GOAL 6

Set the Standard for Sound Governance and Fiscal Management
POWERED BY THE TEAM

- City Attorney's Office
- City Manager's Office
- Human Resources
- Information Technology Services
- City Clerk's Office
- Office of the Comptroller
- Office of Management & Budget
- Purchasing & Strategic Sourcing
- Tax
- Internal Audit
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El Paso earns the 2020 Texas Award for Performance Excellence distinction

Why this matters

largest local government in Texas to undertake this comprehensive, internationally renowned continuous improvement criteria

only organization across sectors to earn the top distinction for two consecutive years

Team EP is focused.
Leadership
Strategy
Customer
Knowledge Management
Workforce
Operations
Focus on Continuous Improvement

TEXAS AWARD FOR PERFORMANCE EXCELLENCE

2019 - LARGEST municipality to ever earn this distinction

2019 - El Paso becomes the FIRST state recognized "Community of Excellence"

2020 - ONLY organization across sectors to earn distinction two consecutive years

Results focused on our Plan, People and Process
Focus on Continuous Improvement

Our PARTNERS In EXCELLENCE

El Paso is a recognized leader in applying the Baldrige Continuous Improvement framework.

Hosted Examiner training in the fall 120 participants from various organizations in our community:

El Paso County University Medical Center
El Paso ISD, Canutillo ISD, Socorro ISD, Ysleta ISD, UTEP
Focus on Continuous Improvement

Of the 10 largest cities in Texas, the City of El Paso is only 1 of 3 to win this award

Achievement of Excellence in Procurement

25th Annual GFOA Distinguished Budget Presentation Award with Special Capital Recognition

19th CONSECUTIVE YEAR

CITY OF EL PASO, TEXAS
COMPREHENSIVE ANNUAL FINANCIAL REPORT
FOR THE FISCAL YEAR ENDED AUGUST 31, 2019
Focus on Continuous Improvement

Ask Laura, our Virtual Information Officer
• Expanded Knowledgebase of Questions and Answers
• Improved Response Time to Citizens and Businesses
• Number of Conversations 7,649
• Cost Avoidance $ 9,750

Clover mobile payment application
• Implemented 2020
• Provides single payment platform for key transactions
• Departments : Airport, Police, MCAD, ESD, Sun Metro
Office Of Management And Budget

- Review and approve items to maintain Fiscal Operations
- OMB assist in the Emergency Operations Center
- Coordination of financial tracking across the organization
- Coordination of budget adjustments for all City Departments impacting FY 2020 and FY 2021
- Assist with processes review of COVID-19 Operations and potential financial reimbursements
- Continuous review:
  - Economic Impact
  - Financial Constraints
City Attorney's Office

- Provided legal support to City departments in development of policies and processes to respond to COVID-19 impact to organization and community.
- Assistance with COVID-19 FAQs on City website and determination of essential business and essential activities based on public inquiries.
- Developed of Emergency Ordinances, Emergency Directives, and Health Directives.
- Developed health protocol and health orders for quarantine purposes.
- Review and approval of grants related to COVID-19 including FEMA and CARES Act grants to reimburse the City for COVID-19 related costs.
- Developed Police department policies for detention and citation for COVID-19 related violations.
COVID-19 Response & Impacts

Purchasing & Strategic Sourcing

Meetings with each portfolio to identify immediate and forecast need of Covid-19 related goods or services

• Developed change orders for additional cleaning services
• Awarding new contracts for additional cleaning services
• Sourcing and procuring PPE medical equipment
• Launch Live Streaming of Bid Openings
• Sharing vendor information with El Paso Purchasing Alliance (School Districts, EP County, UMC, EP Water)

• Assisted Emergency Operation Center in creating region sourcing strategy
• Coordinate sourcing effort with agencies facing the same challenges and competing for Covid-19 supplies and equipment.
  • Standardization of products
  • Sourcing cleaning supplies
  • Sourcing and procuring cleaning and medical equipment
  • Sourcing and procuring preventive equipment
• Monitoring and reporting on Order Fulfillment
COVID-19 Response & Impacts

