

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW



## *San Antonio: Envisioning. Building. Achieving.*

The City of San Antonio has experienced another productive year of envisioning, building, and achieving. We attracted new jobs and progressive investments throughout the year from diverse and innovative industries including aerospace, renewable energy, and information technology.

We are a forward-looking municipality with a strategic direction to increase sustainability efforts and the utilization of modern technology. Solid fiscal management continues to be a principal focus throughout our organization. Opportunities abound for the continued growth and prosperity of our robust community – San Antonio.

### LEADERSHIP

- Mayor
- City Council
- City Manager
- Executive Leadership Team
- Executive Team - Directors

### ENVISIONING

- Innovation
- Quality of Life
- Arts & Culture
- Public Safety

### BUILDING

- Infrastructure
- Entrepreneurship
- Green Initiatives

### ACHIEVING

- Accolades

### MORE LINKS

- Financials
- Spotlight

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Julián Castro*  
Mayor


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Dear Friends,

San Antonio is an extraordinary place. Our diverse history, people and economy are why 21st century companies like Rackspace, InCube Labs and SunEdison – to name a few – have invested in our city and its people.

Unlike many other American cities, we tightened our belts in fiscal 2011 without furloughing or laying off any employees. The same prudent financial management from staff that has earned San Antonio “AAA” status from all three major bond-rating agencies allowed us to cut 7 percent from the City budget without raising property taxes.

What I'm most proud of is that we were able to do that while still investing in quality of life issues that impact citizens' lives every day.

In 2011, we completed the first phase of SA2020 and hired a CEO to lead a new nonprofit to implement the bold, yet simple, vision expressed by thousands of San Antonians – to create a brainpower community that is the liveliest city in the nation. To be the city we want to be by the year 2020, we were told by everyone from seasoned CEOs to the hopeful parents of young children that education is our path to be a leader in the New Energy Economy of the 21st century.

At the City, we are responding by hiring for the first time a high-level education executive who will be charged with helping to realize the SA 2020 goals of better preparing students to succeed in school and creating a college-going culture. We are off to a great start with the newly expanded Café College, the former city warehouse turned college admissions and financial aid advising center, which has now served more than 6,000 area students from every school district and every sector of the city.

After years of talk, the City, the County and VIA Metropolitan Transit also made the first major investment in a modern streetcar system that will enhance our downtown, spur private investment and help us remain the largest city in the nation that is still in compliance with federal clean air standards.

We also laid the groundwork to seek voter approval to earmark \$30 million from the \$596 million 2012 bond program to alleviate congestion at one of the most congested intersections in the City – U.S. 281 and Loop 1604.

Investing in human capital and infrastructure was only part of our aggressive strategy to attract jobs in 21st century industries and to maintain our unemployment rate, which is among the lowest of any big city in the nation.

We also retooled our approaches to economic development and the hiring of small, minority and women-owned businesses. More than ever, our municipally owned utilities – CPS Energy and SAWS – are leveraging their position in the marketplace to attract jobs and investment that benefit San Antonio.

In fiscal 2011, the City's Economic Development Department was instrumental in helping to attract and retain nearly 4,100 jobs involving more than \$684 million in total local investment. Those deals emphasized high-paying professional jobs with companies

like PETCO and New Energy Economy firms like SunEdison, Greenstar, Cold Car and Consort.

The core of our city also received unprecedented attention. We hired a CEO to oversee the coming transition of HemisFair Park from a largely underappreciated artifact of the 1968 world's fair into a mixed-use gem that will rival any urban open space in the country. We also became the first city in Texas to institute a bike-share system, called B-cycle, which was immediately embraced by residents and visitors alike in our downtown.

In short, we look forward to big things in 2012 because of the building blocks we laid down in 2011. My commitment to San Antonio is that we will continue to be prudent with your dollars while investing in the things that truly make a difference in people's lives.

Sincerely,

*Mayor Julián Castro*

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[Visit the SA2020 website](#)

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## City Council


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The City of San Antonio is governed by a council-manager form of government. Under this form of administration, San Antonio voters elect 11 representatives (10 district representatives and a mayor) to pass laws and establish policies for the city. All members of the City Council are elected to serve four, two-year terms in office.

The Mayor and City Council are the community's key decision makers. They focus on the provision and efficiency of basic services; their district's growth; capital improvement projects; land use and development; the city's financial growth and economic development; in addition to other important issues. Council members focus on how City policies not only meet the needs of their constituents, but also how they meet the goals of the entire community.

The Mayor and Council hire a City Manager to serve as the City's chief administrator. The City Manager works closely with City staff to translate City Council policies and priorities into action. Council members also rely on the City Manager to provide them with professional advice before they take action on a specific issue.

Mayor Julián Castro	(210) 207-7060	e-mail the Mayor
District 1 Diego M. Bernal	(210) 207-7279	e-mail District 1
District 2 Ivy R. Taylor	(210) 207-7278	e-mail District 2
District 3 Jennifer V. Ramos	(210) 207-7064	e-mail District 3
District 4 Rey Saldaña	(210) 207-7281	e-mail District 4
District 5 David Medina, Jr.	(210) 207-7043	e-mail District 5
District 6 Ray Lopez	(210) 207-7065	e-mail District 6
District 7 Cris Medina	(210) 207-7044	e-mail District 7
District 8 W. Reed Williams	(210) 207-7086	e-mail District 8
District 9 Elisa Chan	(210) 207-7325	e-mail District 9
District 10 Carlton Soules	(210) 207-7276	e-mail District 10

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Sheryl Sculley*  
City Manager


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Dear Friends and Neighbors:

In Fiscal Year 2011, the City of San Antonio continued work with the community to enhance local quality of life, while building and maintaining a strong financially managed organization. Our accomplishments over the past year reflect a continuing commitment to provide the highest quality services to the community, and serve as a foundation for future success.

Throughout 2011, we focused on building a great San Antonio by working diligently on 2007 Bond Program projects, and I am proud to report that the \$550 million program will be substantially complete, as we promised voters, by June 2012. These projects are on schedule and below budget, with 95% either completed or under construction. Looking forward to 2012, we continue to invest in our local community by proposing a \$596 million bond program scheduled for election in May 2012.

We also focused on maintaining a financially strong city, while continuing to enhance city services. Our AAA General Obligation Bond rating was reaffirmed for the third year by all three rating agencies, resulting in lower interest rates for taxpayers on lended indebtedness. We also continued ongoing efforts to streamline City business processes, having eliminated 1,200 positions over the past 6 years without a single layoff or significant impact to basic services.

The City of San Antonio continues to develop innovative tools to help us compete in the 21st century economy. In 2011, the San Antonio Economic Development Corporation made a \$3.3 million investment to the University of Texas Health Science Center (UTHSC) for the South Texas Research Facility (STRF). The STRF will accelerate the transition of new discoveries from the UTHSC research laboratories into clinical application, allowing the City to move forward and promote local innovation and advancement.

Thanks to San Antonio's economic development success, we have achieved national recognition. In December 2011, the Milken Institute recognized the City's economic vitality by ranking it Number 1 on its list of "Best-Performing Cities", earning San Antonio the top spot among the nation's 200 largest metropolitan areas. San Antonio's top ranking was based on the city's ability to create and sustain jobs, and this designation recognizes San Antonio's fiscal resiliency even during a national economic downturn that has negatively impacted so many municipalities across the country.

In 2011 we continued to encourage community physical fitness, playing host to the City's "Siclovía" event, which attracted approximately 15,000 walkers, joggers, cyclists, and others to exercise together along Broadway Street. We also launched the first bike share program in Texas, "B-Cycle San Antonio", which offers fourteen bike rental stations in the downtown area, with plans for additional stations on the horizon. In addition to encouraging physical fitness, B-Cycle also supports environmental sustainability by encouraging alternate modes of transportation. We are also making progress in making San Antonio an attractive and navigable city for cyclists. In September, City Council passed the Bicycle Master Plan, which is designed to create an efficient region-wide bicycle network as well as prioritize bicycle facilities.

Great cities have great downtowns, and we continued significant progress in making downtown San Antonio an attractive and dynamic area for all residents and visitors. In partnership with Centro Partnership, a public-private partnership with a focus on

leading development in the center city, we reached out to other community partners and residents to revitalize our downtown and inner city neighborhoods. We are moving forward with a HemisFair Park redevelopment plan, introducing a future downtown streetcar system, and increasing housing opportunities within our downtown.

I would like to extend my sincere thanks to the Mayor, City Council, City staff and the community for their leadership and support as we work to make San Antonio an even more vibrant and successful city. I look forward to another year of progress and growth within our City organization as we continue to achieve a high quality of life for our residents. By working together, we can continue to make San Antonio a vibrant and healthy city for residents and visitors.

