

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

**A WORK SESSION OF THE CITY COUNCIL OF THE CITY OF SAN ANTONIO WAS HELD IN THE MUNICIPAL PLAZA BUILDING, WEDNESDAY AUGUST 25, 2010.**

The San Antonio City Council convened in a Work Session at 10:30 am Wednesday, **August 25, 2010**, Municipal Plaza Building with the following Councilmembers present: Ramos, Cortez, Rodriguez, Chan, and Mayor Castro. **ABSENT:** Cisneros, Taylor, Medina, Lopez, Williams, and Clamp.

**1. STAFF PRESENTATION ON THE FY 2011 PROPOSED BUDGET FOCUSING ON, BUT NOT LIMITED TO, THE FOLLOWING:**

**A. LIBRARY SERVICES**

Ramiro Salazar, Library Director, presented the FY 2011 Proposed Budget. He provided the Council with the Department's mission and organizational structure. It was noted that the Department managed the Central Library and 22 Branch Libraries, partnered with the Northeast Independent School District (NEISD) to open 2 new Libraries, and provided resources via the Bookmobile and Virtual Library. Mr. Salazar highlighted that on an annual basis, 5 million individuals patronize the library while 6.6 million items are checked out and 1.4 million hours of free internet access are provided.

In the area of FY 2010 Accomplishments, it was noted that the Library opened the Molly Pruitt Library at Roosevelt High School, opened all library locations 7 days a week, outsourced materials recovery and the collection of fines, implemented a Laptop Checkout Program, improved access to materials, outsourced custodial services, centralized Library IT Support, and placed vehicle wraps on Library Fleet. It was noted that the City partnered with Bexar County to implement the Laptop Checkout Program and highlighted the methodology for said Program. As it relates to access of materials, Mr. Salazar noted that items were no longer delivered to the originating Library; rather they become part of the inventory of the Library where the materials were returned.

Mr. Salazar added that the FY 2011 Proposed Library Budget was \$31.6 million and proposed to add 41 positions. As it relates to Improvements, it was noted that the Department planned on allocating \$275,000 on an annual basis to the purchase of new materials, planned on allocating \$180,000 to purchase materials for the 2 new Branch Libraries, and planned on increasing the Base Book Budget to \$3.4 million annually. It was noted that FY 2011 Mandates included the funding of a History Center Portal as well as allocating operating costs for Parman and Mission Branch Libraries. In the area of Efficiencies, Mr. Salazar noted that the Library would discontinue operating the Bannwolf Library once the Parman Branch Library opened in Spring 2011.

In the area of FY 2011 Proposed Service Modifications, it was noted that the Library was proposing to reduce the hours of operation at the San Pedro Branch Library. Mr. Salazar stated that based on usage, facility size, and proximity to the Central Library, the San Pedro Library would be open a total of 40 hours per week.

At it relates to Capital Improvements made over the last 5 years, it was noted that the Library opened 4 new Branches and renovated 13 Branch Libraries. Mr. Salazar stated that currently, the Central

Library was being weatherized. Additionally, they were constructing three new service outlets and renovating three Branch Libraries. It was noted that said accomplishments were made as a result of the revenues generated from the 2007 Bond Program and Certificates of Obligation.

Mr. Salazar provided the Council with a list of FY 2011 Proposed Initiatives and Goals. Items highlighted included completing a Library Strategic Plan, developing a new service model, increasing literary outreach efforts, enhancing technology capabilities, opening 2 new Libraries, developing a Jobs and Business Center, and partnering with other agencies for resource sharing.

At this time, Jean Brady, Chair of the Library Board of Trustees, spoke on the importance of the Library to the community. She highlighted the various benefits of partnerships, and said that partnerships assisted the City in obtaining \$3.2 million in outside resources for the next 2 years.

Ms. Brady noted that the Library provides \$167 million in direct benefits to the community annually. She detailed the methodology utilized to determine same. Ms. Brady requested the City keep the San Pedro and Molly Pruitt Branch Libraries open 56 hours per week as well as fund the renovations needed to bring Libraries in compliance with Building Codes. It was requested that the City allocate the Library an additional \$2 million.

