



2017 GOAL TEAM REPORT

April 17, 2017

GOAL 6

Set the Standard for Sound Governance and Fiscal Management

Goal 6 Team

- City Attorney
- City Manager's Office
- Human Resources
- Information Technology
- Municipal Clerk
- Office of the Comptroller
- Office of Management & Budget
- Purchasing & Strategic Sourcing
- Streets & Maintenance
- Tax Office



Current Year Results



Grants
Administration
Division –
Fully Staffed

No
Findings!!

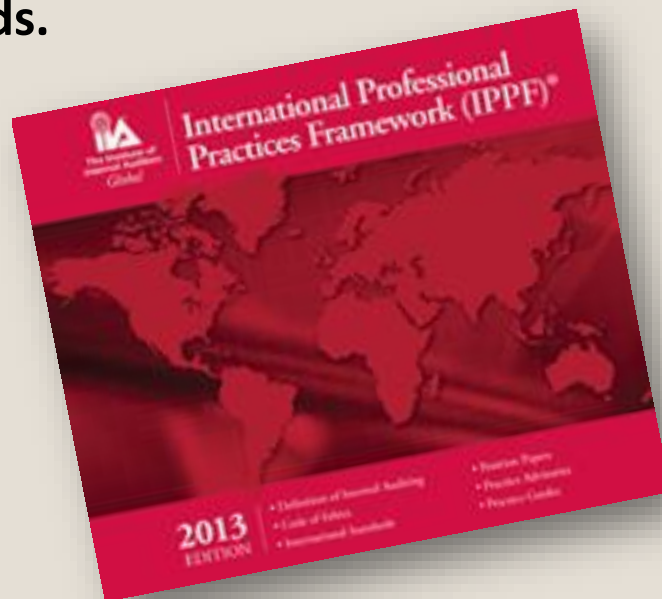
GFOA Award for
Excellence in
Financial
Reporting –
FY15 CAFR

- Submitted 171 grant reports YTD
- Implemented Title VI program
- FY16 Grants audit completed

State
Comptroller's
Office Sales Tax
Audit –
3 Years

Current Year Results

- **Achieved compliance** - International Standards for Professional Practice of Internal Auditing (**Red Book Stds**) issued by Institute of Internal Auditors
- **Achieved compliance** - Government Auditing Standards (**Yellow Book Stds**) issued by Comptroller General of United States
- **City of El Paso is 1 of 2 Texas Cities** Peer Reviewed by the Association of Local Government Auditors (ALGA) who is **compliant under both sets of auditing standards.**



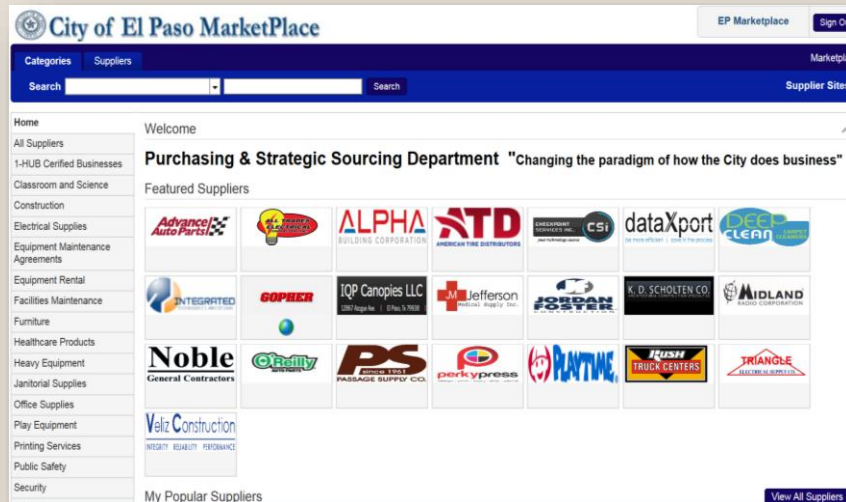
Current Year Results

- **City-wide employee training** - Public Information Act, 3/2017
- Processed **3,720** open records requests pursuant to the Public Information Act
- Conducted **“Leadership Ethical Values”** training to Police Academy (2 classes)
- Collection efforts have resulted in **\$104,609.59**



Current Year Results

- **EP MarketPlace:**
 - Increased number of participating vendors by **45.3%**
 - Total dollars spent **\$5.2M**
 - Total PO issuance cost avoidance **\$112K**



Current Year Results

- Launched Virtual Information Officer “Ask Laura” on January 31, 2017
 - received total of **2,021** hits since launch



Current Year Results

- Implemented New Delinquent Tax Collection/ Software Hosting and Maintenance Agreement
- Completed Revised Interlocal Agreement with **37** taxing entities
- Collected **\$169,378** in Delinquent City liens through 2/28/17



