

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

A GOAL SETTING WORKSESSION OF THE CITY COUNCIL OF THE CITY OF SAN ANTONIO WAS HELD AT THE CENTRAL LIBRARY AUDITORIUM, WEDNESDAY, JUNE 6, 2012.

The San Antonio City Council convened in a Goal Setting Worksession at 9:00 am, Wednesday, **June 6, 2012**, at the Central Library Auditorium.

ROLL CALL

City Clerk, Leticia M. Vacek noted a quorum of the Council with the following present: Bernal, Taylor, Ozuna, Saldaña, D. Medina, Lopez, C. Medina, Williams, Chan, Soules, and Mayor Castro. **ABSENT:** None.

1. CITY COUNCIL POLICY GOAL SETTING WORKSESSION ESTABLISHING POLICY OUTCOME AREAS OF STRATEGIC BENEFIT THAT THE CITY MAY PURSUE OVER THE NEXT THREE TO FIVE YEARS AND THAT WILL GUIDE THE DEVELOPMENT OF SERVICE PRIORITIES FOR THE FY 2013 PROPOSED BALANCE BUDGET AND THE FY 2014 BUDGET PLAN TO INCLUDE POSSIBLE ACTION ON MATTERS PRESENTED AND DISCUSSED.

Mayor Castro stated that the Worksession was a new approach to define City Council's ideas and goals for the FY 2013 Budget. He added that the City of San Antonio has done well financially and thanked City Manager Sheryl Sculley for the fiscal management of the city. Mayor Castro stated that the city needed to do three things: 1) Ensure San Antonio has a well educated workforce; 2) Make the City of San Antonio as livable as possible and a vibrant place where people want to live; 3) Provide for basic city services that impact the quality of life for constituents such as streets, drainage, code, trash, and water. Mayor Castro stated that the outcome of the Worksession will identify priorities that City Manager Sheryl Sculley and her staff can implement.

City Manager Sheryl Sculley asked the Council what are the most important things they want to focus on as a City Council to be fully aware and thus prepare the overall FY 2013 City Budget. She referred to the Preliminary draft results of the 2012 Community Attitude Survey Executive Summary noting the increases from 65% to 69% Satisfactory Results in 2012. At this time, she introduced Facilitator, Ms. Tyler St. Clair.

Ms. St. Clair added that the goal of the Worksession was to create a very broad policy agenda. She stated that after the goals are identified, and who is doing the job is identified, then resources needed will be identified. She stated that at the end of the Worksession she will summarize the events and the Council will leave knowing what was accomplished. She stated that Council should focus on the outcomes, keep a city-wide perspective, listen to others, and synthesize everything together.

Ms. St. Clair defined the roles and responsibilities to maximize leadership as follows:

- Find a way to do the work.

- Leadership requires vision.
- Identifying Policy Outcomes and Goals will provide vision/direction.
- If policy making is depicted as a series of nested bowls, only Council can do the “big bowl” decision making.
- A focus on the “big bowl” also keeps one from “jumping bowls” and getting in the arena of staff work; jumping bowls can lead to tentativeness on the part of staff.
- Staff work is guided and empowered by Council establishing Policy Outcomes and Goals, thus improving focus, creativity, and resource utilization.

Ms. St. Clair defined the Local Elected Leadership Model as follows:

- Vision
 - Destination
 - Preferred future
- Operating guidelines
 - Values to guide
 - Member and staff relationships
- Vision principles
 - Principles/Policies to guide decision making to achieve preferred future

Ms. St. Clair asked the Council to participate in a team building exercise and share something about themselves with each other. The Councilmembers took turns answering the following questions:

- Name one person from your early life who impacted your life.
- Name one event that had the most impact in your life and defines who you are.
- Name one thing you are proud of.
- Name one thing you enjoy doing in your spare time.