All the best for a successful 2012,

*Sheryl Sculley*  
City Manager

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## *Executive Leadership Team*



Pat DiGiovanni,  
Deputy City Manager



Erik J. Walsh,  
Deputy City Manager



Ed Belmares,  
Assistant City Manager



T.C. Broadnax,  
Assistant City Manager



Sharon De La Garza,  
Assistant City Manager



Peter Zanoni,  
Assistant City Manager



Edward A. Benavides,  
Chief of Staff



Michael Bernard,  
City Attorney



Chris Callanen,  
Assistant to the City Council



Di Galvan,  
Director of  
Communications and  
Public Affairs



Ben Gorzell,  
Chief Financial Officer

The Executive Leadership Team operates under the Office of the City Manager. The Executive Leadership Team assists the City Manager with implementing the policies and directives of the City Council throughout the various City departments and offices.

The City Manager's office is also charged with recommending, implementing, and monitoring policies and procedures that maintain the financial well-being of City government.

The Office of the City Manager serves as the focal point for the executive leadership and direction of the city organization. The office works closely with the Mayor and City Council to ensure that City programs and operations reflect policy goals and objectives established by the City Council.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Pat DiGiovanni*  
*Deputy City Manager*


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## Executive Leadership Team

Pat DiGiovanni was appointed Deputy City Manager in March 2006. Prior to his appointment, he served as Director of Economic and Community Development for Kalamazoo Valley Community College.

Mr. DiGiovanni's career spans 27 years in local government. He started in municipal management in 1982 in McKeesport, Pennsylvania as the city's Finance Director. He and his family then moved to South Carolina in 1984 where he served as the City of North Myrtle Beach Revenue Director before accepting his first chief administrative officer position in Surfside Beach, South Carolina, in 1986. His major accomplishments in Surfside Beach include a successful recovery from Hurricane Hugo in 1989 and the establishment of the town's first road and drainage infrastructure program.

Mr. DiGiovanni began a 14-year tenure with the City of Kalamazoo, Michigan, when he was appointed Assistant City Manager of operations in 1991 and then promoted to Deputy City Manager in 1993. He became City Manager in 1997. His accomplishments include: the development of a business, technology and research park in conjunction with Western Michigan University; the development of a life science incubator; and various neighborhood redevelopment projects. He is credited with the revitalization of downtown Kalamazoo and creating Partners Building Community, a comprehensive community development model. Under difficult economic and fiscal challenges, Mr. DiGiovanni was able to meet the core service demands and capital needs as well as maintain the city's financial credit rating.

### Education

B.A. in Political Science, Northeastern University, 1980  
M.P.A. in Public Administration, University of Pittsburgh, 1982  
Credentialed Manager, ICMA, 2005

### Professional Memberships & Community Involvement

International City Managers Association; Michigan Local Government Managers Association; Rotary Club of Kalamazoo

### Community Involvement

Member of Board of Directors of Kalamazoo Area United Way; Member of Board of Directors of Kalamazoo Communities in Schools Foundation; Member of Northside Planning Committee for the Park Street redevelopment

### Honors

2004 Kalamazoo Regional Chamber of Commerce Leadership Trustee Award

## Personal

Mr. DiGiovanni, a New Jersey native, is single. He has three children, Anne, David and Paul.

Mr. DiGiovanni can be reached at [Pat.DiGiovanni@sanantonio.gov](mailto:Pat.DiGiovanni@sanantonio.gov).

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Erik J. Walsh*  
*Deputy City Manager*



## ***Executive Leadership Team***

Erik Walsh was appointed to Deputy City Manager in October 2011. Prior to his appointment, Mr. Walsh served as Assistant City Manager since February 2006. He oversees the San Antonio Fire Department, the San Antonio Police Department, the Office of Emergency Management and Animal Care Services.

Mr. Walsh has 17 years of municipal government experience with the City of San Antonio. He has overseen the Solid Waste Management Department, the Office of Management and Budget, the Intergovernmental Relations Office, Asset Management, Purchasing and General Services and the City Council agenda process. Mr. Walsh also has held the positions of Assistant to the City Manager and Special Projects Manager in the City Manager's Office and several positions in the Office of Management and Budget.

### **Education**

M.S. Urban Administration, Trinity University, 1994  
B.A. Political Science, Trinity University, 1991

### **Professional Memberships & Community Involvement**

International City/County Management Association  
Texas City Management Association  
International Hispanic Network-Board Member

### **Personal**

Mr. Walsh, a native of San Antonio, is married to Sandra. The couple has two children.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Ed Belmares*  
*Assistant City Manager*


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## Executive Leadership Team

Ed Belmares was appointed Assistant City Manager in October 2011. As part of the Executive Leadership Team, he oversees the departments of Public Works, Parks and Recreation, Aviation, and the Convention and Visitors Bureau.

Prior to his appointment, he served as the Vice President of Business Operations for CPS Energy. As Vice President of Business Operations, Mr. Belmares was responsible for all the facets of Enterprise Resource Planning for CPS Energy and implemented and managed CPS Energy's Business planning process to ensure CPS Energy and the president and CEO were aligned with CPS Energy's Vision 2020 Strategy.

Prior to joining CPS Energy, Mr. Belmares served more than eight years in various positions with the City of San Antonio, including two as the director of the Human Resources Department. Mr. Belmares also directed the City of San Antonio's Office of Innovation and Reform, performing consulting services for various departments and oversaw the Office of Municipal Integrity. His career with the City also involved seven years in the Office of Management and Budget, including two years a budget manager where he helped develop the annual operating budget and the five-year financial forecast.

### Education

M.S. in Urban Administration, Trinity University  
B.A. in Sociology, Our Lady of the Lake University

### Professional Memberships & Community Involvement

March of Dimes- Board of Directors  
International Hispanic Network- Member  
Hispanic Organization for Public Employees (HOPE)-Member

### Personal

Mr. Belmares is a native of San Antonio and is married. He and his wife have two children.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*T.C. Broadnax*  
*Assistant City Manager*



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## **Executive Leadership Team**

T.C. Broadnax joined the City of San Antonio in November 2006. As an Assistant City Manager, he oversees housing community development, building and permitting, planning and neighborhood services, and library services.

Mr. Broadnax has more than 17 years of municipal government experience. Previously, he served as Assistant City Manager for the City of Pompano Beach, Florida. In this position, his duties included supervision of the city's annual operating budget and oversight of the departments of housing and urban development, finance, and information technology and the local community development agency.

He also served as Deputy City Manager, Assistant to the City Manager and other positions for the City of Pompano Beach.

### **Education**

Master of Public Administration, University of North Texas  
Bachelor of Political Science, Washburn University  
Bachelor of Organizational Communication, Washburn University

### **Professional Memberships & Community Involvement**

International City/County Management Association; National Forum for Black Public Administrators

### **Personal**

Mr. Broadnax, a Kansas native, is married to Kimberli. The couple has five children.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Sharon De La Garza*  
*Assistant City Manager*



## **Executive Leadership Team**

Ms. De La Garza is currently an Assistant City Manager and Chief Human Resources Officer for the City of San Antonio with oversight of the Human Resources Department, International Relations Office, and the San Antonio Metropolitan Health District.

Ms. De La Garza was promoted to Assistant City Manager in March 2008, and has also previously overseen the Fleet Maintenance and Operations, Purchasing and Contract Services, Parks and Recreation, Public Works, the San Antonio Public Library, and Downtown Operations departments. Prior to her current appointment, Ms. De La Garza served as Assistant to the City Manager and the City's Human Resources Director for two years. As director, she was responsible all aspects of human resources including employee benefits, classification & compensation, employee relations, recruitment, affirmative action, equal employment opportunities, employee development & training, testing, and risk management.

Before returning to the City of San Antonio, Ms. De La Garza served as the Director of Human Resources for the City of Dallas, Texas from 1999 to 2004 where she managed approximately 80 staff members including fiscal accountability for an annual operating budget of approximately \$6 million and non-operating budgets for Employee Health Benefits and Workers' Compensation Funds totaling in excess of \$100 million. During her tenure with the City of Dallas, Ms. De La Garza consolidated city-wide personnel administrative staff, streamlined the Human Resources Department to improve direct service to client departments and updated \$80+ million employee health benefits plan covering 30,000+ lives to maximize plan effectiveness and cost efficiency.

Prior to joining the City of Dallas, Ms. De La Garza served as the Interim Classification and Compensation Administrator for the City of San Antonio, Human Resources Department from 1997 - 1999. In this capacity, she directed staff activities to systematically review, maintain, and revise the City's classification and compensation plans through data analysis, job evaluations, interviews and surveys, and developed alternative compensation options and initiatives.

Ms. De La Garza also has more than 10 years of private sector experience including a strong emphasis on personnel administration, marketing, and retail operations.

### **Education**

Bachelor of Arts, Harvard-Radcliffe College, Cambridge, Massachusetts

### **Professional Memberships & Community Involvement**

Member, Society for Human Resources Management; Member, World at Work (formerly American Compensation Association).