Current Year Results

- Converted Tax **microfiche** records **to digital** records
- Conducted **12** Tax Information sessions at Senior Centers and **collected property tax payments**
- Completed **Tax Office Procedures Manual**



Current Year Results



Completed redesign of health insurance plans for employees



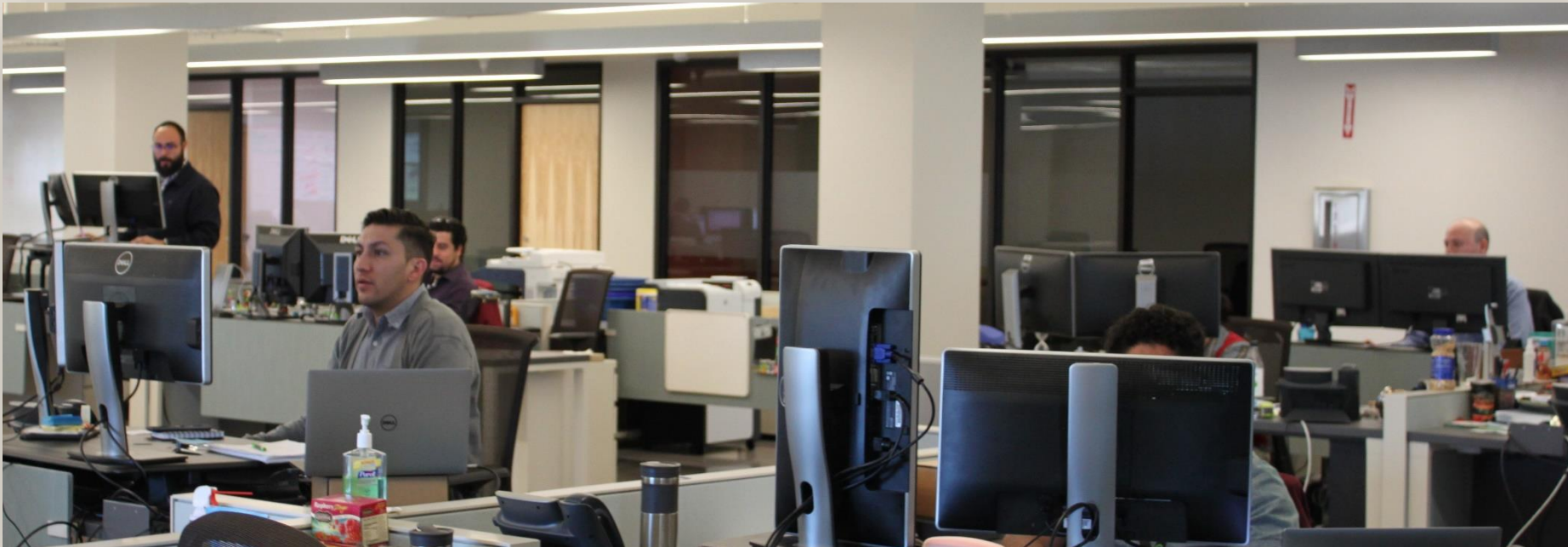
Increased enrollment to the Consumer Driven Healthcare Plan (CDHP) from 645 to 1534 employees



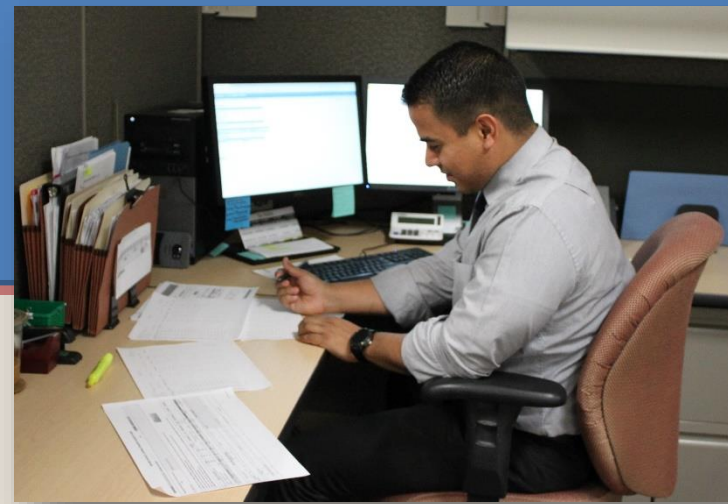
Developed and implemented performance evaluation system – by April 30, 2017

Workforce Focus

- **New incentives** for safety, perfect attendance, team participation
- Increased funding for Tuition Assistance Program
- Implemented Shape It Up wellness program with opportunity to earn between **\$50-\$150** per mo.