Ms. St. Clair created three groups to brainstorm the following questions; *Thinking about San Antonio in the year 2020 and focusing on how you would like for San Antonio to be strategically positioned City-wide: What would you like to Keep? What would you like to Change?* The three groups were composed of the following Councilmembers:

- Gold group consists of Councilmembers Diego Bernal, Elisa Chan, Chris Medina, Ray Lopez, and Assistant City Manager Ed Belmares recording the brainstorming session.
- Purple group consists of Councilmembers Ivy Taylor, David Medina, Reed Williams and Chief Financial Officer Ben Gorzell recording the brainstorming session.
- Green group consists of Councilmembers Carlton Soules, Rey Saldaña, Leticia Ozuna, City Manager Sheryl Sculley and Assistant City Manager David Ellison recording the brainstorming session.

Gold Group

Council Members Diego Bernal, Elisa Chan, Cris Medina, Ray Lopez with Ed Belmares, Recorder.

Keep:

- Willingness to continue investing in ourselves (continue periodic bond programs)
- Continue investment programs that are geographically specific
- Linear Creek Program
- Sales tax for Aquifer Protection
- Investment in Urban Core

- Character that keeps San Antonio unique
- Robust Senior Program
- Keep seniors engaged and in mind
- Affordable cost of living
- Financial strength/soundness of the City of San Antonio
- Strong Tourism Industry position
- Maintain Biomedical Strategic position
- Maintain San Antonio as “Military City USA”
- Maintain relationship/satisfaction with First Responders
- Momentum toward improved Health and Fitness

Change:

- Expand economic development perspective internationally
- More policy direction by City Council; staff should not drive policy
- Address City Council role via charter changes
- Review boards and commissions to potentially consolidate and review for scope
- Increase investment in public library system
- Define the City of San Antonio’s role in education
- How San Antonio is perceived
- Nature of poor, underserved neighborhoods
- Mindset of transportation plan
- Increase ratio of police officers to citizens
- Change focus of how we view our IT Systems, to include better use of our information systems
- More group discussion between City Council and staff (i.e. worksessions)
- Strengthen confidence and relationship between City staff and City Council (in both directions)
- Nature and scope of Animal Care Services and Code Compliance
- Better process for Incentive Policies
- Change City Charter to address current needs and demands
- Increase interaction of City Auditor with City Council

Purple Group

Mayor Castro, Council Members Ivy Taylor, David Medina, and Reed Williams with Ben Gorzell, Recorder.

Keep:

- Reasonable cost of living
- Uniqueness; sense of community; authenticity
- Affordable, accessible City
- Programs for youth and young adults
- Strengths: Biomedical, Military, Tourism, Hospitality
- Public corporations presence; recruit, bring talent
- Education destination
- Low crime rate
- Competitive utility rates; financially strong City

- Strong credit ratings – City and Utilities
- Quality of life such as reasonable level of traffic congestion, neighborhoods
- Multigenerational investment
- Excellent public safety response
- Growth

Change:

- Achievement level of community; raise income potential; educational outcomes
- Align educational outcomes
- Increase high school graduation rates
- Greater educational options
- Transportation improvement/options
- Better mass transit
- Better investment in Highways
- Change image of City, both internally and externally
- Broaden/enhance perception of San Antonio
- Deal with complex sets of goals
- Reverse growth trends in urban center of City
- Balanced growth
- Healthier City
- More grocery options
- More competition in all areas
- Enhance the vibrancy and livability of the City
- Provide more options for young professionals
- Develop City land for economic development
- Code compliance and neighborhood stabilization strategy
- Revitalize neighborhoods
- Councilmember pay
- Change perceptions about certain areas of the City
- More training and professionalism at lower levels of the organization
- Change Fire/Police contracts/benefits
- Residency requirements for Fire/Police

Green Group

Council Members Carlton Soules, Rey Saldaña, Leticia Ozuna, and City Manager Sheryl Sculley with David Ellison, Recorder.