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Peter Zanoni*  
*Assistant City Manager*


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## Executive Leadership Team

In April 2010, Peter was appointed Assistant City Manager overseeing the Department of Human Services, the Office of Management and Budget, the Solid Waste Management Services Department, and Capital Improvement Management System Department. He is also overseeing the 2012-2017 Bond Program. Prior to his appointment Peter served as an Interim Assistant City Manager from October 2009 to April 2010 in the City Manager's Office. Peter also served as the Budget Director from October 2004 to October 2009 where he spent 12 years in the Budget office serving in various leadership roles.

Prior to joining the City of San Antonio, he worked for Leon County, Florida, as a Management and Budget Analyst and as a Government Data Analyst for the Office of the Governor in Florida.

### Education

Master of Public Administration, Florida State University  
Bachelor of Arts, Political Science, Jacksonville University

### Professional Memberships & Community Involvement

International City/County Managers Association, Member, Government Finance Officers Association, member; Urban Management Assistants of South Texas, member.

### Honors

San Antonio Star Award recipient, 2000; City of San Antonio Leadership Development Program, 1997-98; Government Finance Officers Association Distinguished Budget Award, FY 2001 through FY 2009, Leon County Exceptional Employee, 1996.

### Personal

Mr. Zanoni is married to LaJuana and has three sons, Tanner, Anello and Nicoli. He is a native of Mexico, Maine.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Edward A. Benavides*  
*Chief of Staff*


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## Executive Leadership Team

Mr. Benavides was appointed Chief of Staff in August 2010. In this position, he has oversight of the Communications and Public Affairs Department, Office of Environmental Policy, Office of the City Council, and provides executive level support to the Office of the City Manager.

Prior to his appointment, Mr. Benavides worked in the Parks and Recreation Department as Assistant Director. In his capacity, he had oversight of maintenance and operations, park projects and planning, tree mitigation, volunteer services and City cemeteries within the Parks department. Before his appointment as Assistant Director, Mr. Benavides served as Executive Assistant to the City Manager where he provided professional support to the City Manager, for four years. He also supervised the Council Action Team, the City Council Agenda process and the administrative activities of the Office of City Council.

In 2004, Mr. Benavides was a participant in the Management Assistant program within the City Manager's Office. As Management Assistant, he was responsible for monitoring budgets, performance measurements, City Council and citizen inquiries. Prior to his role in the City Manager's Office, Mr. Benavides worked in the Department of Community Initiatives as a Management Analyst. Mr. Benavides has been employed with the City of San Antonio since 2002.

He is a native of San Antonio, Texas.

### Education

Master of Arts - Our Lady of the Lake University  
 Bachelor of Arts - University of the Incarnate Word

### Professional Memberships & Community Involvement

San Antonio Business Journal -2011 40 under 40

International Hispanic Network – Board Member – 2007 – 2010; Member

International City/County Management Association (ICMA); Member

- International City/County Management Association; 2008 Conference Planning Committee

- International City/County Management Association; 2008 Subcommittee on Next Generation Activities

- 2006 San Antonio Host Committee

Texas City Management Association – Board of Directors (2005) Urban Management Assistants of South Texas – President (2006), Vice-President (2005), Member University of the Incarnate Word – Dreeben School of Education, Advisory Board Member

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Michael Bernard*  
*City Attorney*



## ***Executive Leadership Team***

Mr. Bernard became San Antonio's City Attorney in October 2005. As provided by the City Charter, the City attorney is the chief legal advisor to the City Council, City management, and all City departments.

Before joining the City, Mr. Bernard served as the First Assistant District Attorney for Bexar County for six years, assisting in the day-to-day management of 356 employees, including roughly 160 attorneys, with a \$18.5 million annual operating budget. Mr. Bernard began his legal career by establishing his own law firm where he worked for 11 years.

Mr. Bernard is a frequent speaker for the State Bar of Texas' continuing legal education courses. He also serves as an adjunct professor of law at St. Mary's Law School, teaching trial advocacy.

### **Education**

B.A., University of Texas at San Antonio

M.A., School of Government and Public Affairs, American University

J.D., St. Mary's University School of Law

### **Personal**

Mr. Bernard and his wife, Theresa, have two children, Sam and Sophia. He is an instrument rated pilot and enjoys flying in his spare time.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Chris Callanen*  
*Assistant to the City Council*


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## Executive Leadership Team

Mr. Callanen was appointed Assistant to City Council in March 2007. In this position, he provides management support to Council Members. He is responsible for the departmental budget as well as the oversight of City Council Offices and the supervision of 12 support staff. He also serves as the liaison to the City Manager's Office and City Staff in meeting the goals of the Council.

Prior to his appointment, Mr. Callanen served as Executive Assistant in the Public Works Department for four years. In that role, he was responsible for supervising, coordinating, and overseeing administrative support operations of Public Works including the daily operations of the Director's Office and managing the public relations and customer service aspects of the department. He also served as the Acting Construction Inspections Manager overseeing the daily inspections of capital projects and street maintenance projects. In this interim role, he supervised the work of four construction inspections supervisors and the work of their respective teams and made recommendations and enacted improvements for the operation of this division. Previously, Mr. Callanen served as a member of the Council Action Team where he served as staff liaison for two City Council Members and City staff to effectively and efficiently provide complete service delivery resolution.

Mr. Callanen, a City employee since 1994, has also served in various positions in the City Manager's Office.

### Education

B.A. Political Science, St. Mary's University, 1991

City of San Antonio Leadership Development Program Executive Leadership Program, 2009

### Professional Memberships & Community Involvement

Urban Management Assistants of South Texas (UMAST); Texas City Management Association (TCMA)

### Personal

Christopher and his wife, Leticia, have two daughters, Lindsey Olivia and Cristiana Violet.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Di Galvan*  
*Director of Communications*  
*and Public Affairs*



## **Executive Leadership Team**

As Communications and Public Affairs Director, Di Galvan is responsible for developing awareness campaigns on City programs and services and disseminating information to citizens through use of various media.

She also oversees the management and operation of the PEG (Public, Education and Government) access channels, the creation of content on the City's Internet website, the City's Open Records Request process, the production of weekly City Council meetings, the publishing of the City's Community and Employee newsletters, the City's Employee and Community surveys, and oversees the City's Communications Team. Ms. Galvan has been with the City since October 2001.

### **Education**

Masters of Arts, Communications, University of the Incarnate Word  
 Bachelor of Arts, Political Science, University of Texas at San Antonio  
 Associates of Arts, San Antonio College  
 Associates in Radio Television and Film, San Antonio College

### **Professional Memberships & Community Involvement**

Panelist, Women in Communications, 1998-99; Media Relations Panel, San Antonio Greater Chamber of Commerce Convention, 2000; Lecturer, Trinity University, 1999; Member, Public Affairs chairperson, San Antonio Women's Chamber of Commerce, 1992-97; Mission City Business and Professional Women's Club of San Antonio, 1995; Volunteer, San Antonio Family Assistance Crisis Team; Committee Member, San Antonio Education Partnership Fund, 1990-95; Board member, Riverside Neighborhood Association; Volunteer, San Antonio Fiesta Commission; Volunteer, Southwest Voter Research Project; Member, Mexican-American Business and Professional Women's Clubs of San Antonio.

### **Honors**

Newsroom Employee of the Month, January 2001 and December 1997, News Four San Antonio; Star Supporter Recognition Award, San Antonio Women's Chamber of Commerce, 1999; Most Outstanding Graduate Student, Communication Arts Department; University of the Incarnate Word, 1997; Shining Star Award, San Antonio Women's Chamber of Commerce, 1996; Young Career Woman, Mission City Business and Professional Women's Clubs of San Antonio, 1994; Young Career Woman, Mexican-American Business and Professional Women's Clubs of San Antonio, 1992.

### **Personal**

Ms. Galvan is married to Roy Galvan. She is a native of San Antonio.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Ben Gorzell*  
*Chief Financial Officer*


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## Executive Leadership Team

Mr. Gorzell was named Chief Financial Officer in August 2010. As part of the Executive Leadership Team, he oversees the Departments of Finance, Information and Technology Services, Purchasing, and the Office of Customer Service/311.

In his current position, Mr. Gorzell also serves as the City's Supervisor of Public Utilities, a position required by the City Charter. As Supervisor of Public Utilities, he is responsible for advising the City Manager and City Council on matters pertaining to the regulatory oversight over the City's municipally-owned utilities, City Public Service Energy and the San Antonio Water System as well as other matters related to telecommunications, cable, and certain other utilities which utilize the City's right-of-way.

After graduating from college, Mr. Gorzell began his career with the City of San Antonio as an entry level staff accountant. Over the course of his career with the City, he has held a variety of positions and has almost 20 years of experience with the City. Mr. Gorzell left the City briefly in 1993 to serve as the Controller for a local non-profit organization, Project Quest, Inc.