Ms. Brady concluded by showing a video reflecting the stories of Library Patrons and reasons for visiting the Library.

As a quorum was not present for said item, no discussion was held.

## **B. DOWNTOWN OPERATIONS**

Ms. Paula Stallcup, Director of Downtown Operations, presented the FY 2011 Proposed Budget for Downtown Operations. She noted that the Department was created in FY 2007 to manage services and facilities within the Downtown Area as well as act as a liaison between the City and Downtown Vendors. Ms. Stallcup stated that the Department was responsible for managing 8 miles of River Walk, managing over 200 leases/contracts, and maintaining 13 square miles of the Downtown Area.

Ms. Stallcup reported that in FY 2010 the Department completed a more intense annual River Walk Draining than normal, purchased 50 new pedestrian Trash Cans, increased the area of pressure washed sidewalks, revised the Municipal Code sections regarding commercial trash collection in the Downtown Area, installed new Parking Pay Stations, completed Light Retrofitting at several City Parking Garages, started Movies by Moonlight, and completed a \$3.2 million Capital Improvement Project.

Ms. Stallcup highlighted the River Walk Capital Improvements Project. It was noted that as result of the findings of the Multi-Phase River Walk Master Plan, improvements totaling \$15 million need to be made to the Historic Loop of the San Antonio River. Identified improvements included increasing public safety, enhancing aesthetics, and making the River Walk ADA Compliant. A status report of the progress made to date was provided to the Council.

It was noted that the proposed Budget amount for FY 2011 was \$7.5 million and included a position count of 68. Ms. Stallcup noted that the Budget was being reduced by \$1.5 million and included the

elimination of 13 positions. In the area of Efficiencies, it was noted that the Department planned on reorganizing the personnel structure in order to improve service delivery.

Ms. Stallcup stated that in May 2008 the City Council restructured the Parking Fund in order to make the Department self-sustaining and approved a Master Plan to assist in achieving this goal. As part of the Plan, a parking study was conducted and a 10-year Capital Improvement Plan was developed. It was noted that the Proposed Budget for the Parking Fund was \$8.7 million and included 110 positions. She stated that the installation of Pay Stations, the elimination of parking lots, as well as the transfer of the lot located at the Institute of Texas Cultures to a private operator has reduced staffing needs. She noted that Proposed FY Revenue Enhancements included increasing parking rates by 6%. Sheryl Sculley, City Manager, added that said rate increase was part of the Master Plan previously approved by Council and was consistent with the goal of the Parking Fund being self-sustaining. Ms. Stallcup stated that the revenues generated would allow for the Department to purchase new revenue control equipment and parking signage as well as fund facility improvements. It was noted that even with the proposed rate increase of 6%, City parking rates would be lower than rates charged by private operators.

Ms. Stallcup provided the Council with an overview of the Market Square Fund. She stated that said Fund would be responsible for managing the revenues and expenditures associated with operating the Farmer's Market, El Mercado, Market Square Parking Lot, and Alameda. It was noted that said Fund would assist the Department in facilitating challenges specific to Market Square and its Tenants. Ms. Stallcup noted that a Budget amount of \$2.4 million was being proposed with a personnel compliment of 8. She continued by detailing the funding allocations.

As it relates to the Public Improvement District (PID), Ms. Stallcup stated that the City Council approved a new 5 year PID with Centro San Antonio (Centro). She stated that the agreement calls for Centro to provide landscaping services, maintenance of sidewalks, and visitor information services. It was noted that by law, the PID was required to supplement city services provided within the District. Ms. Stallcup stated that Centro must submit an annual service and assessment plan to the City Council for approval. She said that the proposed assessed value for real property within the PID was \$0.12 per \$100 valuation while the assessed value for residential condominiums was \$0.09 per \$100 valuation. It was noted that the City's contribution to the PID for FY 2011 was \$118,143.

As a quorum was not present for said item, no discussion was held.

