

ADMINISTRATION AND REGULATORY AFFAIRS

Department Description and Mission

The Administration and Regulatory Affairs (ARA) Department provides efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement to operational efficiency and service excellence.

The department's objectives are to:

- Demonstrate integrity, accountability, consistency, and professionalism.
- Provide excellent customer service.
- Emphasize strategic financial planning and performance reporting.
- Maximize the effective and efficient use of public funds.
- Follow directives and policies of City Council and City management.
- Build a cohesive team based on trust, respect, and mutual support.

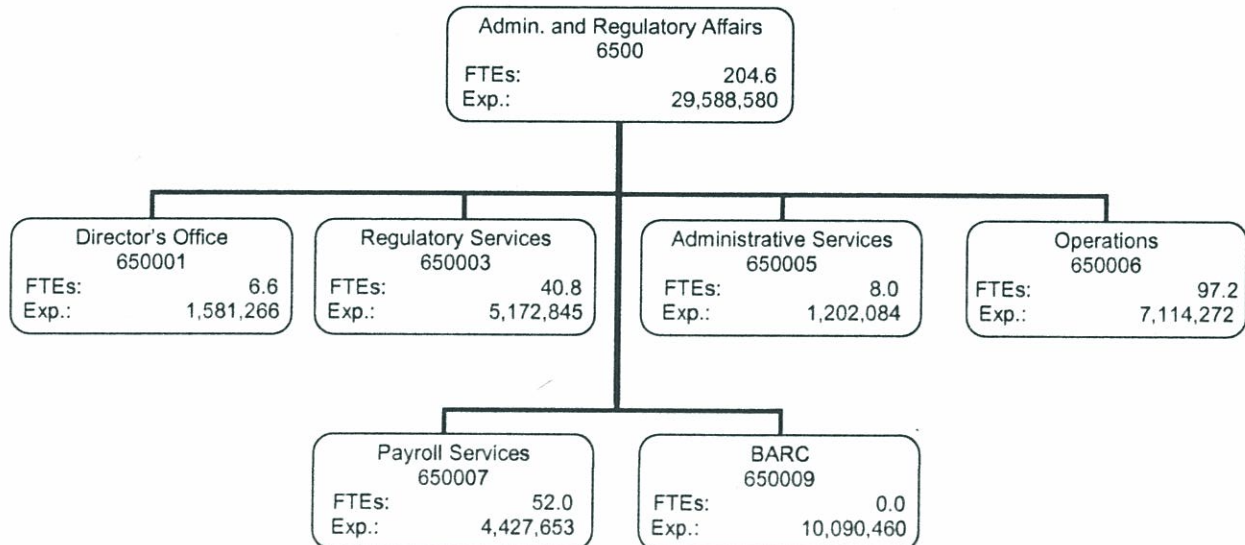
Department Short Term Goals

1. Apply Lean Six Sigma methodology to business process improvement exercises for permits issued by Transportation (vehicles for hire) and Commercial Permitting sections.
2. Review economic regulation of Houston taxicab industry.
3. Implement Downtown parking signage plan with minimal service disruption.

Department Long Term Goals

1. Transform Bureau of Animal Regulation and Care (BARC) into the top municipal Animal Shelter and Adoptions Center in the United States.
2. Transform the 311 Service Helpline Division into the top citizen engagement center in the United States.
3. Transform the taxicab industry in Houston through technology, training and economic initiatives.
4. Identify and implement cost-effective technology solutions to facilitate Parking Management's ability to provide wayfinding and parking availability information to customers; leverage Parking Management infrastructure for economic development purposes.