Workforce Focus



- One-time lump sum payments
- Implemented pay increases ranging from **1.5%** to **2.5%**
 - **2.5%** for those making less than \$50,000 annually
 - **2.0%** for those making between \$50,000 and \$100,000 annually
 - **1.5%** for those making over \$100,000
- Initiated **three year plan** to increase part-time employees to **\$10** per hr.
- Undertaking **comprehensive citywide** position and salary analysis

Current Year Results

- Position(s) added/hired for:
 - Grants administration
 - Audits
 - City Attorney's Office (open records)
 - Contract compliance/procurement
 - Training



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Thru Q2	Annual Target
% employees completing required training (rolling three years)	68%	88.5%	75.67%	90%
% of executive and professional positions filled by internal candidates	65.59%	62.41%	60.08%	70%
% City-wide Turnover	9.29%	10.03%	4.71%	10%



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Thru Q2	Annual Target
% financial reports submitted by 15 th working day of month	25%	78%	83%	85%
% variance of GF actual revenue as compared to adopted budget	0.71%	1.33%	<i>Annual Measure</i>	+/- 0.5%
% variance of GF actual expenditure as compared with adjusted budget	-1.97%	-0.76%		-1 to 0%



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Thru Q2	Annual Target
% routine legal documents prepared within 10 working days	88.08%	97.88%	97.39% (765 documents)	90%
% initial responses to claims prepared within 10 working days	99.01%	98.67%	98.15% (108 responses)	90%
% complaints for prosecution prepared in 10 working days	84.48%	94.94%	99.00% (702 complaints)	90%



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Thru Q2	Annual Target
% PD vehicles and equipment operational and available	79%	81%	77%	85%
% ESD's ASLs vehicles and equipment operational and available	80%	80%	84%	80%



FY17 Deliverables

Strategy: Recruit and retain a skilled and diverse workforce

Key Deliverable

- Revamp and deploy Workforce Diversity and Sensitivity training
- Develop and maintain Training Catalogue of ongoing available courses

Update

- ADA added to NEO; Workforce Diversity under development



FY17 Deliverables

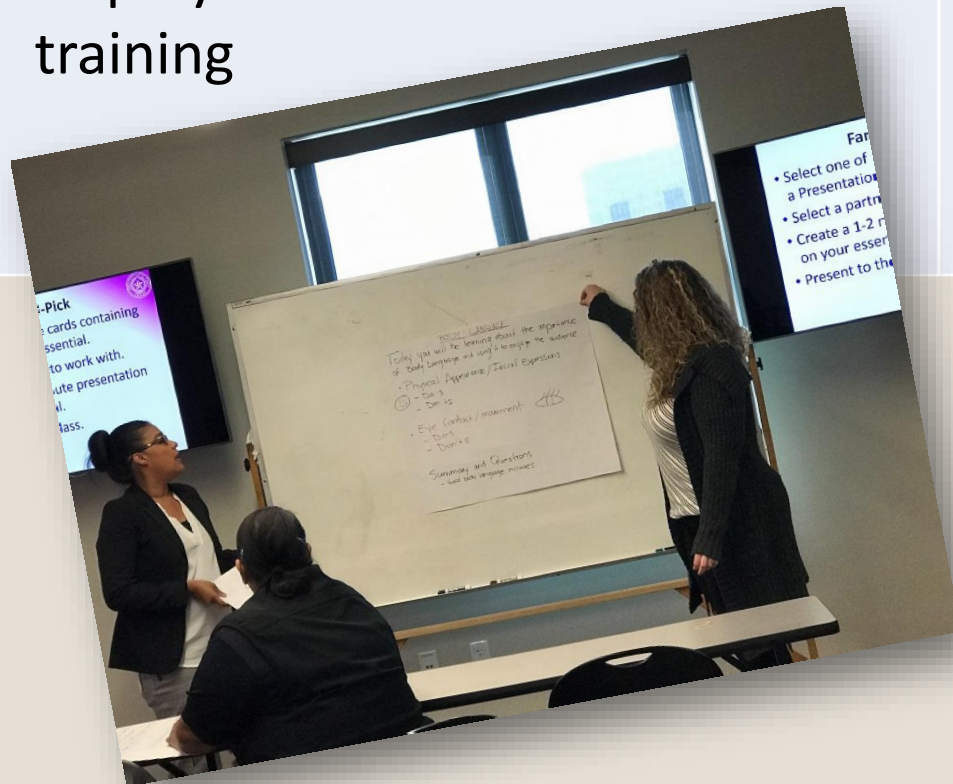
Strategy: Recruit and retain a skilled and diverse workforce

Key Deliverable

- Deploy **Government Series** training

Update

- Budgeting Basics;
Introduction to Contract Administration



FY17 Deliverables

Strategy: Implement employee benefits and services that promote financial security