Office of the Comptroller

- Journalize all costs related to COVID-19
- Set up electronic authorizations and workflow review and approvals for fiscal operations, treasury transactions and grants.
- Coordinate grant applications among departments to obtain maximum amount of federal and state funding available
- Realign AP process for process efficiencies
  - Reduce the amount of check runs from 5 to 3
  - Reduce redundancy and staff hours
  - Accelerate approval of vouchers - 4 to 1 day

City Clerk

- Increased sign-language interpretation services
- Obtained Spanish translation of Emergency Ordinances and Emergency Directives
- Publication of all Emergency Ordinances and Local Emergency Orders in the El Paso Times
- Assisting City departments with postings on the bulletin board outside City Hall
- Open to the public by appointment for notarization and filing of City related documents

Tax Office

- Tax Office closed to the public, accepting mail and electronic payments
COVID-19 Response & Impacts

Human Resources

- HR Developed and deployed the Telecommute Policy and process.
- Redesigned NEO to accommodate social distancing guidelines.
- Developed and deployed a “Working Remotely” training.
- Implementing the CARES Act.
- Implemented the provisions of the Families First Coronavirus Response Act (FFCRA).
  - Provided employees emergency paid sick leave (80 hours full time, prorated for part time).
  - Expanded FMLA leave.
- Continued wellness support for employees in the Del Sol clinic.
- Increased wellness broadcast messages:
  - Wellness, mental health, telecommuting, 457b information, EAP services, Teledoc services.
- Deployed wellness education classes virtually.
Key Accomplishments

Tax Office and IT partnered at Senior Center Visits
Conducted 9 information sessions, collected property tax payments and provided cybersecurity information.

Tax Office Mobile Bank
- Extended service to 5 days
- January 27 - 31, 2020
- 5801 Trowbridge
- Collected $2.9 million
- Serving 1,076 taxpayers

Pay Your Taxes and Adopt a Pet
Tax Office and Animal Services team up to offer a unique experience to taxpayers to de-stress by adopting a pet while paying taxes.
January 30, 2020
Key Accomplishments

El Paso Tax Offices / Central Appraisal District

Panelist at Texas Association of Assessing Officers (TAAO) Conference

San Antonio, Texas

August 28, 2019

(800+ tax professionals)
Key Accomplishments

November 5th Elections
• Public Safety Bond
• District 3 Special Election

December 14th Elections
• District 3 Special Election Run-Off
• District 6 Special Election

January 25th Election
• District 6 Run-Off
Key Accomplishments

External Quality Control Review

- Compliant with the International Standards for the Professional Practice of Internal Auditing
- Compliant with the Government Auditing Standards

Hotel Occupancy Tax (HOT) Audits

- Audited 90 hotels, $548,704.43 YTD
- Collected $2,439,408.41 to Date (HOT Audits + Delinquent HOT Hotels)
- Franchise Fee Audits & Sales Tax Discovery Audits in progress
Key Accomplishments

- Provided legal support for **key initiatives and projects**
  - Implementation of SB2
  - Sale of EPE
  - Center for Civic Engagement
  - Public Safety Bond
  - Special Election

- **$113,731** Property Damage Claims
- **$84,314** Environmental Sanitation Liens
- **$36,336** Worker’s Comp. Subrogation
- Processed **4,136 Open Records Requests**
- Received 401 Texas Attorney General determinations deeming information as confidential.
Key Accomplishments

977 Attendees
199 Corporate and Governmental Exhibitors
Continued growth year over year
Key Accomplishments

EP Marketplace
3,419 Purchase Orders Issued
Cost Avoidance of
FY20 YTD $400,023

Hire El Paso First- Local Bid Preference

In FY20 YTD, 55% of Awarded Contracts and Purchase Orders were issued to local vendors
Key Accomplishments