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

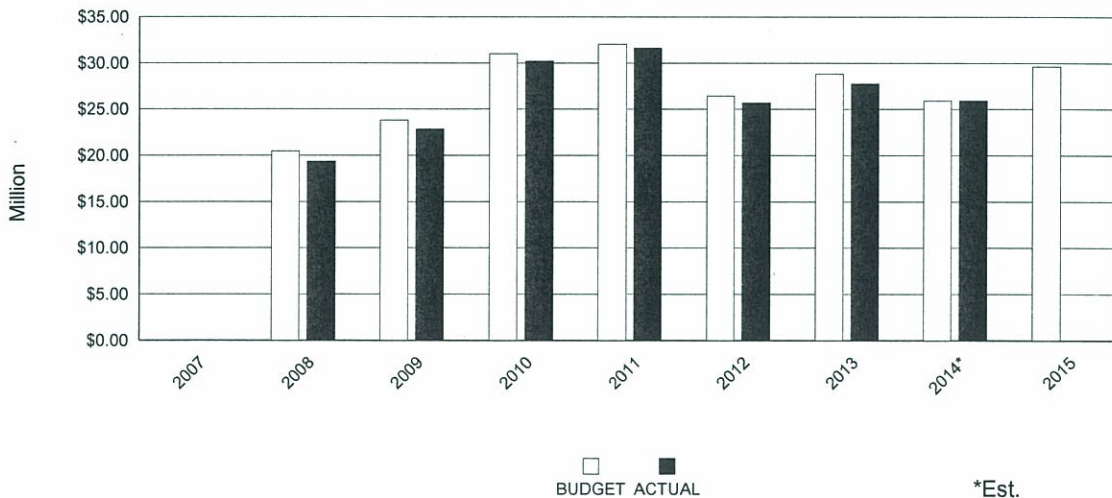
Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	18,016,610	15,063,719	15,063,719	15,450,644
	Supplies	298,272	117,606	117,628	122,732
	Other Services and Charges	3,501,280	3,552,232	3,552,210	3,924,744
	Non-Capital Equipment	3,045	1,347	1,347	0
	Total M & O Expenditures	21,819,207	18,734,904	18,734,904	19,498,120
	Debt Service & Other Uses	5,926,463	7,175,893	7,175,893	10,090,460
	Total Expenditures	27,745,670	25,910,797	25,910,797	29,588,580
Revenues		202,073,888	204,386,050	204,469,339	201,409,845
Staffing	Full-Time Equivalents - Civilian	239.6	207.4	202.3	204.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	239.6	207.4	202.3	204.6
	Full-Time Equivalents - Overtime	0.7	1.1	0.7	0.7

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution, and municipal employees 3% pay increases.
- o In FY2015 a new cost center "Strategic Customer Initiatives" is created in ARA with 3.6 FTEs to define strategies to pivot operations and identify opportunities to develop new services.
- o The FY2015 Budget includes funding of \$134,000 for two personnel in Commercial Permitting and Enforcement cost center for Boarding Home and Pay Day Loan Projects approved by City Council.
- o Two employees with Kronos functions and budget of \$245,000 will be transferred from Payroll Services Division to Houston Information Technology Services (HITS) Department in FY2015.

**Administration and Regulatory Affairs
 Current Budget vs Actual Expenditures**



Business Area Performance Measures

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
311 Average Speed of Answer	I,Q	78 sec	90 sec	72 sec	90 sec
311 Svc Request Submitted via Smartphone or Web	I,Q	N/A	5%	5.2%	5.5%
Alcohol Site Survey Completion	J	8 days	10 days	7 days	10 days
ARA Houston Permitting Center (HPC) Wait Time	J	13 min	15 min	11 min	15 min
ARA HPC Customer Satisfaction Survey	J	91%	98%	100%	98%
HPC Vehicle-for-Hire Customer Served	Q,P	16,112	N/A	17,165	17,200
Expenditures Budget vs Actual Utilization	F	96%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	102%	100%	100%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director's Office 650001 Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees. Defines strategies to pivot operations and identifies opportunities to develop new services.	3.3	1,116,885	4.5	1,347,720	6.6	1,581,266
Regulatory Services 650003 Regulates utilities (electricity, natural gas, private water companies). Administers ordinances related to regulation of vehicles for hire and certain permits for alcohol-related businesses. Manages franchises for the use of City rights-of-way.	39.6	4,551,543	40.0	4,947,012	40.8	5,172,845
Administrative Services 650005 Provides administrative services including financial accounting, budgeting, policies and procedures, training and asset management for Administration and Regulatory Affairs and various City departments.	8.4	991,193	8.0	1,085,254	8.0	1,202,084
Operations 650006 Manages 311 Call Center and responds to citizens' questions and requests for service. Organizes and manages the citywide records program. Manages the City's Xerox and HISD contracts. Sells surplus city property. Provides mailroom services to 611 Walker, City Hall and City Hall Annex.	93.9	6,412,622	99.3	6,865,793	97.2	7,114,272
Payroll Services 650007 Manages employee services and payroll systems processing support for all employees in the City of Houston.	56.4	4,391,001	50.5	4,489,125	52.0	4,427,653
BARC 650009 BARC was moved to a Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.	0.0	6,329,032	0.0	7,175,893	0.0	10,090,460

