performance Measures as well as FY 2014 Programs and Proposed Budget. He noted that the Department had implemented the use of Positive Performance Metric Results, continued the use of Interns, implemented an Audit Management Software System, and reclassified 3 positions to IT Auditors. As it relates to FY 2013 Performance Measures, Mr. Barthold reported that the Department was on track to issue 28 Audit Reports; have

74% of staff receive professional certifications; have 99% of Audit Findings be accepted; have 77% of Auditor direct time to available time; and have 97.3% of Actual Audit Project Hours to Planned Audit Hours. He spoke of the number of Audit Reports issued since 2006 and noted that the Department was proposing to issue 30 Audit Reports in FY 2014.

Mr. Barthold provided a status report on the Ethics Compliance Auditor Position which was created on May 9, 2013 via the Ordinance revising the Ethics Code. He noted that job responsibilities included providing staff support to the Ethics Review Board and enforcement of the Ethics Code; overseeing the City's Ethics Training Program; and conducting Audits on High Profile Contracts for potential conflicts of interest.

As it relates to the FY 2014 Proposed Budget, it was noted that the Department was requesting a Budget allocation of \$2.82 million and a personnel compliment of 23 employees. Mr. Barthold noted that said allocations were more than FY 2013 as a result of the Ethics Compliance Auditor Position.

#### **D. OFFICE OF THE CITY CLERK**

City Clerk Leticia Vacek reported the Department's Accomplishments as well as FY 2014 Proposed Budget and Initiatives. In the area of Accomplishments, it was noted that the City Clerk successfully transitioned the management of the Vital Records Division; corrected 12 Audit Findings; and trained Library Staff on proper accounting procedures and the issuance of Vital Records. Mrs. Vacek stated that the Vital Records Division had received the Five Star Award from the Texas Health Services Department in December 2012. Other Accomplishments highlighted included adding images to the Digital Collection; receiving a \$5,000 Grant from the San Antonio Conservation Society to process Field Survey Books dated from 1885 to 2000; Hosting 3 Passport Days on Saturdays resulting in \$10,743 in new revenue; and receiving Exemplary Recognition from the U.S. Department of State for Passport Processing Services.

As it relates to FY 2013 Initiatives, Mrs. Vacek spoke of the Department's on-going Scanning Project. She noted that the Department had collaborated with Planning and Community Development to scan 17 Downtown Street Maps and Navarro Street Signs; the Office of Sustainability to scan 2 sets of complete Alamodome Plans with HVAC Plans being extracted for use by the Department; and the Fire Department to scan 40 images of Fire Stations, steam pumps, and photos dating from the 1900's for display at the Fire Museum. Mrs. Vacek stated that the Office of the City Clerk had created a digital collection of Alamo holdings for the San Antonio Public Library. She noted that said items would be on display at the Briscoe Western Art Museum. Departmental Community Outreach efforts and website usage were highlighted.

Mrs. Vacek reported FY 2013 Performance Measures. She stated that the Passport Program had generated \$290,578 in revenue through August 30, 2013 and detailed the number of transactions completed by the Vital Records Division, Community Link Centers, and at the Libraries. It was noted that the Office of the City Clerk anticipated an increase in the number of transactions in FY 2014 as the Community Link Centers were proposed to be closed.

As it relates to the FY 2014 Proposed Budget, it was reported that the Department was requesting a Budget Allocation of \$2.88 million and a Personnel Compliment of 31 employees. Mrs. Vacek stated that said allocation was \$100,000 less than for FY 2013 as a result of line item reductions. In the area

of FY 2014 Improvements, Mrs. Vacek requested the addition of one Administrative Assistant II position to assist with processing Passport Applications. Also requested was an increase in the Municipal Elections Budget due to new legislation. She noted that the Voter ID Law required additional staff to be hired and trained while additional Provisional Ballots and signage are required to be printed. Also adding costs to conducting Municipal Elections was the passage of SB 578. It was stated that said legislative measure required the City of San Antonio to utilize polling sites selected by Bexar County. Mrs. Vacek reported that the Office of the City Clerk was scheduled to conduct the Employee Management Consultation Election in October 2013 and detailed the role played by the Office of the City Clerk on said Election.