**Investment Earnings**

- **FY 20 QTR 2**: $4,282,010
- **FY 19**: $11,128,086
- **FY 18**: $6,459,485
- **FY 17**: $3,508,119

**Federal and State Grant Revenues**

- **FY 20 QTR 2**: $15,613,765
- **FY 19**: $63,358,686
- **FY 18**: $90,128,945
- **FY 17**: $67,602,359
Key Accomplishments

MSC Shape It Up Gym Completed, Ready to Open

- Increased Wellness Classes
- Added enhanced fitness equipment
- Implemented 6-week employee fitness challenge
- Deployed virtual wellness, at-home workout classes

2nd Annual Employee Health & Financial Wellness Fair

- Over 1,000 employees
- 68 Health & Wellness Vendors
Key Accomplishments

Conference Presentations

- NFBPA Conference: Emerging Leaders
- ICMA Conference: Careers in City Government

Tuition Assistance Program

- 189 Employees Participating
- 166 College & 23 Certification - to date
- $241,824 Invested to date
- Informational sessions offered monthly
- Annual employee Education Fair
Key Accomplishments

Employee Engagement Events
- Veterans Luncheon
- Thanksgiving Luncheons

Launched Strategic Budget Advisory
- Bloomberg Philanthropy Innovation Training
- Defining El Paso
- Closer look at City Services
- How we Budget
- Survey Feedback

Youth Focus
- Partnership with five schools (300 students)
- Classroom settings and multiple interactive sessions
- Closer look at city services and how we budget
## Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>FY16 Actual</th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 (Thru Q2)</th>
<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% turnover rate</td>
<td>10.3%</td>
<td>10.04%</td>
<td>10.16%</td>
<td>5.16%</td>
<td>5.36%</td>
<td>10%</td>
</tr>
<tr>
<td>% of employees participating in wellness program</td>
<td>11.22%</td>
<td>13.37%</td>
<td>14.67%</td>
<td>14.76%</td>
<td>14.35%</td>
<td>16%</td>
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<tr>
<td># of sick leave hours used</td>
<td>339,103</td>
<td>340,739</td>
<td>339,128</td>
<td>343,678.58</td>
<td>175,506.13</td>
<td>337,960</td>
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<tr>
<td># of workers compensation claims</td>
<td>1,384</td>
<td>1,399</td>
<td>1,314</td>
<td>649</td>
<td>724</td>
<td>1,182</td>
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<tr>
<td>HSA Participation</td>
<td>146</td>
<td>1,664</td>
<td>1,906</td>
<td>2,952</td>
<td>3,483</td>
<td>3,450</td>
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<tr>
<td>Key Performance Indicator</td>
<td>FY16 Actual</td>
<td>FY17 Actual</td>
<td>FY18 Actual</td>
<td>FY19 Actual</td>
<td>FY20 (Thru Q2)</td>
<td>Annual Target</td>
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<tr>
<td>Increase participating vendors in EP Marketplace</td>
<td>57</td>
<td>57</td>
<td>74</td>
<td>32</td>
<td>31</td>
<td>50</td>
</tr>
<tr>
<td>EP Marketplace Spend</td>
<td>$1,823,939</td>
<td>$9,234,217</td>
<td>$12,403,355</td>
<td>$20,416,199</td>
<td>$21,649,771</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>% Local Spend</td>
<td>59%</td>
<td>48%</td>
<td>52%</td>
<td>69%</td>
<td>55%</td>
<td>↑10%</td>
</tr>
<tr>
<td>Actual Revenue Compared to Budget (GF annual measure)</td>
<td>101.33%</td>
<td>99.46%</td>
<td>100.83%</td>
<td>100.06%</td>
<td>57.3%</td>
<td>100%</td>
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<tr>
<td>Total portfolio investment earnings per quarter (NEW)</td>
<td>$1,075,797</td>
<td>$3,508,119</td>
<td>$6,459,485</td>
<td>$11,128,086</td>
<td>4,282,010</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>% of contracts and agreements executed within 30 days of Council approval</td>
<td>93%</td>
<td>95%</td>
<td>94%</td>
<td>94%</td>
<td>98%</td>
<td>96%</td>
</tr>
<tr>
<td>Tax Office average phone wait time (minutes)</td>
<td>2:41</td>
<td>1:44</td>
<td>1:28</td>
<td>0:33</td>
<td>1:05</td>
<td>1:30</td>
</tr>
</tbody>
</table>
Strategy: *Implement programs to reduce organizational risk*