### Education

B.B.A. Accounting, University of Texas at San Antonio, 1989  
 Certified Public Accountant (CPA)

### Professional Memberships & Community Involvement

Mr. Gorzell is a member of the Government Finance Officers Association (GFOA) and the National Association of Telecommunications Officers & Advisors (NATOA)

### Personal

Mr. Gorzell is married. He and his wife have two daughters, Emily and Samantha.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## *Executive Team ~ Directors*



Mayor

City Council

City Manager

Exec. Leadership Team

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Department	Director	Telephone Number (210)
Animal Care Services	Joe Angelo (interim)	207-3338
Aviation	Frank R. Miller	207-3450
Building and Equipment Services	Jorge A. Perez	207-1459
Capital Improvements Management Services	Michael S. Frisbie	207-8140
Center City Development Office	Mark Brodner	207-3914
City Attorney	Michael Bernard, City Attorney	207-8940
City Auditor	Kevin W. Barthold, Acting City Auditor	207-2853
City Clerk	Leticia Vacek, City Clerk	207-7253
City Council Offices	Christopher D. Callanen	207-7040
Communications and Public Affairs	Di Galvan	207-7234
Convention & Visitors Bureau	Casandra Matej	207-6700
Convention Sports and Entertainment Facilities	Michael Sawaya	207-8500
Cultural Affairs	Felix Padron	207-8483
Customer Service/311	Antonio A. Bosmans	207-3312
Development Services	Roderick Sanchez	207-8259
-Code Enforcement Services	Marc A. Castro, Assistant Director	207-8259
Downtown Operations	Paula X. Stallcup	207-3677
Economic Development	Rene Dominguez	207-8080
Environmental Policy	W. Laurence Doxsey	207-6103
Finance	Troy Elliott	207-5734
-Purchasing	Steven Morando, Assistant Director	207-5734
Fire	Chief Charles N. Hood	207-8400
Health	Dr. Thomas Schlenker	207-8731
Historic Preservation	Shanon Peterson	207-8316
Human Resources	Sharon De La Garza, Assistant City Manager	207-6506
Human Services	Gloria Hurtado	207-8141
Information Technology Services	Hugh Miller	207-8301
Intergovernmental Relations	Carlos Contreras	207-8109
International Relations Office	Elizabeth Costello	207-8100
Library	Ramiro Salazar	207-2644
Management and Budget	Maria D. Villagomez	207-8360
-Grants Monitoring and Administration	Tadd Wille, Interim Grants Administrator	207-6600

Mayor's Office	Robbie Greenblum, Chief of Staff to the Mayor	207-7060
Military Affairs	Robert Murdock	207-2712
Municipal Court	Frederick Garcia, Jr.	207-8970
Parks and Recreation	Xavier Urrutia	207-8480
Planning and Community Development	David Ellison (interim)	207-0147
Police	Chief William McManus	207-7360
Public Works	Majed Al-Ghafry	207-8025
Solid Waste Management Department	David W. McCary	207-6470

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*New Thoughts and Perspectives...  
Envisioning Tomorrow's San Antonio*



## Innovation

In 2011, the City reached many firsts. It set the standard for cutting-edge initiatives by envisioning tomorrow's San Antonio through many innovations.

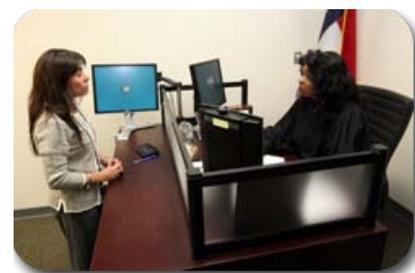
- Through the use of innovative, green technology, the Downtown Operations Department replaced single-space, one-hour and two-hour parking meters with 134 new solar-powered parking pay stations throughout downtown San Antonio. Equipped with solar panels, the pay stations have the ability to fully operate with low energy consumption and accepts coins, debit and credit cards. The kiosks bring improved pedestrian mobility, reduces sidewalk clutter and are in compliance with American with Disabilities Act (ADA) guidelines for accessibility.
- The Information Technology Systems Department (ITSD) expanded the City's public wireless network to support broadband adoption with free Wi-Fi at the new Parman and Mission branch libraries that opened in the Spring of 2011.
- To further enhance the City's new e-Procurement process, ITSD launched a Supplier Relationship Management and e-Procurement system, which monitors and consolidates the City's commodity spending toward negotiated contracts, improves visibility and governance of specialized commodity spending including Information Technology procurements, and better manages Request for Purchase processes and documents.
- ITSD and the Finance Department implemented a process that stores approximately one million pieces of paper annually which previously occupied thousands of square feet of document storage space.
- ITSD and the Office of Customer Service/311 deployed a new Customer Relationship Management (CRM) system that gives residents the ability to track their requests and provides a more efficient way for the City to respond to those requests.
- Customer Service/311 partnered with Municipal Court to establish a new Satellite Court Room at the Valley View Community Link Center. The Satellite Court not only allows individuals to appear before a judge without having to go to Municipal Court, but it also provides choices and improved accessibility to City services.
- The Purchasing division of the Finance Department made it easier for vendors to register to do business with the City by creating a new Central Vendor Registration



Solar Power Pay Station



Free WiFi at Mission Library



(CVR) system, which streamlines business processes. Since implementing the new system, the City reached its goal of registering 1,000 completed vendors by June 2011. The department developed curriculum, training materials and “How-To” guides to use the new system.

*The new Satellite Court at  
Valley View Community Link Center*



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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*A Life's Journey...  
Stepping Stones to a Quality Community*



## Quality of Life

In Fiscal Year 2011, the City of San Antonio led the way in enhancing the community's overall health and well-being. The City spearheaded groundbreaking programs to improve the resident's quality of life through new initiatives.

- To protect the public health, San Antonio became a smoke-free city prohibiting smoking in enclosed places and specified outdoor areas within the city in August 2011.
- The Health Department successfully upgraded the San Antonio Immunization Registry (eSAIRS) and is now capable of electronically transferring immunization data accessed by physicians, schools and daycare facilities. The department now holds 1.5 million client records supplied by more than 400 area providers. The upgrade was made possible through the American Recovery and Reinvestment Act.
- Residents were inspired to take ownership of their health through the Health Department's "Find your Balance" campaign, which included free group exercise sessions in our City's parks and San Antonio's first *Siclovía*, an event that attracted more than 15,000 people. Several streets were closed to vehicular traffic and were opened to the community to walk, cycle, jog and enjoy other outdoor activities.
- The Health Department Laboratory implemented a HL7 laboratory capability, allowing epidemiological data to be transmitted in real time to the Texas Department of State Health Services, Centers for Disease Control and the Food and Drug Administration for disease outbreaks. The system increases testing capacity, the ability to monitor influenza, connects with partner lab databases, and captures disease surveillance data.
- The Health Department's Head Start Program provided early education and comprehensive support services, including medical and dental care services, for 6,789 income-eligible children and families at approximately 77 sites throughout San Antonio and Bexar County.
- The Parks and Recreation Department completed 11 new miles of creekway hike and bike trails for a total of 34 Greenway Program trail miles. Fourteen new trails projects will be implemented as sales tax revenue is received through Fiscal Year 2017.
- Parks and Recreation's After School Challenge Program served more than 12,540



*Find your Balance*



*Siclovía*

children at school/community-based sites throughout San Antonio. Participants received homework assistance and tutoring, as well as educational and recreational activities in a safe, productive atmosphere.



*Creekway Hike and Bike Trails*

- More than 42,470 youth and adults stepped up to recreation in 2011 by participating in such athletic programs as organized team sports, tournaments, and special events hosted by the Parks and Recreation Department.
- More than 6,400 children participated in the Parks and Recreation Department's Summer Youth Program offered at community centers and school sites. Participants enjoyed a variety of structured, supervised programs including art, science, and wellness enrichment activities.

- The Department of Human Services' Café College, a higher education resource center for all ages, served 14,722 students and families seeking college access and advisory services. Phase II Expansion increased the facility to 10,000 square-feet, which provided additional space for two classrooms, a computer classroom, two small conference rooms, an outdoor courtyard, and a new on-site office space.



*Café College*

- In Fiscal Year 2011, 34,217 tax returns were filed for free through the City's Volunteer Income Tax Assistance Program (VITA). Staffed by 325 volunteers, the program helped recover more than \$61.7 million in refunds and eligible credits for San Antonio residents and families, including \$24.7 million through the Earned Income Tax Credit and \$11.2 million through the Child Tax Credit. VITA's free services saved low and middle-income eligible San Antonio taxpayers more than \$8.6 million in estimated tax preparation fees.

- This year, the District 2 Senior Center and the District 6 Alicia Treviño López Senior One-Stop Center opened to the community to provide an array of recreational, health and wellness, meals and case management services for area seniors.

- Animal Care Services (ACS) experienced measurable success in increasing community availability of low cost spay/neuter resources. Fiscal Year 2011 saw approximately 9,347 surgeries completed through ACS efforts and partnerships with local organizations. In addition, the department secured \$140,000 in grants for spay/neuter surgeries and resources.

- In November 2011, ACS had the best live release month in shelter history, with more than 52 percent of all animals adopted. In addition, a \$55,000 matching grant from the Petco Foundation made the purchase of a vehicle outfitted for mobile pet adoption events possible.