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Transferred Out 659999 The FY2013 Actual is from Strategic Purchasing Division, which was transferred out of ARA in FY2014.	38.0	3,953,394	0.0	0	0.0	0
Total	<u>239.6</u>	<u>27,745,670</u>	<u>202.3</u>	<u>25,910,797</u>	<u>204.6</u>	<u>29,588,580</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1000 / 6500

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	42.5	42.0	(0.5)
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	4.0	4.0	
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	37	1.0	1.0	
ADMINISTRATION MANAGER	26	8.0	10.0	2.0
ADMINISTRATIVE AIDE	10	2.0	0.0	(2.0)
ADMINISTRATIVE ASSISTANT	17	13.0	13.0	
ADMINISTRATIVE ASSOCIATE	13	17.0	12.0	(5.0)
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	12.0	15.0	3.0
ADMINISTRATIVE SUPERVISOR	22	5.0	4.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	4.0	1.0
CLERK	5	1.0	0.0	(1.0)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
CUSTOMER SERVICE REP. I	13	13.0	13.0	
CUSTOMER SERVICE REP. II	15	4.0	5.0	1.0
CUSTOMER SERVICE REP. III	16	1.0	6.0	5.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	3.0	2.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DIVISION MANAGER	29	8.0	7.0	(1.0)
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	1.0	1.0	
FIXED ASSET SPECIALIST	13	1.0	1.0	
GRAPHIC DESIGNER	17	0.0	1.0	1.0
HEARING OFFICER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	3.0	3.0	
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	
MANAGEMENT ANALYST I	15	0.0	2.0	2.0
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	1.0	1.0	
MANAGEMENT ANALYST IV	25	3.0	0.0	(3.0)
MANAGEMENT INTERN	11	0.0	1.0	1.0
OFFICE SUPERVISOR	17	2.0	1.0	(1.0)
RECORDS ADMINISTRATOR	23	1.0	1.0	
REGULATORY INVESTIGATOR	11	4.0	4.0	
REGULATORY SUPERVISOR	20	1.0	1.0	
SENIOR 3-1-1 TELECOMMUNICATOR	15	17.0	12.0	(5.0)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ACCOUNTANT	20	3.0	3.0	
SENIOR CLERK	8	2.0	3.0	1.0
SENIOR CUSTOMER SERVICE CASHIER	13	1.0	0.0	(1.0)
SENIOR REGULATORY INVESTIGATOR	14	7.0	7.0	
SENIOR STAFF ANALYST	28	7.0	5.0	(2.0)
STAFF ANALYST	26	3.0	9.0	6.0
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
TRAINER	17	2.0	2.0	
TRAINING ADMINISTRATOR	24	1.0	1.0	
Total FTEs		210.5	207.0	(3.5)
Less adjustment for Civilian Vacancy Factor		3.1	2.4	(0.7)
Full-Time Equivalents		207.4	204.6	(2.8)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
6500010001	ARA - Director's Office			
452030	Miscellaneous Revenue	0	2,563	0
6500030001	ARA - Transportation			
421220	School Bus Licenses & Permits	37,522	37,522	32,425
421230	Taxicab Licenses & Permits	1,311,027	1,311,027	1,327,420
421570	Limousine Permits	805,328	928,459	870,958
421580	Charter Bus Permits	140,564	150,000	142,323
421600	Jitney Permit & Inspection Fees	4,345	4,345	4,881
421610	Low Speed Shuttle Permit/Inspection Fees	0	2,229	1,852
421620	Pedicab Permits & Inspection Fees	9,219	9,219	9,067
421630	Administrative Fee - Licenses & Permits	163,910	163,910	171,441
424110	Other Interfund Services	0	373	0
426240	Limousine Inspection Fees	83,926	112,500	90,716
Total	ARA - Transportation	2,555,841	2,719,584	2,651,083
6500030002	ARA - Franchise Administration			
416010	Electricity Franchise Tax	99,026,351	99,026,351	99,169,603
417010	Telephone Franchise Tax	44,622,526	43,625,000	42,225,000
418010	Natural Gas Franchise Tax	16,492,054	16,492,054	14,538,332
419010	Cable TV Franchise Tax	20,500,000	21,000,000	21,200,000
419040	Solid Waste Hauler Franchise Fee	6,250,000	6,300,000	6,400,000
419050	Spur Track Franchise Fee	20,426	21,551	20,426
419070	Fiber Optics Franchise Fee	41,700	45,831	45,184
419090	Telecomm Franchise Fees - Prior Year	0	21,527	0
419110	Cable TV Franchise Fees-Prior Year	0	(258,476)	0
419120	Solid Waste Franchise Fees-Prior Year	0	104,185	0
421590	Right-of-way Permits	306,477	306,477	290,742
428080	Returned Check Charges	0	24	0
Total	ARA - Franchise Administration	187,259,534	186,684,524	183,889,287
6500030003	ARA - Commercial Permitting			
421100	Occupation Licenses	205,558	205,558	209,616
421110	Sexually Oriented Business Permits	47,724	23,558	25,497
421130	Decals for Coin-Operated Amusement Machines	376,673	475,000	376,673
421140	Dance Licenses	78,487	49,312	57,440
421150	Liquor Licenses	1,553,365	1,508,587	1,516,968
421280	Other Licenses & Permits	225,847	235,847	251,870
421630	Administrative Fee - Licenses & Permits	58,309	58,309	57,283
426330	Miscellaneous Copies Fees	28	80	70
428090	Miscellaneous Fines & Forfeitures	0	183,500	0
Total	ARA - Commercial Permitting	2,545,991	2,739,751	2,495,417
6500030005	ARA - Burglar Alarm Permitting			
421170	Burglar Alarm Permits	7,900,000	8,400,000	8,400,000
421630	Administrative Fee - Licenses & Permits	576,635	576,635	576,635
428050	False Alarm Penalties	2,100,000	1,958,467	1,958,467
Total	ARA - Burglar Alarm Permitting	10,576,635	10,935,102	10,935,102
6500070001	ARA - Payroll Services			
424080	Interfund Payroll Services	671,673	623,935	673,310
426290	Other Service Charges	101,000	89,000	90,270
Total	ARA - Payroll Services	772,673	712,935	763,580
6500070007	ARA - Asset Disposition/PDMO			