- Conduct annual risk assessment of city buildings
- Actively oversee case management of workers’ compensation claims
- Provide driver training to reduce vehicle accidents
- Provide ongoing department specific safety training

Strategy: *Implement leading-edge practices for achieving quality and performance excellence*

**Process Improvement Program**

- LEAN SIX SIGMA
  - Launched New Green Belt Training with UMC & UTEP
  - Developing New Yellow Belt Training with UMC
  - Internal White Belt Training – 146 White Belts
- HUMAN CENTERED DESIGN
  - Innovation training held in March

FY2020 thru Q2
- $863,658 in cost avoidance
- 4,731 capacity hours added
Strategy: Ensure continued financial stability and accountability through sound financial management, budgeting and reporting

- Complete the FY20 audit with no financial findings
- Submit the CAFR to GFOA for 20th award
- Implement GASB Statement No. 84, Fiduciary Activities
- Begin implementation of GASB Statement No. 87, Leases
- Complete implementation of the Capital Assets System
- Update all financial policies
FY20 Key Deliverables Update

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

City Accelerator Inclusive Procurement Cohort
• Phase I of Minority, Woman, Veteran Business Enterprise strategy is currently underway
  • Surveyed close to 400 businesses on certification value and program interest
  • Developing web-based business toolkit

Hire El Paso First
• Continued outreach efforts with strategic partners

Purchasing Expo
• 9th Annual Cooperative Purchasing Expo – Held
  • 500 Leadership Development Keynote Speaker Gary Bradt

Purchasing Ticketing System
• Initiated Pilot program with 5 participating departments
Strategy: Support transparent and inclusive government

• Agenda and meeting management software conversion

• Online submittals of reports filed by elected officials, board members and staff
FY20 Key Deliverables Update

Strategy: *Support transparent and inclusive government (Continued)*

- External Quality Control Review – Compliant under “RedBook” and “YellowBook” auditing standards.
- Franchise Fee Audits - Fees paid to the City by utility companies. *In Progress*
- HOT Audits – 20 hotels current fiscal year. *In Progress*
- Sales Tax Discovery Review – Identify businesses not currently paying Texas Sales Tax. *In Progress*
Strategy: Enhance the quality of decision making with legal representation and support

- Restructure of Prosecutor's Division

- Created after action litigation procedures to communicate risks across organization.

- Created contract templates and standard procedures for the processing of routine transactions.

- Appointed Open Records Division supervisor and hired more staff for division.
Strategy: Recruit and retain a skilled and diverse workforce

• Hold the 3rd Annual Health & Financial Wellness Fair
• Implementing hybrid online employee training
## Key Opportunities/Challenges

<table>
<thead>
<tr>
<th>Department/Area</th>
<th>Opportunities:</th>
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<tbody>
<tr>
<td>Office of the Comptroller</td>
<td>Purchase lease software for the implementation of GASB 87 in FY21 - citywide</td>
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<tr>
<td></td>
<td>Implement a capital assets software application – citywide</td>
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<tr>
<td></td>
<td>Update policies and procedures for best practices</td>
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<tr>
<td></td>
<td>Complete the FY20 financial and grants audits with no findings</td>
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<tr>
<td>Department/Area</td>
<td>Key Opportunities/Challenges</td>
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<tr>
<td>Human Resources</td>
<td>Open new City Gym at Municipal Services Center</td>
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<td>Organize City/County Fitness &amp; Wellness Day</td>
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<td></td>
<td>Phased-in Redeployment Workforce Strategy</td>
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<tr>
<td></td>
<td>Learning Management System</td>
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<td></td>
<td>Increased Focus in Risk Management</td>
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<td>Rising Cost of Healthcare</td>
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GOAL 6
Set the Standard for Sound Governance and Fiscal Management