## **ADJOURNMENT**

There being no further discussion, Mayor Pro Tem Ramos adjourned the meeting at 1:26 pm.

**APPROVED**



**JULIÁN CASTRO  
MAYOR**

Attest:



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

The San Antonio City Council convened in a Work Session at 2:00 pm Wednesday, **August 25, 2010**, Municipal Plaza Building with the following Councilmembers present: Cisneros, Taylor, Ramos, Cortez, Medina, Lopez, Rodriguez, Chan, and Clamp. **ABSENT:** Williams and Mayor Castro.

**1. STAFF PRESENTATION ON THE FY 2011 PROPOSED BUDGET, FOCUSING ON, BUT NOT LIMITED TO, THE FOLLOWING:**

• **EMPLOYEE COMPENSATION**

Elizabeth Braune, Human Resources Director stated that there were 11,521 city authorized positions and that \$813 million was included in the FY 2011 Budget for all costs associated with salaries and benefits. She reported that \$110.7 million of the \$813 million was spent on healthcare benefits for active employees and retirees. She outlined the Civilian Step Pay Plan, noting that prior to FY 2008, employee benefits were rich but salaries were low. She stated that most employees were at the lower level of their wage scale and that the Pay Plan had been redesigned in FY 2008 with input from the Employee Management Committee. She mentioned that the new total compensation philosophy focuses on increasing wages, while asking employees to contribute to their health care costs through increased premiums. She noted that once fully implemented, employees will move through the job range one step each year and reach the maximum of the pay range after 10 years in the job.

Ms. Braune provided a history of civilian compensation since FY 2007 and stated that civilian average salaries for FY 2010 totaled \$37,887. She reported that the FY 2011 Proposed Employee Compensation included a 2% Cost of Living increase for civilian employees; 2% Contractual wage increases for Police and Fire (pending approval of Fire Collective Bargaining Agreement); Civilian Living Wage increase from \$10.19 to \$10.60; and Continued implementation of the tenure-based civilian Step Pay Plan. She noted that since inception of the Step Pay Plan, a total of 1,992 employees have received increases.

Ms. Braune stated that the Employee Benefits Fund Budget for FY 2011 was increased by \$10.4 million, and spoke of the increase in medical and pharmacy claims. She noted that the Patient Protection and Affordable Act signed into law on March 23, 2010 was estimated to cost the city an additional \$1.7 million in FY 2011. She reported that the city was moving toward the following health care contributions for employees: 1) 80%/20% for those hired before January 1, 2009; 2) 70%/30% for those hired after January 1, 2009; and 3) 67%/33% for retirees. She noted that the FY 2011 Budget proposed three benefit plans due to the fact that the EPO Plan was too expensive for employees and for the city to maintain. She stated that no employees would be negatively impacted by the modifications to civilian health care premiums, and that all employees would receive at least 1% increase net of the proposed increase in premiums. She indicated that the FY 2011 Proposed Budget included an Ad Hoc Cost of Living Adjustment equating to a 2% increase in retirees' annuities and that healthcare premium increase for retirees under age 65 were included to offset growing health care costs.

Lastly, Ms. Braune referenced the Employee Wellness Program in which free health screenings were offered to employees. She stated that initiatives included a Wellness Rewards Financial Incentive Program, as well as healthy options at city vending machines. She reported that communication tools had been distributed to employees and that all information had been shared with the Employee Management Committee and Retiree Group.

Mayor Pro Tem Ramos stated that she was pleased with the 2% increase for employees but expressed concern regarding the increase in Health Benefits. Ms. Braune replied that calculations had been conducted assuming that employees would remain in their current PPO Plan. Ms. Sculley added that they had included funding in the budget to cover those employees identified that would realize less than 1% salary increase. Mayor Pro Tem Ramos asked of the deferred compensation for Executives. Ms. Sculley stated that in an effort to encourage Executives to participate in deferred compensation, the city would provide a 1% match that would have an impact to the budget of \$117,000. Councilmember Lopez asked of the phase-in process of the Step Pay Plan. Ms. Sculley replied that the program would be implemented over six years. Councilmember Lopez asked of the year of service that most employees use to retire. Ms. Braune replied that they did not have that information readily available but would provide it to the City Council.