Keep:

- Focus on enhancing assets
 - Military installations
 - Medical research/facilities
 - Tourism industry
 - Youthful population
 - International trade
- Strong fiscal philosophy
 - Bond rating

- Reserves
- Respect for diversity in the community
- Small town friendliness for those living and visiting San Antonio
- More assets to enhance and keep:
 - Core services
 - Form of government
(Strong professional management)
- Investment in Downtown
- Focus on parks and quality of life
- Economic development; workforce preparedness; education as an inter-related priority
- Keep focus on impactful approaches
- Libraries
- Animal care services
- TSSM (synchronized)
- Smart infrastructure
- Safe city (reality and perception)
- Basic infrastructure strong and safe and adequate

Change:

- Economic focus should flip to south (corridor: San Antonio to Monterrey)
- Seek overall higher urban density City wide
- Change from Downtown only focus to Citywide focus without de-emphasizing the importance of Downtown
- Citywide neighborhoods important
- More recreational program capacity
- Specific measurable goals on basic infrastructure (roads, sidewalks, etc.)
- Identify annexation areas early with targeted dates and cost analysis; need a formal plan over the next decade
- Better process for dealing with outlying areas not being annexed
- Parks and libraries as Enterprise Funds, not General Fund, with a dedicated revenue stream; hard for these services to compete for dollars
- Creation of Charter Committee to identify 2-years out potential charter changes
- Major review of delegate authorities; review impact, redundancy, etc.
- Redistricting (benefit from lessons learned that are occurring now)
- Economic development (what is being done well, not being done well, policies, procedures, etc.)
- Need process for determining what studies are to be done; scope outcomes, costs, and deliverables on the front end
- ITSD viewed as core service
- Close the socio-economic gap
- Develop strategy for sidewalks and prioritize

RECESSED

Mayor Castro recessed the meeting at 12:00 pm to break for lunch and announced that the meeting would resume in 30 minutes.

RECONVENED

Mayor Castro reconvened the meeting at 12:30 pm

Ms. St. Clair stated that from the three groups above the City Council Policy Outcomes were further clarified by indentifying the related services, issues, and topics. She added that overlap was mentioned on several of the components for the expected outcomes in the three groups. The Council Policy Outcomes identified are as follows: (Note: Items noted under Policy Outcomes are to define the areas and not the goals).

Best Basic Public Services

- Best practices; be the best
- Public safety
- Roads; streets; drainage
- Infrastructure
- Parks
- Libraries
- IT Services
- CPS Energy (CPS); San Antonio Water Systems (SAWS)

Economic Development

- Incentive policies
- Expansion to other markets
- International Growth
- Growing businesses from within
- Cluster approach
- Renewable, clean energy
- Green Technology
- Small business strategy
- Branding; identity activities

Education and Workforce Development

- HeadStart
- Educational Partnerships
- Café College
- Early Childhood Education
- Long and short term job training
- Delegate agencies = job training
- Return on Investment (ROI) from \$\$ in the budget
- Facilitate all agencies; coordination

Transportation

- Rail
- Airport
- Bus
- Cars
- MPO
- VIA
- Multimodal
- International and Urban

Governance Issues

- Roles
- Fiscal Responsibility
- Charter questions (power, organization)
- Boards and Commissions
- Policy development processes
- Council Committees

Neighborhood Revitalization

- Housing
- Infill
- Density
- Code compliance
- Commercial corridors
- Sidewalks program
- Concentrated infrastructure improvement
- Flood control
- Linkages with schools to improve neighborhoods (include charter schools)

CITY COUNCIL POTENTIAL STRATEGIC GOALS

Ms. St. Clair stated that through consolidating and prioritizing said Policy Outcomes listed above; the City Council Potential Strategic Goals can be created as follows: (Note: Items noted below under City Council Potential Strategic Goals are not ranked in any particular order).

Economic Development

- Define an incentive package to attract commercial development on economically challenged corridors; fund key commercial corridor redevelopment; create one major revitalization corridor within each council district.
- Create a resource facility/one-stop center to assist and expand small/micro businesses.
- Allocate resources for staff members whose sole purpose is to grow and attract particular industries: define and recruit to match the City's strengths.
- Invest to attract and cultivate jobs in core and 21st century industries; attract or create 3000 jobs a year that pay above the City's median income.
- Establish downtown bus circulator funded by parking facilities at the West Side Multi Modal Transit Center and the Thompson Center.

