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
- Streets & Maintenance
- Tax
Focus on Continuous Improvement

TEXAS AWARD FOR PERFORMANCE EXCELLENCE

El Paso is the largest municipality to win a State Award in the Nation.
Focus on Continuous Improvement

Achievement of Excellence in Procurement

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

5th CONSECUTIVE YEAR

24th CONSECUTIVE YEAR

19th CONSECUTIVE YEAR
Ask Laura, our Virtual Information Officer

- Nationally recognized as “Game Changer”
- Speaks English and Spanish
- Replicated in 6 City Departments

Pilot Program - Clover mobile payment application

- Provides single payment platform for key transactions
- Allows for replication
Key Accomplishments

Senior Center Visits
Conducted 9 information sessions during November through January 2019 and collected property tax payments.

Tax Office Mobile Bank
• January 29-31, 2019
• 5801 Trowbridge
• Collected $1.8 million
• Serving 780 taxpayers

Tax Office and IT Department Printing Station at Wells Fargo (1st Floor)
Expedited waiting time for taxpayers paying in person at Tax Office, 3rd Floor.
Key Accomplishments

City Clerk’s Office

• Special Charter Election
• General Election
• Run-off Election

City Clerk’s Office

• Verified 1st petition filed on November 5th and validated 1,755 signatures
• Verified 2nd petition filed on November 5th and validated 1,541 signatures
Key Accomplishments

Internal Audit

Implemented the **STARS** (Sales Tax Analysis and Reporting Service) system

- OMB, OTC and IA have access
- Run sales tax collection reports by industry, zip code, representative districts (coming soon), etc.

Hotel Occupancy Tax (HOT) Audits

- Coordinated 3 HOT audit cycles. 4th cycle pending completion.
- Audited 70 hotels, recuperated **$503,697.16** Collected to Date
- In total, recuperated **$2,266,469.14** Collected to Date (HOT Audits + Delinquent HOT Hotels)
Key Accomplishments

Provided legal support for key initiatives and projects

- Noise Ordinance
- Shared Use Mobility Devise Ordinance
- Streetcar project

Processed 3,480 Open Records Requests

- $219,227.23 Property Damage Claims
- $123,734.93 Environmental Sanitation Liens
- $78,349.97 Worker’s Comp. Subrogation

Received 384 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
2,960 Purchase Orders
Cost Avoidance of
FY19 YTD $403,299

Hire El Paso First - Local Bid Preference
• 158 Registered Tier 1 Local Vendors
• 17 Registered Tier 2 Local Vendors
• 175 Total Registered Local Vendors

61% of Awarded Contracts and Purchase Orders were issued to local vendors
## Key Accomplishments

### Investment Earnings

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>QTR</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>QTR 2</td>
<td>$3,872,132</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
<td>$6,459,485</td>
</tr>
<tr>
<td>FY17</td>
<td></td>
<td>$3,508,119</td>
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### Federal and State Grant Revenues

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<tr>
<td>FY19</td>
<td>QTR 2</td>
<td>$28,821,506</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
<td>$90,128,945</td>
</tr>
<tr>
<td>FY17</td>
<td></td>
<td>$67,602,359</td>
</tr>
</tbody>
</table>
Key Accomplishments

Opened Shape It Up Gym

- Increased Wellness Classes
- Added Wellness Coordinator

1st Annual Employee Health and Financial Fair

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

Recruitment Outreach
- Texas Veterans Commission Hiring Fair

Conference Presentation
- Texas Recreation & Parks Society Institute and Expo (TRAPS)

Tuition Assistance Program
- 190 Employees Participating
- 12 Graduates - to date
- $194,243 Invested
Key Accomplishments

Fearless Women-Fearless Leadership

- 5 Sessions
- 270 total attendees
- 18 Keynote Speakers

Launched Strategic Budget Advisory

- Defining El Paso
- Closer look at City Services
- How we Budget
- Survey Feedback

Youth Focus

- All School Districts
- 5 schools
- Over 300 students from 8th grade to HS Seniors

Neighborhoods & Businesses
### Goal 6- 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 (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>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>13.73%</td>
<td>16%</td>
</tr>
<tr>
<td># of sick leave hours used</td>
<td>339,103</td>
<td>340,739</td>
<td>339,128</td>
<td>182,037</td>
<td>337,960</td>
</tr>
<tr>
<td># of workers compensation claims</td>
<td>1,384</td>
<td>1,399</td>
<td>1,314</td>
<td>649</td>
<td>1,182</td>
</tr>
<tr>
<td>HSA Participation</td>
<td>146</td>
<td>1,664</td>
<td>1,906</td>
<td>2,952</td>
<td>3,450</td>
</tr>
</tbody>
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## Goal 6- Key Performance Indicators