Councilmember Cortez asked of the Performance Pay for Executives. Ms. Sculley stated that a 2% pool of funds had been set aside and that Executives would be rewarded for extraordinary work performance. She mentioned that it was an incentive for Executives to perform well and that some individuals would not receive an increase. Councilmember Cortez expressed concern that Executives were eligible for up to 5% salary increase, while civilian employees would only be provided a maximum of 2%. He requested that there be more fairness among all employees and that further discussion be held on same. Councilmember Clamp stated that he was pleased with the 2% increase that would be provided to employees and retirees. Councilmember Taylor asked of the option of performance pay for civilian employees. Ms. Sculley stated that at this time, civilian employees were not eligible for performance pay. She added that performance pay was not automatic for Executives and was based on their performance.

Councilmember Lopez asked and confirmed that the Step Pay Plan was automatic. Ms. Sculley confirmed same. Councilmember Rodriguez spoke in support of rewarding all levels of employees with performance pay in addition to the cost of living increase. He asked if staff had researched the practices of other cities. Ms. Sculley stated that there were many models out there and that staff would review the opportunity to provide performance pay after full implementation of the Step Pay Plan.

- **CODE ENFORCEMENT AND GRAFFITI MANAGEMENT**

David Garza, Director of Housing and Neighborhood Services spoke of the restructuring of the Code Enforcement Division, and noted the FY 2011 Proposed Budget was increased by \$0.7 million while two employees were eliminated. He stated that resources from the Sweeps Program would create the Blight Elimination Strategies Team, adding nine new positions to address highly traveled corridors and identified hot spots between corridors. He added that they would target five neighborhoods per Council District. He noted that to enhance Code Officer safety, they would replace existing vehicle safety lights with more effective and reliable systems for all Code Officers at a one-time cost of \$86,275.

Mr. Garza indicated that the Illegal Dumping Program would be redesigned to eliminate the Abatement Unit and add a dedicated brush crew in Solid Waste to allow for immediate response. This will result in a savings of \$381,087. He spoke of the 20 City-Wide Top Code Violators, noting that 15 cases were resolved; 2 cases were pending resolution; and 3 cases that were resolved but were now out of compliance. He noted that staff would continue to work on resolving the cases. He provided results of the Eastside Initiatives, noting that they had secured 151 structures within 45 days and improved the average case closure rate by 3%. He reported that in FY 2010, staff had provided education and

outreach to 2,607 residents through the Citizens Academy, Homebuyers Club, and Neighborhood Association Meetings. He spoke of the Dangerous Assessment Response Team (DART), an effort coordinated by the City Attorney's Office involving multiple city departments. The team targets properties with a two-year history of code violations and criminal activity.

Mr. Garza stated that for FY 2011, they would pilot a Multi-Tenant Registration and Inspection Program. He noted that multi-tenant issues are often related to repair and maintenance. He mentioned that they would focus on rental properties receiving rehabilitation or development funding from the city and would be implemented with existing staff. He outlined the new Civil Administrative Hearing Process, noting that it would decriminalize non-repeat offenders through coordination with Municipal Court. He spoke of the update to the International Property Maintenance Code, noting that the current minimum housing code had not been updated since 2001. He mentioned the new Vacant Structure Registration/Inspection Pilot Program that would be implemented in the Central Business District with no fees assessed utilizing existing staff.

Mr. Garza spoke of the Graffiti Accomplishments and Initiatives, noting that since FY 2006, the Graffiti Unit has grown from four positions to 17 positions. He referenced the partnership with Union Pacific to reimburse partial expenses at a cost of \$32,000 for 12 railroad underpasses and trestles. He referenced the Place Light Upon Graffiti (PLUG) Grant, a \$2,500 grant along with donations from utility partners and several City Council Districts in which 133 solar lights were distributed. He also mentioned the Art in Action, District 6 CPS Energy/SAWS Program, and Taggers and Graffiti Culture Seminar. Lastly, he reported that the FY 2010 Graffiti Wipeout Program would be held on September 11, 18, and 25, 2010.