- Allocate resource and create policy to quadruple international business activities (i.e. investments, collaborations, trade, jobs).

Education/Workforce Development

- Address programs and partners for workforce preparedness to achieve 100% job placement; coordinate allocation of education dollars with specific outcomes; have the ability to provide 70% of workforce for every new business that the City attracts; take a look at how to work with clients who are re-entering the community.
- Separate workforce development from other delegate agencies to look at duplication, history, effectiveness of mission, and reallocation of resources as necessary.
- Develop a policy that defines the City's role in public education.
- Invest strategically to foster a well-educated, highly skilled workforce.
- Support collaboration with educational entities to create high performing schools in key neighborhoods; enhance relationships between neighborhoods and schools.
- Increase (double?) the number of students who have graduated from an accredited early childhood education program.

Neighborhood Revitalization

- Develop a concentrated infrastructure improvement plan; develop a metric to capture need and use for all of our infrastructure expenditures (i.e. IMP, incentive packages, infill housing, etc.) to inform the way that we spend; identify 20 neighborhoods/ 2 per district throughout the City that need targeted revitalization.
- Evaluate pros and cons of transforming code compliance from reactive to proactive (i.e. study function to see if it needs to change); seek ways to reach out and partner with community organizations and coalitions to help people address code violations.
- Develop and fund an aggressive strategy to prevent building abandonment, reclaim vacant lots and buildings, and refurbish dilapidated housing; initiate a policy to include rehabbing existing homes as well as owner-occupied homes within target blocks; devise a policy to decrease 50% of the boarded-up housing in the City.
- Spark a renaissance of the urban core and distressed neighborhoods by creating incentives for housing and other investments.
- Enhance existing human service delivery systems focusing on senior citizens and youth.

Basic Public Services

- Position the City's information delivery system for the next generation (make it a basic service and address our digital divide).
- Target within 3 years to achieve a 75 score on principle, connector, and major roads and an 80 or better score on local roads.
- Find a dedicated funding source for libraries and parks to insure we have world class facilities; include improvements not just maintenance to parks funding; become one of the top ten public library systems in the nation.
- Create a dedicated team to address chronic graffiti issues in the community (work proactively, especially on major corridors).
- Deliver basic services better than any other big city in the nation.
- Improve responses to citizen inquiry.
- Add funds outside ATD for sidewalk projects.

- Incorporate growth with sustainability in the SAWS business model.
- Be the safest US city compared to other cities with population of greater than 750,000.
- Insure that our public utility rates remain affordable for our residents.

Transportation

- Align transportation and workforce development plans and investments so emerging populations have access to transportation that moves them into workforce corridors.
- Create a layered comprehensive transportation strategy in conjunction with regional Agencies.
- Invest in a multimodal strategy to alleviate congestion; increase multimodal opportunities for our community; west side multimodal transportation.
- Link transportation and redevelopment strategies.
- Increase choice ridership on public transportation; increase 10% per year and 30% after 3 years.
- Support managed lanes for bus mass transit.
- Provide a funding mechanism to leverage state and federal funding.

Governance

- Create a charter committee to identify, vet, and recommend changes for the 2014 and 2016 election cycles; evaluate City Charter for needed changes.
- Re-evaluate boards and commissions and revamp to align with Council’s Strategic Goals.
- Define roles and responsibilities of Council to align with constituent expectations.
- Establish a clear policy development process.
- Establish a process for annexation decisions.

NEXT STEPS

Ms. St. Clair stated that the next steps would be ranking the Potential Strategic Goals identified above. She suggested three options: 1) Conduct an additional Worksession to prioritize; 2) City Manager creates lists for the Council to prioritize; 3) Send to a Council Committee to prioritize. The consensus by show of hand was for the City Manager to create lists for the Council to prioritize the Potential Strategic Goals identified by each group.

ADJOURNMENT

There being no further discussion, Mayor Castro adjourned the Worksession at 4:30 pm.

APPROVED

JULIÁN CASTRO
 MAYOR

Attest:


LETICIA M. VACEK, TRMC/MMC
 City Clerk