- ACS licensed more than 16,000 animals and partnered with PetData to manage its licensing program.

- The Human Resources Department expanded its Employee Wellness Program by hosting several events, including a biometric screening attracting 1,065 full-time civilian employees, the 4th Annual City Manager's 5k Run/Walk with a record-high participation rate of more than 1,000, and the Health Expo/Open Enrollment Fair, which also had a record high participation rate. Two Health Coaches were hired as part of a pilot program for personal guidance for full-time employees to reach health goals.

- The Downtown Operations Department partnered with the Convention and Visitors Bureau, the San Antonio Police Department, San Antonio Tourism Council, the Downtown Association, and Haven for Hope to develop and install 25 donation stations to benefit the Haven for Hope homeless assistance programs.

- The Planning and Community Development Department committed more than \$2,850,000 to the Rental Rehabilitation Program to rehabilitate 379 multi-family units. In addition, 10 homes were rehabilitated or reconstructed through the Owner Occupied Rehabilitation/Reconstruction Program.

- Texas A&M University-San Antonio completed construction of its \$40 million main campus within the boundaries of the City South Management Authority. The City also provided assistance to prospective developers and businesses wishing to locate and/or build in City South including a produce terminal, cooking oil recycling plant, logistics/warehousing development, a single family development, a multifamily development, and a recreational vehicle area.



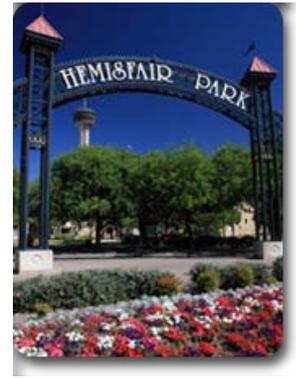
*Texas A&M*

- The Center City Development Office spearheaded the creation of the HemisFair Park Area Framework Plan, which addresses connectivity, development, balance, preservation, and sustainability and serves as a road map to redevelop HemisFair Park into a vibrant activity center for both residents and tourists.

- The Office of Historic Preservation established a \$250,000 revolving fund for the

acquisition, rehabilitation and resale of historic properties, in partnership with the San Antonio Conservation Society and Merced Housing, and a \$350,000 revolving fund for owner-occupied rehabilitation low-interest loans. Both funds are designed to alleviate deterioration in the central city.

- The Office of Historic Preservation collaborated with the College of Architecture at the University of Texas at San Antonio to create the S.T.A.R. Project (Students Together Achieving Revitalization). The program assists owners with costly maintenance issues such as painting, window repair and landscaping. The project cost less than \$20,000 but accomplished more than an estimated value of \$150,000 of work.
- In Fiscal year 2011, the Office of the City Clerk processed 5,409 passport applications, an increase of 3,164 passport applications from the previous year. In Fiscal year 2010, the Office of the City Clerk became a designated passport acceptance facility and offers two convenient locations for residents wanting to travel.



*Plans will soon redevelop HemisFair Park*

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*A Mosaic of Ideas...*  
*Drawing Inspiration from the Community*



## Arts, Culture & Entertainment

San Antonio's arts and culture scene is brimming with creative talent, unique perspective, and an extraordinary vibe of artistic inspiration. The City offers quality world-renowned attractions that continue to entertain locals and bring visitors from near and far.

- The Alamodome hosted 30,851 registered runners at the third annual San Antonio Rock 'N' Roll Marathon and Half Marathon, generating \$26.1 million in direct visitor spending.
- The Dallas Cowboys Training Camp returned to the Alamodome for the sixth time since 2002. Attendance for the 2011 Training Camp surpassed 94,000 during the 13-day camp.
- The inaugural game of University of Texas at San Antonio (UTSA) Football featured the Roadrunners vs. Northeastern. Attendance set a new modern-era record of 56,000 for a season opener by a first-year NCAA Division I program.
- Professional football has arrived in San Antonio! The San Antonio Talons Arena Football Team was secured as a new tenant for the Alamodome and will kickoff their inaugural season March 2012.
- The 2010 Valero Alamo Bowl featured Oklahoma State vs. University of Arizona. More than 57,000 fans attended the popular football bowl game, generating a direct economic impact of \$32.6 million for the City of San Antonio.
- The Convention, Sports and Entertainment Facilitates Department introduced its newest specialty venue, Illusions Theater. Located inside the Alamodome, the intimate venue offers a configuration of 3,785 to 11,000 seats and state-of-the-art curtain and LED lighting systems.
- The Henry B. Gonzalez Convention Center is undergoing a \$9.1 million exterior and interior renovation, exterior facade upgrades and adding a new outdoor event space, Plaza Acequia. In addition, construction has begun for a new Home Team locker room at the Alamodome.
- The City continued its long history of international cultural exchanges by sponsoring the 2011 Year of Taiwanese Arts. The Office of Cultural Affairs, in partnership with the government of Taiwan through its American based organization - the Taipei Cultural Center in New York, celebrated the rich cultural legacy of Taiwan by bringing a series of exhibitions and performances over a period of eight months featuring a select



2010 Rock N Roll Marathon



Dallas Cowboys Training Camp



group of Taiwan's most outstanding traditional and contemporary artists. San Antonio Museum of Art's 5,000 Years of Chinese Jade exhibit brought pieces from the Taiwan National Museum of History to the United States for the first time.

- More than 300,000 arts enthusiasts attended the 4th annual Luminaria, a celebration of local artists and art organizations held in downtown's HemisFair Park.
- San Antonio will highlight its cultural richness to a national audience as it was selected to host the upcoming 2012 Americans for the Arts Conference-the largest gathering in the nation of arts leaders and their partners in creative business, education, and government.
- In March 2011, the Office of Cultural Affairs implemented the FY 2012 multi-year arts funding process which invests \$5.4 million benefitting 53 local arts organizations so that they can continue their artistic and cultural offerings. In addition, arts funding now incorporates the Community Arts Access Program that enables nonprofits and neighborhood associations to host arts and cultural performances and activities in every City Council district.
- San Antonio and its burgeoning culinary scene was featured in eight episodes of "Top Chef: Texas" as a result of a partnership among the San Antonio Convention and Visitors Bureau, the State of Texas Economic Development and Tourism division and the producers of the culinary competition.

*UTSA Football*



*Luminaria*



*"Top Chef: Texas" on Bravo*

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*For the Greater Good...  
Providing Safety and Service*



## Public Safety

The City of San Antonio continues to safeguard our residents by investing in initiatives that help ensure the safety of the community. Prevention, preparedness, response, recovery, education, and enforcement are pinnacles of the City's effective approach to protecting the community.

- The City broke ground with construction of the new public safety headquarters building and parking garage which is slated for completion in summer 2012. All Fire and Police administrative and command functions will be centrally located at the headquarters.
- In December 2010 the City began construction of the Public Safety Answering Point, the new police and fire dispatch center at Brooks City Base. All dispatchers and call takers will use the state-of-the-art facility to answer all police, fire and EMS 911 calls, 24 hours a day. The facility is slated to open in January 2012.
- The San Antonio Police Department (SAPD) continued improving upon anti-Driving While Intoxicated (DWI) enforcement efforts by implementing a video system for all DWI patrol vehicles, equipping 67 Traffic section vehicles with "Stop Sticks," which can help prevent emergency situations such as in the case of wrong way drivers, and expanding "no refusal" weekends. In addition, the department spearheaded the creation TEAM DWI, a community-wide initiative that spreads the "Don't Drink and Drive" message. The partnership resulted in no alcohol-related fatalities during the critical time periods during Fiesta, Memorial Day weekend and the Fourth of July weekend.
- SAPD formed a coalition with the Bexar County Sheriff's office, the District Attorney, U.S. Attorney's office, Bexar County Probation, Catholic Charities and the Rape Crisis Center to bring together the major entities that work to prevent, investigate and prosecute human trafficking.
- SAPD implemented the first phase of the Uniformed Evidence Detective Initiative by assigning 55 uniformed detectives to patrol operations to take calls for service as well as routine evidence collection duties. Response times to the processing of minor and major crime scenes have improved as a result of the initiative.
- The San Antonio Fire Department added a new Technical Rescue Team for Fire



*Public Safety Headquarters Building*



*DWI Patrol Video System*

Station 51 in October 2010. Prior to the addition of the second Technical Rescue Team, the Fire Department had one team to service the entire city. The teams respond to specialty incidents such as swift water rescues, trench collapses and extended extrications in roll-over accidents. In addition to the required continuing education for every firefighter, the Technical Rescue Teams receive an additional 1,000 hours of specialty training that exceeds local, state and federal standards.



*Technical Rescue Team Fire Station #51*

- In January 2011, Fire Department added a second Hazardous Materials Response Team (HMRT) housed at Fire Station 34. Before adding the new team, one HMRT team responded to hazardous materials incidents, not only within the San Antonio city limits, but also responded to incidents in a twelve-county area known as the Alamo Area Council of Governments. The teams respond to incidents involving hazardous materials and weapons of mass destruction.
- From April to August 2011, the Fire Department's Community Safety and Education division conducted door-to-door visits to 3,000 homes in Council District 2, encouraging the use of smoke and carbon monoxide detectors.



