

Our mission is to deliver quality City services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.

## City Goals

- San Antonio will be a safe and clean community.
- San Antonio will be a city that maximizes its citizens' well-being and human potential while capitalizing on its cultural diversity.
- San Antonio will be a city with a vibrant and diverse economy, which will create better jobs with higher incomes while leveraging its historic and physical diversity to assure a sustainable and attractive community.
- San Antonio neighborhoods will prosper through the community's long-term reinvestment and revitalization.
- San Antonio will promote its unique resources to become the premier visitor and convention destination.
- San Antonio will benefit from a city government, which is innovative and proactive and utilizes best practices in its administrative, financial and information systems.
- San Antonio will provide the institutional foundation to support government and promote public trust and awareness.

## Organizational Values

**Integrity** – To model honesty and transparency through open government

- Aligning our choices and actions with our values (do what is right)
- Being honest and demonstrating understanding
- Demonstrating courage and consistency in working with others
- Providing and outwardly publicizing an avenue employees may anonymously report fraud, waste and abuse to an independent entity
- Basing decisions and actions on what's best for our stakeholders

**Accountability** – To take ownership of your performance and the team's success

- Being collaborative, decisive, and taking action
- Demonstrating a caring and serving attitude towards others
- Taking holistic view of our work
- Valuing our differences
- Maintaining a commitment to follow through with decisions, actions, projects, etc.
- Being willing to share resources

**Innovation** – To promote continuous improvement

- Thinking of better ways to do things and do them that way
- Adopting best practices
- Maintaining a learning environment
- Recognizing and embracing ideas, creativity, and out-of-the-box thinking
- Having the courage to challenge the status quo
- Encouraging and rewarding risk taking
- Empowering employees to work smarter not harder
- Encouraging the free flow of information

**Excellence** – To create an organizational environment that encourages excellence in public service

- Encouraging employees to perform their tasks to the highest standard
- Improving service delivery on a continuous basis to reach the highest standard of excellence

**Professionalism** – To exhibit personal conscientiousness

- Adhering to courtesy and ethics
- Treating others with respect
- Promoting internal and external customer service
- Leading by example and practicing what you preach
- Displaying passion for work and never compromising your standards
- Demonstrating loyalty to the City, our leadership and to our employees

## Organizational Competencies

A competency is a skill, trait or behavior that leads to a desired performance result. The City of San Antonio has identified six basic competencies that are instrumental in the accomplishment of the City's mission and in successful job performance. These competencies are also used in the annual appraisal process of CoSA employees.

**Accountability** – The ability to take responsibility for one's individual actions and remain focused on the goals and objectives of the City of San Antonio.

**Communication** – The process by which information is transmitted and understood. Communication includes both oral and written skills.

**Customer Service** – The ability to anticipate and meet the needs of the City of San Antonio's internal and external customers.

**Leadership and Development** – The process of influencing individual and group activities toward the achievement of the City of San Antonio's department, division, and individual employee goals and objective.

**Teamwork** – The ability to work well with others and offer support, identify problems and find solutions to meet the goals and objectives of the City of San Antonio.

## How the City Works



City Council

The council-manager form of government is the most popular structure of government organization in the United States. Utilizing 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. Each representative is paid \$20 per meeting attended, while the Mayor is paid \$50 per meeting attended.

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; and 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.



City Manager  
Sheryl L. Sculley

The Council hires a City Manager to serve as the City's chief administrator. The City Manager is responsible for carrying out the actions and policies of the council by overseeing the day-to-day operation of the organization. Council members also rely on the city manager to provide them with professional advice before they take action on a specific issue.



Mayor  
Julian Castro

Today, San Antonio's City Manager oversees more than 12,000 employees in 37 departments who provide a wide range of municipal services. For example, City employees fight crime, put out fires, collect wastes, maintain streets, issue building permits, help senior citizens, provide recreation and cultural activities, and provide hundreds of other important services. The City Manager relies on department directors to ensure that these services are provided in an effective and efficient manner. The Manager also is charged with developing and overseeing an annual budget, which is approved by City Council each year that pays for all of services the City provides to its customers.