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1000 / 6500

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
434205	Sale of Scrap Metal	2,000	2,000	2,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	300,000	300,000
Total	ARA - Asset Disposition/PDMO	302,000	302,000	302,000
6500080003	ARA - 3-1-1			
424040	Interfund 311	373,376	373,376	373,376
6500080007	ARA - Mayor's Anti Gang			
434505	Prior Year Expenditure Recovery	0	(496)	0
Total	Administration and Regulatory Affairs	204,386,050	204,469,339	201,409,845

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	11,752,272	9,724,780	9,613,555	9,962,561
500030	Salary Part Time - Civilian	388,824	412,580	399,107	321,671
500060	Overtime - Civilian	44,075	43,466	40,060	40,060
500090	Premium Pay - Civilian	10,011	25,000	23,930	23,930
500110	Bilingual Pay - Civilian	44,606	50,593	50,593	52,663
500210	Pay for Performance-Municipal	0	25,698	25,698	25,698
500240	HOPE Community Service Usage	1,059	0	0	0
500250	HOPE Union Business Usage	5,632	0	0	0
501050	Employee Awards	3,475	6,500	6,500	6,500
501070	Pension - Civilian	2,539,966	2,206,546	2,209,947	2,526,501
501120	Termination Pay - Civilian	277,940	10,000	159,915	11,373
502010	FICA - Civilian	907,295	779,350	769,001	791,773
503010	Health Ins-Act Civilian	1,929,050	1,649,512	1,649,512	1,567,194
503015	Basic Life Insurance - Active Civilian	6,965	7,465	5,469	5,774
503060	Long Term Disability-Civilian	18,405	16,567	15,797	16,543
503090	Workers Compensation-Civilian-Admin	52,976	49,831	54,935	53,846
503100	Workers Compensation-Civilian-Claim	28,072	19,500	29,700	27,557
504030	Unemployment Claims - Administration	5,987	36,331	10,000	17,000
Total	Personnel Services	18,016,610	15,063,719	15,063,719	15,450,644
511020	Construction Materials	0	0	22	0
511040	Audiovisual Supplies	19,134	0	0	0
511045	Computer Supplies	154,268	5,569	5,569	5,569
511050	Paper & Printing Supplies	2,799	6,434	6,434	6,434
511055	Publications & Printed Materials	1,667	1,260	1,260	1,400
511060	Postage	23,235	20,700	20,700	20,900
511070	Miscellaneous Office Supplies	64,847	43,421	43,421	44,722
511110	Fuel	11,581	17,234	17,234	18,857
511115	Vehicle Repair & Maintenance Supplies	130	1,950	1,950	4,112
511120	Clothing	5,461	4,780	4,780	4,780
511125	Food Supplies	186	1,480	1,480	1,480
511150	Miscellaneous Parts & Supplies	14,964	14,778	14,778	14,478
Total	Supplies	298,272	117,606	117,628	122,732
520100	Temporary Personnel Services	164,930	160,784	145,512	106,347
520102	Security Services	3,261	9,600	9,600	9,600
520105	Accounting & Auditing Services	1,275,317	1,298,818	1,298,818	1,298,818
520107	Computer Info/Contr	3,464	0	1,998	3,500
520108	Information Resource Services	20	0	200	200
520109	Medical Dental & Laboratory Services	1,489	400	506	530
