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

GFOA Award for Excellence in Financial Reporting – FY15 CAFR

Grants Administration Division – Fully Staffed

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

State Comptroller’s Office Sales Tax Audit – 3 Years

No Findings!!

WOW! 18th Year!!
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.
• 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
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>FY2015 Actual</th>
<th>FY2016 Actual</th>
<th>FY2017 Thru Q2</th>
<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% employees completing required training (rolling three years)</td>
<td>68%</td>
<td>88.5%</td>
<td>75.67%</td>
<td>90%</td>
</tr>
<tr>
<td>% of executive and professional positions filled by internal candidates</td>
<td>65.59%</td>
<td>62.41%</td>
<td>60.08%</td>
<td>70%</td>
</tr>
<tr>
<td>% City-wide Turnover</td>
<td>9.29%</td>
<td>10.03%</td>
<td>4.71%</td>
<td>10%</td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>FY2015 Actual</td>
<td>FY2016 Actual</td>
<td>FY2017 Thru Q2</td>
<td>Annual Target</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>% financial reports submitted by 15\textsuperscript{th} working day of month</td>
<td>25%</td>
<td>78%</td>
<td>83%</td>
<td>85%</td>
</tr>
<tr>
<td>% variance of GF actual revenue as compared to adopted budget</td>
<td>0.71%</td>
<td>1.33%</td>
<td>Annual Measure</td>
<td>+/- 0.5%</td>
</tr>
<tr>
<td>% variance of GF actual expenditure as compared with adjusted budget</td>
<td>-1.97%</td>
<td>-0.76%</td>
<td>-1 to 0%</td>
<td></td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>FY2015 Actual</td>
<td>FY2016 Actual</td>
<td>FY2017 Thru Q2</td>
<td>Annual Target</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>% routine legal documents prepared within 10 working days</td>
<td>88.08%</td>
<td>97.88%</td>
<td>97.39% (765 documents)</td>
<td>90%</td>
</tr>
<tr>
<td>% initial responses to claims prepared within 10 working days</td>
<td>99.01%</td>
<td>98.67%</td>
<td>98.15% (108 responses)</td>
<td>90%</td>
</tr>
<tr>
<td>% complaints for prosecution prepared in 10 working days</td>
<td>84.48%</td>
<td>94.94%</td>
<td>99.00% (702 complaints)</td>
<td>90%</td>
</tr>
</tbody>
</table>
## Goal 6- Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>FY2015 Actual</th>
<th>FY2016 Actual</th>
<th>FY2017 Thru Q2</th>
<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% PD vehicles and equipment operational and available</td>
<td>79%</td>
<td>81%</td>
<td>77%</td>
<td>85%</td>
</tr>
<tr>
<td>% ESD's ASLs vehicles and equipment operational and available</td>
<td>80%</td>
<td>80%</td>
<td>84%</td>
<td>80%</td>
</tr>
</tbody>
</table>
## FY17 Deliverables

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Revamp and deploy Workforce Diversity and Sensitivity training</td>
<td>• ADA added to NEO; Workforce Diversity under development</td>
</tr>
<tr>
<td>• Develop and maintain Training Catalogue of ongoing available courses</td>
<td></td>
</tr>
</tbody>
</table>
## FY17 Deliverables

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deploy <em>Government Series</em> training</td>
<td>• Budgeting Basics; Introduction to Contract Administration</td>
</tr>
</tbody>
</table>
## FY17 Deliverables

**Strategy:** Implement employee benefits and services that promote financial security

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
</table>
| • Redesign / redefine Health Plan  
• Required re-enrollment in Health Plan for FY2017 | • 560 = 12.11% thru Q2 |
| • Increase **Shape It Up!** to 10% of eligible employees | • 2,164 = 84% of enrolled employees screened thru Q2 |
| • Increase *biometric* screenings | |

• 560 = 12.11% thru Q2
• 2,164 = 84% of enrolled employees screened thru Q2
## FY17 Deliverables

### Strategy: Implement programs to reduce organizational risks

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
</table>
| • Deploy Executive Safety Committee  
• Assess current property, casualty and liability coverage to mitigate risk of loss | • Q2 implementation  
• Evaluate through annual renewal process |
### FY17 Deliverables

**Strategy:** Implement programs to reduce organizational risks

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deploy safety incentive for positions requiring CDL</td>
<td>• Of eligible employees, Safety Incentives awarded:</td>
</tr>
<tr>
<td></td>
<td>• 90% in Q1</td>
</tr>
<tr>
<td></td>
<td>• 93% in Q2</td>
</tr>
</tbody>
</table>

