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.

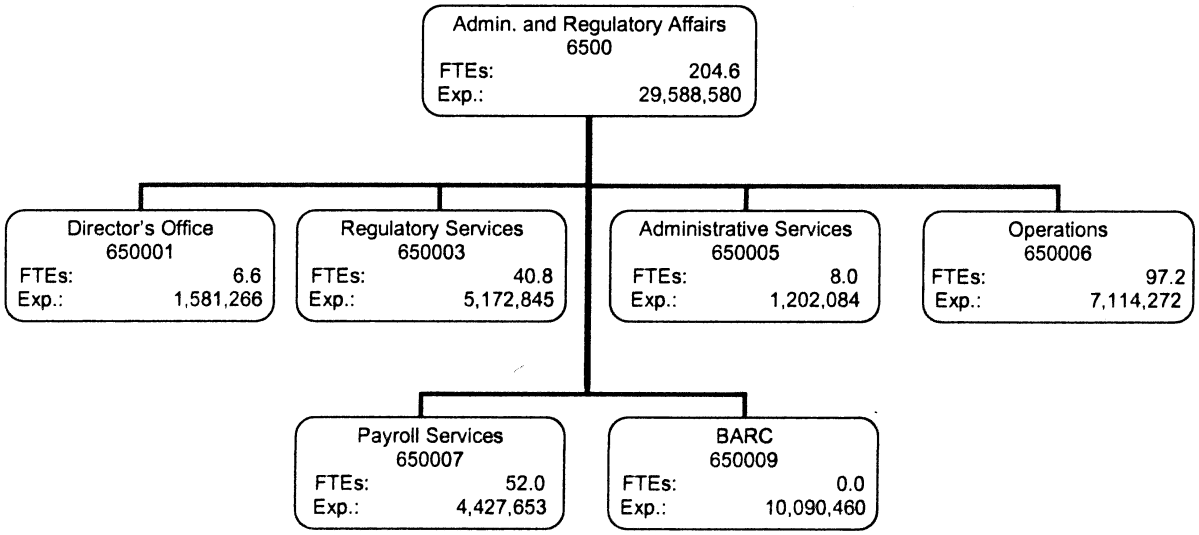
Department Short Term Goals

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



Business Area Budget Summary

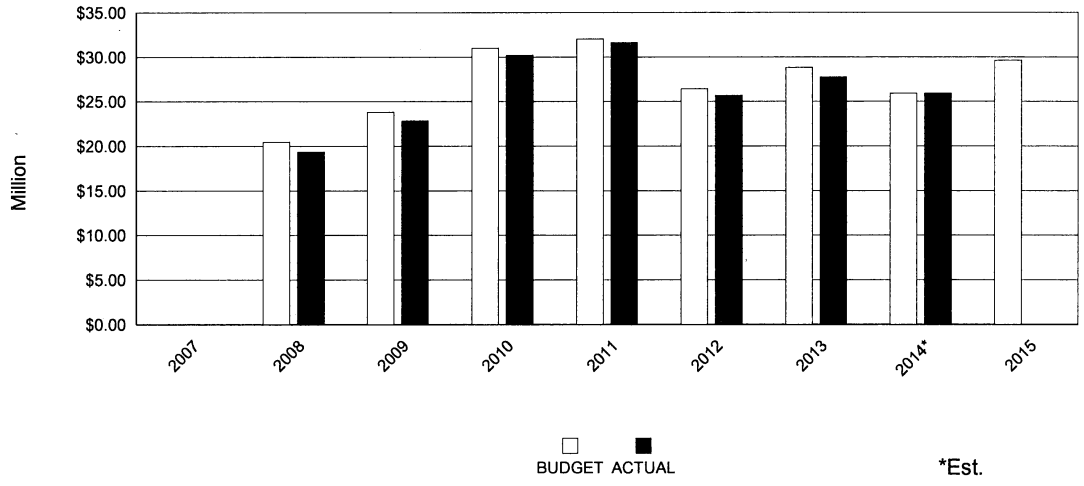
Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

		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)

Division Summary

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

Division Description	FY2013 Actual FTEs	FY2013 Actual Cost $	FY2014 Estimate FTEs	FY2014 Estimate Cost $	FY2015 Budget FTEs	FY2015 Budget 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**
Payoll 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**

Division Summary

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

Division Description	FY2013 Actual FTEs	FY2013 Actual Cost $	FY2014 Estimate FTEs	FY2014 Estimate Cost $	FY2015 Budget FTEs	FY2015 Budget 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	239.6	27,745,670	202.3	25,910,797	**204.6**	**29,588,580**

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)**

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 Franichise 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-Ope.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**			

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**

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**

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**