Councilmember Chan recognized staff for their work and stated that she was pleased with the efficiencies identified within the Illegal Dumping Program. She asked of the Vacant Structure Registration/Inspection Program. Mr. Garza responded that the program would help determine the length of time that properties have been vacant, plan for the property, and option to collaborate with Economic Development, for properties within the Central Business District. Councilmember Chan asked of the number of volunteers utilized by the Department for FY 2010 and FY 2011. Mr. Garza clarified that staff estimated the recruitment of 2,200 volunteers by the end of FY 2010 and 2,350 volunteers for FY 2011.

Councilmember Clamp asked of the Blight Elimination Strategies Team and recommended revising the name to something more positive. He asked of the reduction of Abatement Officers. Ms. Sculley stated that they would be reassigned as Park Police Officers and noted that their workload would be absorbed by current Code Officers. Councilmember Clamp expressed concern with the Pilot Multi-Tenant Registration and Inspection Program, noting that there was not a future plan once the pilot was complete. He stated that he was in support of the pilot program for properties receiving city or federal funds, but did not believe it was the role of the city to police the private sector. He also expressed concern with the Vacant Structure Registration/Inspection Pilot Program noting that he understood the importance of keeping properties clean, but was concerned with property rights issues. He asked of overtime funding for DART Staff.

Councilmember Lopez spoke of a community-oriented approach to solving multi-department projects. Ms. Sculley stated that this had been done with the Eastside Initiatives and were moving toward same throughout the city. Councilmember Lopez stated that he was in support of identifying blighted areas and repurposing them into meaningful properties. He asked of the Vacant Structure

Registration/Inspection Pilot Program. Mr. Garza replied that the methodology was to begin with the biggest problems within the Central Business District and then move to reinvestment areas and infill districts. Councilmember Taylor thanked staff for their work on the Eastside Initiatives. Councilmember Medina also thanked staff for their work and asked of the number of Code Compliance Officers. Mr. Garza reported that there were approximately nine Officers per Council District and that number had increased over the years. He added that the nine new Officers would be assigned to the Blight Elimination Strategies Team. Councilmember Medina asked how the corridors had been selected. Mr. Garza replied that it was based on data received through 3-1-1 calls and code issues identified.

Councilmember Cortez thanked staff for their work and stated that he was pleased with the increased staff in the Graffiti Unit. He stated that he looked forward to the upcoming Parade of Homes in District 4. Councilmember Ramos stated that she was in support of the Blight Elimination Strategies Team but would like additional information regarding implementation. She recognized the work of the Code Compliance Officers assigned to District 3 but asked that more training be provided to all of the Officers so that they can address multiple issues within their area. She spoke of the success in addressing illegal dumping due to the cameras that were installed within District 3. She asked of the dumping of illegal tires. Mr. Garza replied that they were still addressing the issue and noted that only 11,000 tires had been picked up in 2010 compared to 20,000 in 2009. Councilmember Ramos recognized Councilmember Medina for his leadership in the effort to address the illegal dumping of tires.

- **ANIMAL CARE SERVICES**

Gary Hendel, Director of Animal Care Services (ACS) stated that since FY 2006, the department budget had increased from \$4.8 million to \$8.4 million and 35 positions had been added. He outlined FY 2010 Accomplishments in which 9,200 spay/neuter surgeries are estimated and the Save Rate has increased to 29%. He reported that 23,500 strays had been picked up in FY 2010 and that partnerships with community organizations had greatly increased. He spoke of the 600 presentations made to 57,000 children and the 15,000 volunteer hours that provided assistance in FY 2010.