*Hazardous Materials Response Team Fire Station #34*

- In October 2011, the Fire Department held the grand opening of the replacement station for Fire Station 1 which boasts more than 24,000 square feet of space, including four apparatus bays, one EMS bay, and two command vehicle bays. The station combines the functions that were housed in the original station, along with new facilities for the Fire Department Command Center, which provides the best fire protection service and coordination of all fire department operations to the residents of San Antonio.
- In September 2011, the Fire Department opened the replacement station for Fire Station 19 in District 1, which is the busiest fire station in the city. The new 15,000 square-foot facility is two stories and adds an additional 12,000 square-feet of space equipped with three apparatus bays and one EMS bay and the latest fire alerting system that ties into the department's city-wide network to best serve the residents of San Antonio.



*New Fire station #19*

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*A Cornerstone of Success...  
Framing a Better Future*



## Infrastructure

San Antonio is framing a better future for its residents through strategic initiatives focused on building a stronger infrastructure that meets the needs of its growing metropolis. The City's sidewalks, roadways, and buildings are undergoing groundbreaking improvements, and new and exciting developments.

- The Parman Branch Library is one of the newest additions to the public library system and opened in May 2011. The campus features an amphitheater and is equipped with 27 desktop computers and 10 laptop computers and will soon have a playground and walking trail.
- The new Mission Branch Library opened to the public in April 2011. This 16,400 square-foot library features two outdoor courtyards, 24 public access desktop computers, 15 laptop computers, a special area for teens, elegant public art and will soon add a playground and walking trail. This design recognizes the cultural precedent set by the nearby Mission San Jose, utilizing elements and materials such as stucco, stone, wood, mission tile and metals. The facility has instilled a sense of pride in the community it serves and is one of the most visited branch libraries in the library system.
- In November 2010, the San Antonio International Airport officially opened the new Terminal B further enhancing airport operations. The Airport Expansion project included the Airport Roadway Expansion, which reconfigured vehicular access to Terminals A and B; the new Consolidated Baggage Handling System, which now serves both terminals; and the new Central Utility Plant, which serves both terminals and the FAA Tower. American Airlines and Continental Airlines now occupy gates in the new terminal. The expansion project was completed under budget and on time for its first flight on Nov. 9, 2010 by American Airlines.
- Public Works crews completed 212 Infrastructure Management Program (IMP) projects on local streets while contract forces completed 150 IMP projects on collector and arterial roads. This resulted in the rehabilitation of 269 lane miles of the city's roadway network. In addition the City's Pavement Preservation Program helped to



*The Parman Branch at Stone Oak*



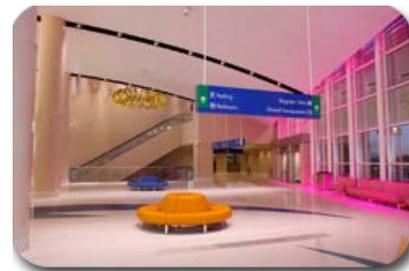
*Mission Branch Library*



*Terminal B Exterior*

minimize the deterioration of approximately 147 miles of pavement through the use of sealant applications.

- In Fiscal Year 2011, the City completed 367 school crosswalks and more than 47 centerline miles of bicycle facilities. In addition, more than 250 traffic lights were timed in Phase IV of the Traffic Signal System Modernization program.
- A cooperative effort between the Department of Public Works and the Solid Waste Management Department resulted in the reconstruction of 28 alleys and the installation of 578 cart pads.
- The largest municipal bond program in the City's history, the 2007-2012 Bond Program, continues toward substantial completion by June 2012. Fifty-three projects were completed in 2011, bringing the total number of projects completed to 91. Forty-four projects are under construction as of September 2011, making 90 percent of the bond projects complete or under construction.
- The Downtown Operations Department completed \$4.3 million in capital improvements at Market Square, which included a re-designed plaza, addition of a canopy to the El Mercado building, HVAC replacement, a new roof and exterior lighting.
- In Fiscal Year 2011, the City completed \$775,000 in capital improvements at the Spanish Governor's Palace, which included collections inventory, interpretive and guest services signage, a new roof, new electrical wiring, refurbished light fixtures, lime washing of interior and exterior walls, and new lighting fixtures in the courtyards to enhance events for the public.



*Terminal B Interior*



*Historic Market Square*



*Spanish Governor's Palace*

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# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Ideas and Illuminations...  
Leading the Way to a New Economy*



## Entrepreneurship

San Antonio has earned a reputation for inspiring investment ventures and leading the way to a new economy. The City serves as a gateway to success by proactively seeking opportunities to increase entrepreneurship and investments that will contribute to the prosperity of the San Antonio community, including creating new jobs, affordable living, and business growth.

- Aligning with Mayor Julián Castro's SA2020 goal of increasing the San Antonio per capita income by 20 percent or rank in the top third of major American cities, the Economic Development Department secured the PETCO regional operations center, which is the first City project to have an \$80,000 wage threshold for 10 percent of its resulting workforce.



- The Economic Development Department assisted 19 companies creating 3,235 new jobs and retaining 830 existing jobs in San Antonio. These companies included Chevron, Boeing, PETCO, Sun Edison, Weatherford, Baker-Hughes, and J Crew.

- In October 2010, City Council approved a five-year Economic Development Program Grant Agreement to support Boeing's 787 Dreamliner refurbishment program that will realize an additional 400 employees and \$10 million investment. In March 2011, City Council amended the grant agreement to include Boeing's 47-8, which is set to bring in an additional \$4 million in investment and 400 additional jobs. These two programs are critical for expanding commercial workload in San Antonio.



- The City of San Antonio and the Economic Development Foundation visited 80 local businesses with a primary focus in the aerospace, cyber security and manufacturing industries as part of the establishment of a new business retention and expansion program.

- The City invested \$3.3 million in the construction of the \$150 million South Texas Research Facility through the San Antonio Economic Development Corporation (SAEDC), which entered into an economic development agreement with the University of Texas Health Science Center at San Antonio. This project will create approximately 150 research jobs in the targeted bioscience industry and will provide a potential return of up to \$4 million through the SAEDC's equity investment in University spinout companies.



Boeing

- The Economic Development Department began developing an international economic development strategy that aligns the City's contracts with the Free Trade Alliance and the Economic Development Foundation resulting in an increase in foreign investment prospects visiting San Antonio, while bringing national attention to the City's Export Leaders Program.



- The International Relations Office worked to advance the relationship forged at the Shanghai World Expo Expo in 2010 with Wuxi, Jiangsu from Friendship City to Sister City finalist. The department hosted 11 delegations from China that exposed our Chinese visitors to members of the San Antonio business community.
- Mayor Julián Castro played a key role in the Gwangju Urban Environmental Accords Conference in Korea as the keynote speaker and panel moderator which further enhanced our Sister City relationship with Gwangju following the construction of the Gwangju Sister City Pavilion at the new Denman Estate Park.
- The International Relations Office supported the trade mission led by Mayor Castro to Mexico City. The delegation to Mexico was the first in several years and included a visit with the President of Mexico, Felipe Calderon.
- The Center City Development Office, which was created to facilitate and initiate development and redevelopment of neighborhoods, businesses, and cultural resources in the Inner City Reinvestment/Infill Policy Area, provided \$16 Million in incentives to eight development projects with a combined total investment of \$163 Million. These projects will provide 770 housing units, approximately 615 new jobs, and 229,000 square feet in office and retail space.
- The Center City Development Office recruited both Argo Group US Inc and HVHC, Inc to locate their offices in the IBC Centre building, located in downtown San Antonio. These companies will bring 550 jobs to the area.
- The Planning and Community Development Department's Neighborhood Commercial Revitalization (NCR) program promotes the revitalization of distressed inner-city neighborhood commercial districts. In 2011 NCR completed 16 construction improvement projects with private investment valued at \$700,000. Five new businesses were formed creating 21 new jobs.
- The Procurement Technical Assistance Center assisted more than 600 companies in continuous one-on-one counseling and sponsored the first Small Business Symposium for Disabled Veterans.
- The City successfully implemented the Purchasing-SBEDA Solicitation Process which resulted in \$59 million in proposed awards to Small Business and/or Minority Business Enterprises.
- As a result of its commitment to increasing small, minority, and women-owned business participation in City contracts, the Capital Improvements Management Services Department awarded more than \$177 million of 2007 Bond Program contracts to small, minority and women-owned business prime contractors and subcontractors. In addition, the department's Small Business division assisted with the development and successful implementation of the City's revised Small Business Program. Under the new program, 2007 Bond Program contracts totaling \$19 million have been approved since January 2011, with almost \$4 million in prime contracts being awarded to small, minority and women-owned businesses. At the same time, the groups were awarded 33 percent of the subcontracts issued to prime contractors and consultants under the new Small Business Program.
- The Convention and Visitors Bureau (CVB) sales team booked 852,000 group room nights with an estimated future spend of \$712 million.
- The CVB's Film Commission division supported \$9.3 million in estimated production spending in San Antonio.
- As part of the Fort Sam Houston Growth Management Plan, the Fort Sam Houston Community Development Office focused on economic development and residential revitalization in the neighborhoods surrounding Fort Sam Houston.
- The Office of Military Affairs provided support for the Military Transformation Task Force (MTTF), which was formed to coordinate the community response to 2005 BRAC growth. The MTTF contributed significantly to the successful culmination of BRAC wherein all projects were successfully completed by the Sept. 15, 2011.
- The remaining Camp Bullis Joint Land Use Study (JLUS) recommendations were actively pursued to assist in the preservation of the Camp Bullis mission to provide medic field training. Overall, the JLUS recommendations are 73 percent complete and 100 percent of all military high-priority items were addressed. This JLUS is considered one of the most successful JLUS initiatives accomplished through the Department of Defense.