Key Deliverable

Update

- | | |
|--|---|
| <ul style="list-style-type: none">• Redesign / redefine Health Plan• Required re-enrollment in Health Plan for FY2017 | |
| <ul style="list-style-type: none">• Increase <i>Shape It Up!</i> to 10% of eligible employees | <ul style="list-style-type: none">• 560 = 12.11% thru Q2 |
| <ul style="list-style-type: none">• Increase <i>biometric</i> screenings | <ul style="list-style-type: none">• 2,164 = 84% of enrolled employees screened thru Q2 |

FY17 Deliverables

Strategy: Implement programs to reduce organizational risks

Key Deliverable

- Deploy Executive Safety Committee
- Assess current property, casualty and liability coverage to mitigate risk of loss

Update

- Q2 implementation
- Evaluate through annual renewal process



FY17 Deliverables

Strategy: Implement programs to reduce organizational risks

Key Deliverable

- Deploy safety incentive for positions requiring CDL



Update

- Of eligible employees, Safety Incentives awarded:
 - **90% in Q1**
 - **93% in Q2**

FY17 Deliverables

Strategy: Deliver services timely and efficiently with focus on continual improvement

Key Deliverable

- Deploy 3rd LSS Green Belt training
- Complete 25 new projects



Update

- Completed December 2016
- **14** completed
 - **\$189,924 – Savings**
 - **\$564,234 – Cost Avoidance**
 - **\$754,158 – Total Savings & Cost Avoidance**
 - **14,345 – Hours Saved**
- **14** in-process for 28 total projects in FY 2017

FY17 Deliverables



Strategy: Maintain systems integrity, compliance, and business continuity

Key Deliverable

- New Information Security Assurance division created



Update

- Information Security Assurance Manager hired
- Formal policies and procedures being developed:
 - DoITS back-up processes policies and procedures
 - Data destruction policies
 - Security policies and procedures for vendors and business partners

FY17 Deliverables

Strategy: Ensure continued financial stability and accountability through sound financial management, budgeting and reporting

Key Deliverable	Update
<ul style="list-style-type: none"> Update budget policies Earn GFOA budget award 	<ul style="list-style-type: none"> Part of FY 2018 Budget Process Submitted 11/17/16
<ul style="list-style-type: none"> New reporting software improving timing and availability of reports Consolidate Grant Accounting staff under one roof to alleviate reporting issues Earn GFOA financial reporting award 	<ul style="list-style-type: none"> In mapping/design phase 40% complete Fully staffed Submitted FY16 CAFR 2/28/17

Expecting 19th year award!



FY17 Deliverables

Strategy: Deliver effective and efficient processes to maximize value in obtaining goods and services

Key Deliverable

- Complete 3rd party review and update procurement manual
- Complete Contract Administration training for all City Departments

Update

- April 2017
- 33% completed to date





FY17 Deliverables

Strategy: Support transparent and inclusive government

Key Deliverable

Complete necessary activities for May 2017

General Election

- Mayor
- Districts 2, 3, 4, 7
- Municipal Judges 1-5
- Judge, Court of Appeals

Update

Completed activities:

- Filings
- Ballot drawing
- Required campaign finance reports
- Election services contract executed

Strategy: Maximize City Clerk's efficiency and enhance customer experience through technology

Develop and implement capability for electronic ADA compliant Campaign Finance reporting

Completed 3 versions required by the state:

- Current/Non-Office holder
- Specific-Purpose Committee
- General-Purpose Committee



FY17 Deliverables

Strategy: Provide efficient and effective services to taxpayers

Key Deliverable

Implement an in-house lockbox machine to process mailed payments

Update

Going through procurement process



FY17 Deliverables

Strategy: Enhance the quality of decision making with legal representation and support

Key Deliverable

- Monthly updates to City Council on legal transactional and litigation matters.



Update

- Provided 6 updates to City Council -- revised to quarterly reports
- Continued participation in CM's Legal Implementation and Execution Team meetings.
- Hosted Government Law Section of State Bar "El Paso Roadshow"
- International Municipal Lawyers Association "Kitchen Sink"
- 2016 Public Health Law Conference
- Partnered with Borjorquez law firm to offer open government training

Key Opportunities/Challenges

- Conversion of Human Capital Management System to ADP
- **Telestaff implementation for Police Department**
- Implementation of performance reviews to encourage ongoing communication between supervisors and employees
- **Absence of a Learning Management System creates a challenge to meet classroom and on-line training goals**
- Collective Bargaining Agreement negotiations for Fire & Police
- **Utilizing technology to ensure vendor banking and profile information**
- Leveraging technology associated with bidding process
- **Cyber Security measures**



QUESTIONS?