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<tr>
<td>Increase number of participating vendors in EP Marketplace</td>
<td>57</td>
<td>57</td>
<td>74</td>
<td>32</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>$12,595,541</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>% Local Spend</td>
<td>59%</td>
<td>48%</td>
<td>52%</td>
<td>61%</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>100%</td>
</tr>
<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>$3,872,132</td>
<td>$9,000,000</td>
</tr>
<tr>
<td>% of contracts and agreements executed within 30 days of Council approval (City Clerks)</td>
<td>93%</td>
<td>95%</td>
<td>94%</td>
<td>94%</td>
<td>96%</td>
</tr>
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## Goal 6 - Key Performance Indicators

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<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of filed record internal requests provided within 1 hr.</td>
<td>88%</td>
<td>86%</td>
<td>87%</td>
<td>87%</td>
<td>90%</td>
</tr>
<tr>
<td>% of legal documents completed within 10 working days</td>
<td>98%</td>
<td>97.83%</td>
<td>95.08%</td>
<td>94.1%</td>
<td>90%</td>
</tr>
<tr>
<td>% of responses prepared within 10 working days</td>
<td>99%</td>
<td>97.42%</td>
<td>96.17%</td>
<td>98.7%</td>
<td>90%</td>
</tr>
<tr>
<td>% of complaints prepared within 10 working days</td>
<td>95%</td>
<td>99.25%</td>
<td>96.58%</td>
<td>99.15%</td>
<td>90%</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>1:30</td>
</tr>
</tbody>
</table>
FY 19 Key Deliverables Update

Strategy: *Implement programs to reduce organizational risk*

- Delivered 9 Safety and 6 Workers’ Compensation Classes
- Health & Financial Wellness Fair

**Process Improvement Program**

- **100%** Departmental Reach in LSS Training
- **81%** Departments with LSS Projects
- Launched **White Belt Training** end of FY18
  - 90 White Belts thru FY19 Q2
- **FY19 Impact Snapshot**
  - $926,418 costs avoided/saved
  - 4,291 capacity hours added
FY 19 Key Deliverables Update

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

• Completed the FY18 audit with no findings
  o 3rd consecutive year!
  o Submitted to GFOA for 20th award
• Assisting with Municipal Court financial interface to PeopleSoft

• Assisting with state and federal agency audits/reviews
  o STEP Police Annual Onsite Review,
  o WIC Department State Health Services
• Updated five fiscal policies to date
**Strategy: Deliver effective and efficient processes to maximize value in obtaining goods and services**

- Local Spend increased by 9%
- City hosted Amazon Small Business Mentor Protégé Program workshop
- EP MarketPlace Cost Avoidance $277,828

**Strategy: Support transparent and inclusive government**

- Conduct May 2019 Special Election for the City of El Paso (unbudgeted)
Strategy: *Enhance the quality of decision making with legal representation and support*

- Provided legal support through Legal Implementation and Execution Team meetings
- Provided monthly reports to City Council on legal transactional and litigation matters
- Staff development to enable the City Attorney’s Office to provide legal advice based on up-to-date municipal law
FY 19 Key Deliverables Update

Strategy: *Provide efficient and effective services to taxpayers*

- Evaluating payment kiosks
  - Benefits:
    - Bilingual
    - Accepts cash, credit/debit cards
    - No cost to City
    - Issues receipt
    - Search option available

- Deployed Tax Office FAQ informational brochure
  - Enhancing customer service delivery
  - Reduced average queue time
FY 19 Key Deliverables Update

Strategy: *Recruit and retain a skilled and diverse workforce*

Training Self-Registration developed by City of El Paso

- Employees can register for their training classes directly.
- A calendar invite is sent within seconds of registering.
- Employees can cancel their training.

![Image of training registration system interface]
## Key Opportunities/Challenges

<table>
<thead>
<tr>
<th>Dept./Area</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office of the Comptroller</strong></td>
<td>Purchase lease software for the implementation of GASB 87 in FY21 - citywide</td>
</tr>
<tr>
<td></td>
<td>Implement a capital assets software application – citywide</td>
</tr>
<tr>
<td></td>
<td>Increase investment earning from $6.5M in FY18 to $9M in FY19</td>
</tr>
<tr>
<td></td>
<td>Complete the FY19 financial and grants audits with no findings</td>
</tr>
<tr>
<td>Dept./Area</td>
<td>Key Opportunities/Challenges</td>
</tr>
<tr>
<td>----------------</td>
<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Rising Cost of Healthcare</td>
</tr>
<tr>
<td></td>
<td>Competitive Compensation Strategy</td>
</tr>
<tr>
<td></td>
<td>Increased Focus in Risk Management</td>
</tr>
<tr>
<td></td>
<td>Learning Management System</td>
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