*Mayor Julián Castro played a key role in the Gwangju Urban Environmental Accords Conference in Korea*

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

*Gateway to Sustainability...*  
*Promoting a Greener City*

[Infrastructure](#)
[Entrepreneurship](#)
[Green Initiatives](#)

## Green Initiatives

In Fiscal Year 2011, San Antonio focused on policies and operations that promoted a greener City. These sustainability efforts have been a worthwhile investment, as new projects and programs facilitate our commitment to implementing better ways to become "green" and be responsible residents by pursuing both short and long-range results that will ultimately make San Antonio a role model in environmental stewardship.

- The Solid Waste Management Department provided more recycling choices and accessibility to our community. In December 2010, City Council approved an ordinance requiring multi-family properties to provide recycling services for their residents. The department partnered with the Parks and Recreation Department to install recycling receptacles at six major parks. The department also partnered with Centro San Antonio and implemented a pilot recycling program throughout downtown, which resulted in 3,300 pounds of recyclables collected from 25 recycling containers on the street level. The program will expand in 2012 to include recycling in all areas of downtown, including the River Walk.
- As part of SWMD's recycling initiatives, the plastic bag recycling program was launched to motivate residents to use reusable bags when shopping and to recycle plastic bags at participating retailers.
- The SWMD made significant improvements to its Brush and Bulky Collection program which resulted in a 370 percent increase in brush recycling. The department outfitted the Bitters Brush Recycling Center with new scales, a scale house and additional lanes making it easier for customers to bring in brush. In 2011 the department broke ground on a new recycling center. The Nelson Road Brush Recycling Center at the Nelson Garden Landfill is set to open February 2012. To move towards a more sustainable community, the department implemented a bagged leaves curbside collection program using recyclable craft paper bags. Finally, the department launched a Christmas Tree drop off program making it convenient for residents to drop off their trees at 21 locations across the city.
- The Parks and Recreation Department successfully completed the 9,000 tree planting Initiative, "Great Parks are Rooted in Trees," and surpassed its goal of planting 9,263 trees in City parks. The department also planted 1,030 trees in the downtown Central Business District as part of the Downtown Tree Initiative. In addition, as part of the department's Tree Challenge Program, 638 trees were given to our residents for neighborhood use and maintenance and the department coordinated several community outreach events where citizens adopted 3,807



*The City provided more recycling choices and accessibility to our community in 2011*



*Tree Planting – "Great Parks are Rooted in Trees"*

trees.

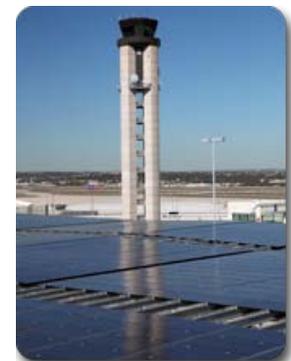
- To help maintain trees in City parks during the severe drought conditions, 320,00 gallons of water from City-owned swimming pools were recycled to water the trees.
- The Downtown Operations Department maintained the river waterway by removing 97 tons of debris from the San Antonio River and trash receptacles on the San Antonio River Walk utilizing the Lady Eco work barge, an environmental cleaning vessel custom built for the River Walk. Because this effort has improved water clarity, the river does not need to be drained in 2012 for extensive cleaning.
- The Convention, Sports, and Entertainment Facilities completed Green Initiatives/Sustainability Program improvements that included an \$8.8 million Energy Performance Contract with the Convention Center and the Alamodome. The project includes energy efficient lighting upgrades, water conservation, and the installation of solar film to all interior windows at the Alamodome and Convention Center.
- The Economic Development Department aligned with Mayor Julián Castro's SA2020 "new energy" targeted industry, by partnering with CPS Energy and Sun Edison to secure three 10 megawatt solar farms in southern San Antonio and a \$300,000 contribution toward a research and development partnership with the University of Texas at San Antonio on renewable energy.
- The Office of Environmental Policy secured an additional \$4.1 million to weatherize low-income homes. As of September 2011, 2,937 households used the program which resulted in an annual energy savings of 15,300,000 kilowatt-hours and \$1.75 million, or an average of 5,199 kWh and \$600 per resident. San Antonio was the highest performing municipal grantee in Texas on spending and units completed.
- Since June 2011, the Office of Environmental Policy enrolled 1,867 residents in the \$10 million Better Buildings Program in partnership with CPS Energy, and 25 commercial entities. The program provides homeowners with helpful information on how to reduce energy consumption and make energy efficiency upgrades to their homes.
- In March 2011, the Office of Environmental Policy launched B-Cycle, the first BikeShare system in Texas. Not only has our community saved 3,108 gallons of gas by using the program, but it has also helped participants burn approximately 2.7 million calories.
- The Office of Environmental Policy installed eight public electric vehicle charging stations located throughout the city, with five of them stationed in City-owned parking garages downtown.
- In partnership with the Aviation and Capital Improvement Management Services departments, the Office of Environmental Policy successfully designed and constructed the City's first large solar array at the San Antonio International Airport's Long Term Parking Garage. The array helps offset the energy used by the airport and its parking structures.
- Lighting retrofits were completed on 27 City facilities with an expected savings of 1,800,000 kWh or \$126,000 per year. In addition, energy benchmarking was completed for 195 City facilities to track energy use, rate facility performance, and measure energy savings.
- In its continued commitment to reduce our City's carbon footprint, the Fleet division of the Building and Equipment Services Department converted five hybrid units to plug-in electric units. In addition, one of the first Chevy Volt electric vehicles in the country was added to the City's fleet, three Propane fuel structures were upgraded and propane light-duty trucks were purchased.



*Lady Eco on the San Antonio River*



*B-Cycle – The first BikeShare system in Texas*



*Solar panels at San Antonio International Airport*

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## Accolades

[2010 Community Survey](#)
[Accolades](#)

## Accolades

The City has earned local, national, and international recognition for many of its initiatives, services, events, and programs. Thanks to the valuable contributions and tenacity of all City employees, the City continues to make significant headway in meeting its objectives.

### Convention and Visitors Bureau

- Forbes Magazine ranked San Antonio #4 on its list of the Top 10 Next Big Boom Towns in the U.S.
- In June 2011, Successful Meetings Magazine named the San Antonio Convention & Visitors Bureau a 2011 Pinnacle Award winner.
- In February 2011, Frommer's named San Antonio's Market Square one of America's Best Public Markets.
- In October 2010, the American Planning Association designated San Antonio's Main Plaza one of 10 Great Public Spaces in the United States.



*The Historic Hugman River Walk Tour garnered international recognition.*

### Customer Service and 3-1-1

- The Reality Check Program (Secret Shopper) focuses on customer service delivery and the general appearance of City facilities. Twenty-one City facilities were visited, resulting in ten facilities receiving an award for Excellence in Customer Service.

### Downtown Operations

- The Downtown Operations Department's solar-powered parking pay stations won the 2011 Downtown's BEST Award for Best Parking Enhancement. The City's Houston Street Two Step event received the 2011 Downtown's BEST Award for Best Family Event. In addition, the Historic Hugman River Walk Tour won the International Downtown Association Merit Award for Marketing and Communication.

### Finance

- In 2011, the City of San Antonio continues to maintain a general obligation bond rating of "AAA" from all three major rating agencies.

- The City is rated “AAA,” “Aaa,” and “AAA” by Standard & Poor’s Ratings Services, a Standard & Poor’s Financial Services LLC business, Moody’s Investors Service, Inc., and Fitch Ratings, respectively.
- This bond rating means a low cost of borrowing on the City’s property tax supported debt which allows us to maximize the amount of bond capacity for many of the City’s capital projects. For the community, it also means that there is continued strong financial management including long-range capital planning – we are planning for San Antonio’s future.

## Office of the City Auditor

- The City received a "full compliance" External Peer Review opinion report, which determines if the internal quality control system of the Office of the City Auditor is in compliance with Government Auditing Standards issued by the Comptroller General of the United States.