- Of eligible employees, Safety Incentives awarded:
  - 90% in Q1
  - 93% in Q2
**Strategy:** Deliver services timely and efficiently with focus on continual improvement

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deploy 3\textsuperscript{rd} LSS Green Belt training</td>
<td>• Completed December 2016</td>
</tr>
<tr>
<td>• Complete 25 new projects</td>
<td>• 14 completed</td>
</tr>
<tr>
<td></td>
<td>• $189,924 – Savings</td>
</tr>
<tr>
<td></td>
<td>• $564,234 – Cost Avoidance</td>
</tr>
<tr>
<td></td>
<td>• $754,158 – Total Savings &amp; Cost Avoidance</td>
</tr>
<tr>
<td></td>
<td>• 14,345 – Hours Saved</td>
</tr>
<tr>
<td></td>
<td>• 14 in-process for 28 total projects in FY 2017</td>
</tr>
</tbody>
</table>
### FY17 Deliverables

**Strategy: Maintain systems integrity, compliance, and business continuity**

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• New Information Security Assurance division created</td>
<td>• Information Security Assurance Manager hired</td>
</tr>
<tr>
<td></td>
<td>• Formal policies and procedures being developed:</td>
</tr>
<tr>
<td></td>
<td>• DoITS back-up processes policies and procedures</td>
</tr>
<tr>
<td></td>
<td>• Data destruction policies</td>
</tr>
<tr>
<td></td>
<td>• Security policies and procedures for vendors and business partners</td>
</tr>
</tbody>
</table>
### FY17 Deliverables

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Update budget policies</td>
<td>• Part of FY 2018 Budget Process</td>
</tr>
<tr>
<td>• Earn GFOA budget award</td>
<td>• Submitted 11/17/16</td>
</tr>
<tr>
<td>• New reporting software improving timing and availability of reports</td>
<td>• In mapping/design phase 40% complete</td>
</tr>
<tr>
<td>• Consolidate Grant Accounting staff under one roof to alleviate reporting issues</td>
<td>• Fully staffed</td>
</tr>
<tr>
<td>• Earn GFOA financial reporting award</td>
<td>• Submitted FY16 CAFR 2/28/17</td>
</tr>
</tbody>
</table>

Expecting 19th year award!
**FY17 Deliverables**

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete 3rd party review and update procurement manual</td>
<td>• April 2017</td>
</tr>
<tr>
<td>• Complete Contract Administration training for all City Departments</td>
<td>• 33% completed to date</td>
</tr>
</tbody>
</table>
## FY17 Deliverables

### Strategy: Support transparent and inclusive government

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete necessary activities for May 2017 General Election</td>
<td>Completed activities:</td>
</tr>
<tr>
<td>• Mayor</td>
<td>• Filings</td>
</tr>
<tr>
<td>• Districts 2, 3, 4, 7</td>
<td>• Ballot drawing</td>
</tr>
<tr>
<td>• Municipal Judges 1-5</td>
<td>• Required campaign finance reports</td>
</tr>
<tr>
<td>• Judge, Court of Appeals</td>
<td>• Election services contract executed</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement capability for electronic ADA compliant Campaign Finance reporting</td>
<td>Completed 3 versions required by the state:</td>
</tr>
<tr>
<td></td>
<td>• Current/Non-Office holder</td>
</tr>
<tr>
<td></td>
<td>• Specific-Purpose Committee</td>
</tr>
<tr>
<td></td>
<td>• General-Purpose Committee</td>
</tr>
</tbody>
</table>
## FY17 Deliverables

**Strategy:** Provide efficient and effective services to taxpayers

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement an in-house lockbox machine to process mailed payments</td>
<td>Going through procurement process</td>
</tr>
</tbody>
</table>
## FY17 Deliverables

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Monthly updates to City Council on legal transactional and litigation matters.</td>
<td>• Provided 6 updates to City Council -- revised to quarterly reports</td>
</tr>
<tr>
<td></td>
<td>• Continued participation in CM’s Legal Implementation and Execution Team meetings.</td>
</tr>
<tr>
<td></td>
<td>• Hosted Government Law Section of State Bar “El Paso Roadshow”</td>
</tr>
<tr>
<td></td>
<td>• International Municipal Lawyers Association “Kitchen Sink”</td>
</tr>
<tr>
<td></td>
<td>• 2016 Public Health Law Conference</td>
</tr>
<tr>
<td></td>
<td>• Partnered with Borjorquez law firm to offer open government training</td>
</tr>
</tbody>
</table>
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?