Mr. Hendel provided an overview of the FY 2011 Proposed Budget, noting that it was increased by 0.9% and one position was eliminated. He clarified that a full year of funding for the nine positions for the Kennel Facility at Brooks City Base was included in the budget. Also, \$250,000 was included to fund 4,000-5,000 additional spay/neuter surgeries. He outlined the FY 2011 Efficiencies that include reducing expenses related to Animal Feed due to the newly formed partnership with Hill Science Diet and the elimination of one Kennel Supervisor Position.

Mr. Hendel stated that through the Brooks City Base Kennel Facility, 10,000 additional stray animals would be picked up annually. He reported that for FY 2011, \$1.8 million was allocated to the Animal Care Adoption and Spay & Neuter Facility and anticipated 3,000 adoptions and 8,000-10,000 spay/neuter surgeries. He noted that the No Kill Goal meant that all adoptable animals are saved. He mentioned that ACS screens all intake animals and approximately 40% have medical or behavioral issues. He stated that the community standard for No Kill is a 70% Live Release and the current rate is only 29%. He concluded by stating that they would continue to work toward a No Kill Goal and provide more education to the community.

Reggie Williams, President and Chief Executive Officer of the San Antonio Area Foundation (SAAF) provided data on the No Kill Initiative. He spoke of the next steps for a No Kill Program, noting that a Strategic Plan Review Meeting had been held on July 30<sup>th</sup> with the top five priorities identified: 1) Increasing adoptions; 2) Filling Spay/Neuter Capacity; 3) Education; 4) Fundraising; and 5) Standardize and publicize animal welfare laws across municipalities in Bexar County. He mentioned that a Strategic Plan Review would be held annually prior to the budget process and would provide an annual report of the progress and priorities of the No Kill Program.

Councilmember Taylor thanked staff and all of the partners for their work. She spoke of the progress achieved on the Eastside and the spay/neuter opportunities that had been provided. Councilmember Lopez also thanked staff for their work and asked of the progress of initiatives such as the program in utilizing Bexar County inmates. Mr. Hendel replied that he had met with Sherriff Ortiz to discuss the opportunity to utilize inmates to help clean the Animal Shelter while learning marketable skills, but were still working out the details. He stated that they were also looking at the possibility of utilizing workforce development employees to provide services at ACS. Councilmember Chan stated that she was encouraged with the ACS progress thus far and asked how the ACS Employees were redirected. Mr. Hendel replied that one supervisor position has been eliminated and that current staff would perform the duties. Ms. Sculley noted that nine positions had been added during FY 2010 and therefore, there was a net increase of eight positions. Councilmember Chan asked of the year-to-date number of spay/neuter surgeries. Mr. Hendel replied that they estimated that 9,200 surgeries would be performed by the end of FY 2010.

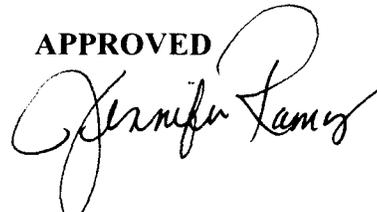
Councilmember Cisneros recommended that city staff work with private veterinarians in regard to reduced cost spay/neuter surgeries. Mr. Hendel replied that the underutilized clinics were owned by private veterinarians and that staff would continue discussions with them this year. Councilmember Cisneros recognized the SAAF for their assistance and commitment to animal care efforts. Councilmember Ramos also thanked SAAF for their work and stated that she looked forward to the opening of the Brooks City Base Kennel Facility. Councilmember Clamp stated that it was good to have an aggressive goal and was pleased that the city was making great strides toward same.

Ms. Sculley stated that this concluded today's budget meetings.

## **ADJOURNMENT**

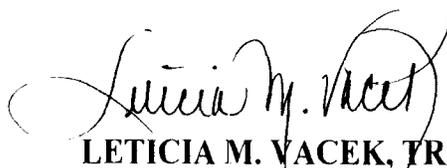
There being no further discussion, Mayor Pro Tem Ramos adjourned the meeting at 5:06 pm.

**APPROVED**



**JENNIFER V. RAMOS**  
MAYOR PRO TEM

Attest:



**LETICIA M. VACEK, TRMC/CMC**

City Clerk