520110	Management Consulting Services	8,820	21,731	21,731	21,731
520112	Banking Services	103,199	100,000	100,000	100,000
520114	Miscellaneous Support Services	15,340	31,860	31,860	33,860
520119	Computer Equipment/Software Maintenance	123,526	185,232	185,232	196,216
520121	IT Application Svcs	271,258	217,446	238,126	304,403
520122	Office Equipment Services	104	0	0	0
520123	Vehicle & Motor Equipment Services	18,718	21,654	21,654	0
520124	Other Equipment Services	(459)	0	0	0
520126	Construction Site Work Services	2,746	1,080	1,080	0
520141	Engineering Services	606	0	0	0
520510	Mail/Delivery Services	569	690	690	690
520515	Print Shop Services	28,641	10,054	23,000	23,000
520520	Printing & Reproduction Services	25,674	13,590	13,590	14,590

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520605	Advertising Services	40,456	180	180	190
520705	Insurance Fees	3,446	15,977	15,977	8,313
520725	Assessments - Other Governments	0	4,200	4,200	4,200
520765	Membership & Professional Fees	11,105	7,147	7,147	8,383
520805	Education & Training	29,874	28,114	28,114	20,650
520905	Travel - Training Related	30,843	16,604	16,604	16,604
520910	Travel - Non-Training Related	1,281	7,970	7,970	10,495
521405	Building Maintenance Services	1,440	0	0	0
521415	Land and Grounds Maintenance	(100)	0	0	0
521605	Data Services	89,969	96,313	96,313	126,986
521610	Voice Services	327,127	275,376	252,866	424,545
521620	Voice Equipment	27,068	8,074	9,904	9,499
521625	Voice Labor	1,871	10,236	10,236	12,042
521630	GIS Revolving Fund Services	16,879	18,507	18,507	31,013
521635	Voice Services -Wireless	0	102,790	102,790	115,620
521705	Vehicle/Equipment Rental/Lease	0	2,879	2,879	7,039
521715	Office Equipment Rental	82,477	71,445	71,445	71,445
521730	Parking Space Rental	114,562	85,098	85,098	85,098
521735	Hobby Parking Space Rental	0	56,600	56,600	56,600
522430	Miscellaneous Other Services & Charges	95,704	24,928	24,928	6,209
522435	Interest Charges Past Due Accounts	45	500	500	500
522720	Interfund Payroll Services	(6,865)	0	0	0
522721	Interfund HR Client Services	184,368	174,375	174,375	238,824
522722	KRONOS Service Chargeback	10,165	8,969	8,969	9,938
522795	Other Interfund Services	0	114,270	114,270	119,618
522840	Houston Permitting Center Rent Chargeback	392,342	348,741	348,741	413,166
522845	Interfund Vehicle Services	0	0	0	14,282
Total	Other Services and Charges	3,501,280	3,552,232	3,552,210	3,924,744
551015	Non-Capital Computer Equipment	3,045	1,347	1,347	0
Total	Non-Capital Equipment	3,045	1,347	1,347	0
532015	Transfers to Convention & Entertainment	(402,568)	0	0	0
532025	Transfers to Special Revenues	6,329,031	7,175,893	7,175,893	10,090,460
Total	Debt Service and Other Uses	5,926,463	7,175,893	7,175,893	10,090,460
Grand Total Expenditures		27,745,670	25,910,797	25,910,797	29,588,580