

María Villagómez, CPA

January 3, 2019

Mayor and City Council
City of San Antonio
115 Plaza de Armas, Suite 202
San Antonio, TX 78205

Dear Mayor Nirenberg and Members of the City Council:

I am writing to express my interest in the City Manager position for the City of San Antonio. I believe that my work experience, achievements, and education have prepared me well for this opportunity. My commitment to you and the San Antonio residents is to provide professional leadership to the City organization and to work with the City Council, the community, and the City's employee teams to deliver quality services in an equitable, transparent, compassionate, and fiscally responsible manner.

Over the past 21 years, I have had the opportunity to serve the City of San Antonio in several capacities including three years as Assistant City Manager, five years as Budget Director, and four years as Assistant Budget Director.

During my tenure, I have successfully prepared and monitored twelve City budgets, participated in collective bargaining agreement negotiations with police and fire unions, managed process improvements projects, and implemented equity in the budget and City services. I have built effective relationships with community groups, City Council Members, and City staff.

The City of San Antonio serves a population of 1.4 million residents with a workforce of over 12,000 employees and a total annual budget of \$2.8 billion. The General Fund Budget, which is the largest operating budget of the City, is \$1.26 billion.

I look forward to the opportunity to further discuss my qualifications.

Sincerely,


María Villagómez

Enclosure: Resume

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S U M M A R Y

Twenty-one (21) years of city management experience with the City of San Antonio and knowledge of all aspects of city government. Extensive experience in budget development, monitoring, and execution, financial management, and organizational development. Strategic planning and operational expertise in the areas of human services, parks and recreation, animal care services, equity, innovation and smart cities, and transportation and capital improvements. Experience in negotiating collective bargaining agreements. Effective in developing relationships with community stakeholders and fostering productive working relationships with Council Members. Excellent presentation and communication skills.

P R O F E S S I O N A L E X P E R I E N C E

CITY OF SAN ANTONIO, TEXAS

ASSISTANT CITY MANAGER (OCTOBER 2015 TO PRESENT)

Responsible for providing highly responsible and complex administrative support to the City Manager. Direct management responsibility for the development and monitoring of the City's \$2.8 Billion annual budget. Direct management responsibilities for providing leadership and strategic direction to the departments of Human Services, Parks and Recreation, Animal Care Services, Office of Equity, Office of Innovation, and Office of Management and Budget that have combined annual budgets of \$260 Million and approximately 1,500 employees.

Financial Management

- ◆ Developed and monitored the City's annual operating and capital budget working closely with the City Manager. The FY 2019 City Budget is \$2.8 Billion with a total employee complement of more than 12,000 employees; the General Fund is \$1.26 Billion.
- ◆ Presented the City's financial position and financial policies to the three major rating agencies (Moody's, Standard & Poor's, and Fitch). The City achieved a AAA General Obligation Bond Rating for nine consecutive years beginning in 2008.

Collective Bargaining Agreement Negotiations

- ◆ Participated in collective bargaining negotiations with the San Antonio Police Officers Association and in mediation sessions with the San Antonio Professional Firefighter's Association.
- ◆ Developed financial proposals and analyze long-term impact on the City's General Fund of City's and Union's proposals.

Equity

- ◆ Led the application of the equity impact assessment as part of the budget process in areas including street maintenance, delegate agency funding, and the SASpeakUp Budget Campaign.
- ◆ Developed an equity impact assessment on the recruitment and selection of boards and commission members. Made recommendations targeted to increase race and gender diversity in the application process.

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PROFESSIONAL EXPERIENCE

ASSISTANT CITY MANAGER

Human Services

- ♦ Achieved and maintained the federal designation of ending veteran homelessness.
- ♦ Implemented a Homeless Encampment Outreach Program to reach homeless city-wide and connect them to services.

Smart Cities

- ♦ Managed the creation of the City's SmartSA program by partnering with CPS Energy, San Antonio Water System, VIA Metropolitan Transit, and San Antonio River Authority. Through this partnership data will be shared to improve the delivery of City services. Three innovation zones have been established at Brooks, Medical Center, and Downtown as real-world proving grounds for smart city technology.

Animal Care Services

- ♦ Accomplished and maintained a 90% live release rate of the 30,000 pets impounded annually by the Animal Care Services Department.
- ♦ Revised Animal Care Services Chapter 5 of the City Code to prohibit dog chaining, more stringent spay and neuter requirements, and to increase the number of fowl a resident may own.

Parks and Recreation

- ♦ Managed the Edwards Aquifer Program; through September 2018, 152,759 acres have been protected since its inception in 2000.
- ♦ Managed the Howard W. Peak Greenway Trail System, through September 2018, 65 miles have been completed of total trail and 5.1 miles of trail have been built on the Westside Creeks since its inception in 2000.
- ♦ Enhanced the Tree Program that resulted in the planting of more than 12,500 trees in the community in FY 2018. Utilizing the equity impact assessment, targeted planting commenced in 2018 in several neighborhoods focused on increasing tree canopy.