Lastly, Mrs. Vacek spoke of FY 2014 Goals. Said items included implementing a new Internal Customer Service Training Program; implementing the Records Management Module of FileNet; automating the Birth Records that have been digitized by OpenText; creating a new Boards and Commissions Application Management Program; automating Lobbyist Filings; creating a new digital collection for City Council Committee Agendas and Minutes; and improving the customer experience by combining the waiting area for Passports and Vital Records. She reported the benefits of said goal.

Mayor Castro asked of the types of Vital Records available to customers by location. Mrs. Vacek reported that the Office of the City Clerk was the only location that customers could obtain both Birth and Death Records. It was clarified that Libraries were only able to issue "Long Form" Birth Certificates for years 2005 to present and that customers were required to visit the Office of the City Clerk to obtain Birth Records outside of this time period. She stated that the Department had contracted with OpenText to scan additional Birth Records and that said Project was expected to be completed in about 4 to 6 months. As it relates to the addition of one staff member, Mrs. Vacek reported that said staff member would assist with processing Passport Applications.

Mayor Castro asked Mr. Barthold to report on the decrease in Certified Auditors. It was stated that uncertified entry level staff members were hired as a result of vacancies and that in time, said staff members would become certified. Mr. Barthold explained that a Manager was responsible for reviewing Audit Reports completed by staff.

Councilmember Saldaña spoke of the Pilot Program to utilize Library staff to issue Birth Certificates during the summer months and asked of the site change. Assistant City Manager Gloria Hurtado responded that due to the low number of requests at Cortez Library, it was a good business decision to have staff from Las Palmas Library issue Birth Records. She reported on community outreach efforts being conducted to inform the public of said change and noted that she did not foresee other site changes.

At the request of Councilmember Viagran, Mrs. Vacek reported on the number of staff members available to process Passport Applications at City Hall and Municipal Archives and Records. She detailed the hardship in staff processing applications while also performing regular job duties and spoke on the legal requirements for processing Passports and Vital Records which prevented cross-training.

Councilmember Chan asked of Passport revenues generated. Mrs. Vacek reported that said amount was averaged out since the Program began in May 2010. She stated that the salary of the proposed

staff member would be funded via revenue generated. Councilmember Chan spoke in support of the additional staff member.

Councilmember Chan asked Mr. Barthold to detail the Department's Audit Tracking System. He spoke of the Department's success in tracking Audits by phase and noted that said would continue in the future. As it relates to the Audit Compliance Officer, it was noted that the position was funded in the FY 2014 Budget and that said job opening had not been posted yet.

Councilmember Medina thanked Mr. Barthold and his staff for their hard work as well as Mrs. Vacek and her staff for making records accessible. Mrs. Vacek reported that the Department had generated almost \$1 million in revenue since the Passport Program was implemented in May 2010 and highlighted the need for one additional staff member to assist with processing Passports. Councilmember Medina spoke in support of said request.

Mrs. Sculley explained that the addition of the new position would result cuts in other areas of the City's Budget as Passport revenue generated by the Office of the City Clerk had already been allocated for other expenditures.

## **E. DOWNTOWN OPERATIONS**

Mr. Jim Mery detailed the Department's FY 2013 Accomplishments and Performance Measures as well as FY 2014 Program Initiatives, Proposed Budget, and Parking Fund Allocations. A brief history of the Department's creation was provided and it was noted that over 10 million people per year visit Downtown. He reported that the Department was responsible for managing and maintaining public parking facilities and areas; securing reservations for the use of Downtown Parks, and coordinating Special Events conducting in the Downtown area.

In the area of FY 2013 Accomplishments, it was stated that the Departments coordinated the "Movies by Moonlight" Program, the Downtown Tuesday Free Parking Program, and the Downtown Mobile Food Truck Program. Other Accomplishments highlighted by Mr. Mery included increasing the amount of annuals planted on the River Walk and the acceptance of credit cards as payment at parking facilities.

Capital Improvements scheduled for the River Bend portion of the River Walk were detailed and a status report was provided. Mr. Mery stated that the Improvements totaling \$15 million would be completed in 5 Phases and that the Department was scheduled to complete Phase 3 this month and Phase 4 by November 2014. He noted that expenditures associated with Phase 4 were included in the FY 2014 Proposed Budget.