## Office of Management and Budget

- The City earned the Annual Distinguished Budget Award from GFOA (Government Finance Officer’s Association) for its FY 2011 Budget.
- The City also received an award for its annual budget publication that met and exceeded the following criteria: served as a policy document, an operations guide, a financial plan, and a communications device.

## Parks and Recreation

- The Texas Park and Recreation Society honored the City’s Parks and Recreation Department with a Design Award for the City’s Linear Creekway Program.
- The Texas Park and Recreation Society also bestowed the City with the Arts and Humanities Award for its 75th Anniversary of Dance event.
- The San Antonio Botanical Garden received the Horticulture Program Partnership Award from Texas AgriLife Extension for the ongoing cooperative program in the Children’s Vegetable Garden, which is one of the oldest of its kind in the United States. The Garden was also recognized as Program Partner of the Year by the Junior Master Gardener of Texas, a statewide program that teaches young children about the world of plants and gardening.
- As part of the Texas Amateur Athletic Federation (TAAF) Annual Meeting held September 16-20, 2011, the San Antonio Parks and Recreation Department received the TAAF Platinum Member City Award. This honor is awarded to the city with the highest number of registered participants for TAAF programs. The Parks and Recreation Department participates with TAAF in the following sports: Girls Fast Pitch Softball, Kickball, Swimming, Tennis, and Flag Football.
- KaBOOM!, a national nonprofit organization that advocates for play, recognized the City of San Antonio as a “Playful City” for the third year in a row.

## Police

- The San Antonio Police Department (SAPD) was accredited by the Commission on Accreditation of Law Enforcement Agencies, which demonstrates that the department meets nationally-recognized practices of quality in law enforcement. Accreditation also provides structure to continually promote efficient use of resources, improve service delivery, and strengthens accountability.
- The City placed 1st in 2010 for its National Night Out Program by the National Association of Town Watch (NATW). There were 500 communities that participated, and they included neighborhood associations, homeowners associations, apartment complexes, schools, churches, and organizations.

## Purchasing and General Services

- The City received the Achievement in Excellence in Procurement (AEP) Award in 2011 for completing the upload of supporting documentation to the National Purchasing Institute (NPI). The City’s Purchasing and General Services (PGS) scored 160 out of 200, obtaining the award for the 14th consecutive year and top 10% of all cities in the U.S.

# 2010 City of San Antonio Community Survey FINAL REPORT

Submitted to

The City of  
**San Antonio,**  
**Texas**

ETC Institute  
725 W. Frontier Circle  
Olathe, KS  
66061

July 2010



# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## *Sound Financial Planning: Practicing Fiduciary Stewardship*

# AAA

[FY 2011 Budget](#)
[FY 2012 Budget](#)
[SA-Best Performing City](#)

The City of San Antonio's commitment to developing a financial blueprint for delivering high quality services to residents continued in 2011. The City maintained a 'AAA' Bond Rating from all three major rating agencies and the passing of the FY 2012 budget continues the City's commitment to streets, public safety and neighborhoods.

### **City's 'AAA' General Obligation Bond Rating and Financial Reserves**

In 2011, the City of San Antonio continues to maintain a general obligation bond rating of "AAA" from all three major rating agencies.

- The City is rated "AAA," "Aaa," and "AAA" by Standard & Poor's Ratings Services, a Standard & Poor's Financial Services LLC business, Moody's Investors Service, Inc., and Fitch Ratings, respectively.
- This bond rating means a low cost of borrowing on the City's property tax supported debt which allows us to maximize the amount of bond capacity for many of the City's capital projects. For the community, it also means that there is continued strong financial management including long-range capital planning – we are planning for San Antonio's future.

### **City of San Antonio Budget Overview**

The City passed an operating and capital budget of \$2.4 billion that continued the City's commitment to address our community's priorities including Police protection, Fire and EMS services, streets, Code Enforcement, Animal Care Services, Green Initiatives and Economic Development.

Service enhancements in the Budget included 22 new police officer positions added to enhance neighborhood operations. Three fire engineers were also added to create the 8th Battalion to enhance supervision and improve command of fire incidents across the city. \$1.7 million in efficiencies were redirected into the street maintenance program allowing for five additional miles of street projects.

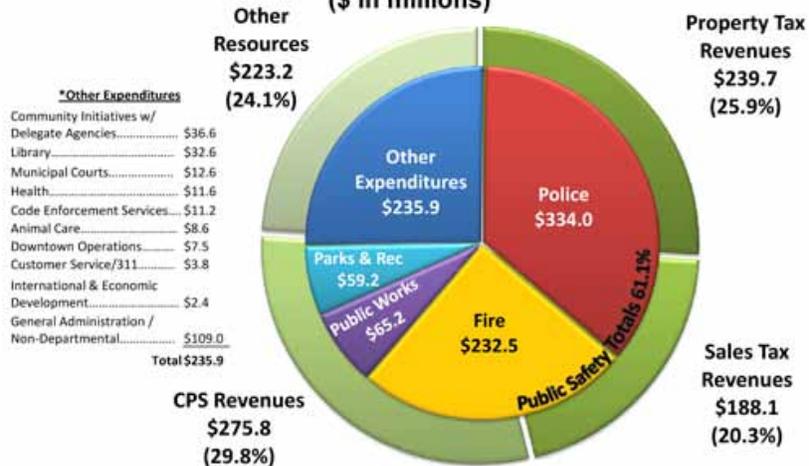
The Fiscal Year 2011 Budget also included close to \$11 million in reductions achieved primarily through efficiencies. A total of 192 positions were eliminated in the budget. No employee was laid off from the City as a result of the reductions.

No rate change in the City's Property Tax rate of 56.569 cents per \$100 of valuation was included in the Fiscal Year 2011 Budget.

The City maintained its financial reserves of nine percent of General Fund Expenditures to be utilized to meet unforeseen operations or capital needs and to assist the City in managing fluctuations in available General Fund resources from year to year.

### GENERAL FUND AVAILABLE RESOURCES DISTRIBUTED OVER MAJOR SPENDING AREAS

(\$ in millions)



**FY 2011 TOTAL ADOPTED BUDGET: \$926.8 M**

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*City of San Antonio, Texas*

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# Balanced Adopted Annual Operating and Capital Budget

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Fiscal Year 2011



*City of San Antonio, Texas*

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# Adopted Annual Operating and Capital Budget

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Fiscal Year 2012

# Best-Performing Cities 2011

Where America's Jobs Are Created and Sustained

Ross C. DeVol,  
Armen Bedroussian,  
and Kevin Klowden  
with Ka Wai Ho

**#1 SAN ANTONIO**



MILKEN INSTITUTE

DECEMBER 2011

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## *Luminaria: A San Antonio Celebration of the Arts*

[Luminaria Gallery](#)

[Faces and Places Gallery](#)

[SA2020 Gallery](#)

[2011 MLK March Gallery](#)

Luminaria is San Antonio's annual celebration of art and artists. Held in March and overseen by San Antonio's creative leaders, this free event showcases all art forms and spotlights San Antonio's cultural assets. In 2011, an estimated 300,000 people attended Luminaria.



The video make take up to 30 seconds to load, please be patient.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## *San Antonio Faces and Places*

[Luminaria Gallery](#)

[Faces and Places Gallery](#)

[SA2020 Gallery](#)

[2011 MLK March Gallery](#)

San Antonio is a thriving, energetic city filled with a diverse history and rich culture, but also with a promising future based on the unprecedented framework created by City leaders - all for the benefit of residents and visitors alike. These photos offer only a brief glimpse into the many cultural, economic, and quality of life developments and achievements San Antonio witnessed throughout 2011.



The video make take up to 30 seconds to load, please be patient.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

SA2020

*Dream it. Map it. Do it.*

[Luminaria Gallery](#)

[Faces and Places Gallery](#)

[SA2020 Gallery](#)

[2011 MLK March Gallery](#)

In Fiscal Year 2010, Mayor Julián Castro called for the entire San Antonio community to come together and share ideas and dreams of what San Antonio could be by the year 2020. "Dream it. Map it. Do it." was the call to action. In Fiscal year 2011, Mayor Castro and a steering committee of community leaders released the first official SA 2020 report. The 135-page report was based on community input gathered at five public forums that attracted thousands of San Antonians in person, and hundreds more online, to dream about what San Antonio would look like in the year 2020.



The video make take up to 30 seconds to load, please be patient.

# CITY OF SAN ANTONIO 2011 YEAR IN REVIEW

## 2011 MLK March

[Luminaria Gallery](#)

[Faces and Places Gallery](#)

[SA2020 Gallery](#)

[2011 MLK March Gallery](#)

Each year, a variety of educational, inspirational and celebratory events honor one of the nation's most revered civil rights leaders. With an estimated crowd of 100,00 children and adults, San Antonio hosts one of the largest marches in the United States honoring Dr. Martin Luther King, Jr.



The video make take up to 30 seconds to load, please be patient.