BUDGET DIRECTOR (October 2010 to September 2015)

ASSISTANT BUDGET DIRECTOR (February 2007 to September 2010)

Responsible for managing all aspects of the preparation and monitoring of the City's annual operating and capital budget totaling \$2.4 Billion in FY 2010. Provided monthly updates to the City Manager and quarterly updates to the City Council. Developed the five-year financial forecast for the general fund and some of the restricted operating funds.

Financial Management

- ♦ Prepared, managed and balanced nine consecutive municipal annual operating and capital budgets (FY 2008 to FY 2016).
- ♦ Provided analysis and recommendations to City Manager to streamline City processes, department re-organizations, and use of technology that resulted in the elimination of over 1,600 civilian vacant positions.
- ♦ Enhanced the City's budget transparency by leading the implementation of OpenGov an on-line tool to provide the annual budget to the public at the line item level.

Process Improvements

- ♦ Directed the work of the Office of Innovation resulting in efficiency improvements and budgetary savings of over \$17 million.

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PROFESSIONAL EXPERIENCE

BUDGET DIRECTOR / ASSISTANT BUDGET DIRECTOR

Leadership Initiatives

- ◆ Coordinated meetings and prepared and managed materials provided to the Pension and Healthcare Benefits (Legacy) Taskforce convened by Mayor Castro.
- ◆ Assisted in engaging City Council to determine budget priorities for the annual budget process.
- ◆ Conducted community meetings on the City's budget, represented the City on budget matters including testifying before the Texas State Legislature.

Collective Bargaining Agreement

- ◆ Managed all financial aspects of the City's negotiation of Police and Fire Collective Bargaining Agreements.

PUBLIC WORKS DEPARTMENT (SEPTEMBER 1997 TO JANUARY 2007)

CONTRACTS ADMINISTRATOR/FISCAL PLANNING MANAGER (2004 TO JANUARY 2007)

Responsible for managing all aspects of the preparation, monitoring, and execution of the Public Works Department \$300 Million Operating and Capital Budget in FY 2007. Direct oversight over construction, engineering, and architectural contracts for the Public Works Department. Provided direct supervision of the Fiscal and Contract Management Divisions.

- ◆ Centralized the budget, fiscal, procurement, and contract functions of the Public Works Department to ensure compliance with City policies of one of the largest departments in the City.
- ◆ Created monthly reports of operating budgets to maintain Director abreast of budgetary compliance and performance.
- ◆ Monitored capital project budgets to ensure projects were being delivered on-time and within budget.
- ◆ Assisted in the preparation of Bond Projects for the Public Works Department and Storm Water Revenue Bonds.

FISCAL OPERATIONS MANAGER (2001 to 2007)

Assisted in the preparation, monitoring and execution of the Public Works Department \$300 million annual operating and capital budget. Responsible for fiscal monitoring of six operating funds including the general fund, street maintenance, stormwater, regional stormwater detention, right-of way management, and the advanced transportation district fund.

Accomplishments:

- ◆ Assisted in the creation of the Right-of-way Fund and fee structure and the creation of the Advanced Transportation District Fund.
- ◆ Served as the department subject matter expert in the implementation of the City's SAP Financial Management System.
- ◆ Assisted divisions in the preparation of budget submittals that resulted in increases to the street and sidewalk budgets.

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PROFESSIONAL EXPERIENCE

FISCAL OFFICER/ACCOUNTANT II (SEPTEMBER 1997 TO 2001)

Coordinated and monitored the Solid Waste Division's \$47 million annual operating budget in FY 2001. Oversaw the daily operations of the Bitters Brush Site and supervised the Fiscal Division. Responsible for the procurement of goods and services of the Solid Waste Department, responsible for the timely payment of invoices and collection of accounts receivables. Assisted in the monitoring of the Solid Waste Division budget.

EDUCATION

- ◆ Bachelor of Business Administration
University of Texas at San Antonio May 1996
- ◆ Certified Public Accountant
State of Texas, May 2006

PROFESSIONAL MEMBERSHIPS

- ◆ International City/County Management Association (ICMA)
- ◆ Government Finance Officers Association Member (GFOA)
- ◆ Alliance for Innovation

RECOGNITION

- ◆ San Antonio Business Journal, 40 under 40
- ◆ Leadership San Antonio Alumni, Class 36
- ◆ City of San Antonio Executive Leadership Program
- ◆ San Antonio STAR Award Recipient
- ◆ Government Finance Officers Association Distinguished Budget Award (2008 to 2018)
- ◆ International City/County Management Association (ICMA) Excellence Award on Performance Management (2012 to 2018)