As it relates to FY 2013 Performance Measures, Mr. Mery highlighted the number of annuals planted, the number of cars parked in City-owned Parking Facilities, and the number of events held at Downtown Parks and Plazas. He reported that the Department identified several goals for FY 2014 to include enhancing River Walk Maintenance and completing Capital Improvement Projects; being more efficient and ensuring contract compliance; enhancing management and oversight of Municipal Parking Facilities; focusing on core services while enhancing the delivery of services; and enhancing the coordination of Special Events. As it relates to Proposed FY 2014 Initiatives, Mr. Mery stated that the Department planned on continuing with the City-wide Parking Enforcement Initiative; providing

support to the Main Plaza Conservancy's while ensuring the efficient operation of Plaza Amenities; and increasing Downtown Programming and Activities.

For FY 2014, the Department was proposing a Budget Allocation of \$6.14 million and Personnel Compliment of 93 employees. As it relates to the Parking Fund, Mr. Mery noted that the Department was requesting a Budget Allocation of \$9.05 million and Personnel Compliment of 47 employees. Service Modifications proposed by the Department for FY 2014 were highlighted and it was noted that said changes would result in a cost savings to the City.

Lastly, Mr. Mery provided an Overview of the Parking Fund and stated that the Department was responsible for administering said Fund. He spoke on the number and type of Parking Facilities maintained by the Department in the Downtown area and throughout the City. As part of the 2008 Parking Master Plan, rates for monthly parking and meters would be increasing by 4.5% in FY 2014 and that said revenue would be used to offset maintenance costs and fund Capital Improvement Projects. Mr. Mery detailed the FY 2014 Parking Fund Budget and spoke on the benefits of implementing identified efficiencies.

Mayor Castro asked for more information regarding the Reorganization completed in FY 2013. Mr. Mery stated that several functions were transferred to Solid Waste, Parks and Recreation, the Public Improvement District, and Center City and spoke on the benefits of said. As it relates to partnerships, it was noted that the Department collaborated with various entities to ensure that events were successful. Mayor Castro asked of the availability of Wi-Fi in the Downtown area. Mrs. Sculley reported that years ago AT&T had pursued an Initiative to make Downtown Wi-Fi accessible; but was not longer pursuing said Project. Mayor Castro noted that many Downtown Parks were under utilized and spoke to how having Wi-Fi available would increase interest in visiting Downtown, especially Main Plaza. Mrs. Sculley spoke of the costs associated with implementing said Initiative and noted that she would provide the Mayor and Council with a cost estimate for said service.

Mayor Castro requested a status report on the Plan to allow Street Performers. Mr. Mery reported that the Department was still negotiating a Plan of Action. As it relates to beautification efforts, it was noted that the Department maintained annual plants along the River Walk and spoke on the role landscaping played in attracting visitors Downtown. Mayor Castro requested that the Department assist visitors in navigating Downtown and the River Walk. Mr. Mery reported on the number of trees to be decorated with lights during the Holidays.

Councilmember Bernal thanked Mr. Mery and his staff for their hard work and for implementing free parking for Downtown Tuesdays. He requested that the Department assist visitors with finding parking and for making said facilities safe for patrons. He spoke in support of the Mayor's request in providing Wi-Fi in the Downtown Area.

Councilmember Viagran asked of the numbers of days Fiesta Events were scheduled for 2014 and spoke of the possibility of extending the time period for said. Mr. Mery reported that said proposal had not been discussed. As it relates to the Rock-n-Roll Marathon, it was clarified that the Department's role was to coordinate said event and therefore, did not receive revenue from said event. Councilmember Viagran spoke in support of the Department accepting Credit Cards as payment and requested to be provided with a list reflecting the number of individuals participating in Downtown Tuesdays by zip code.



**ADJOURNMENT**

There being no further discussion, Mayor Castro adjourned the meeting at 5:03 pm.

**APPROVED**

**JULIÁN CASTRO**  
MAYOR

Attest:

**LETICIA M. VACEK, TRMC/MMC**  
City Clerk

DRAFT