



# FY 19 GOAL TEAM REPORT



## 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 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

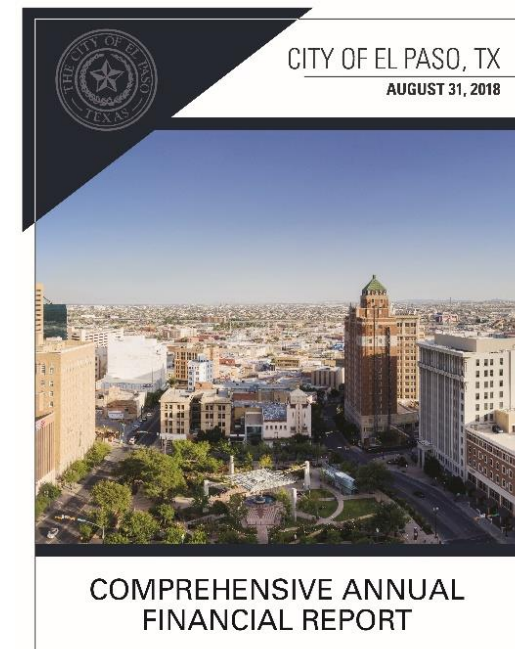
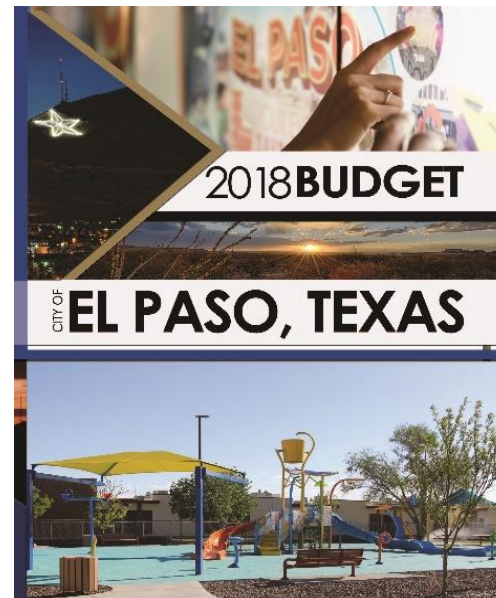
**5<sup>th</sup> CONSECUTIVE YEAR**



**24<sup>TH</sup> CONSECUTIVE YEAR**



**19<sup>TH</sup> CONSECUTIVE YEAR**



# Focus on Continuous Improvement

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

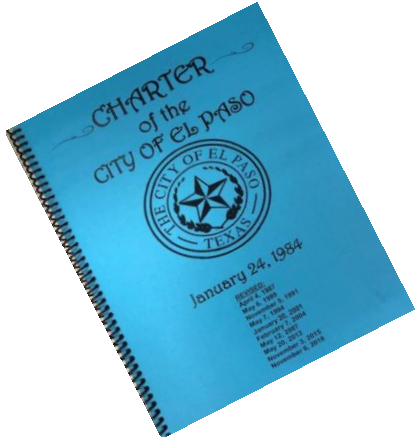


## Tax Office and IT Department Printing Station at Wells Fargo (1<sup>st</sup> Floor)

Expedited waiting time for taxpayers paying in person at Tax Office, 3<sup>rd</sup> Floor.



# Key Accomplishments



## City Clerk's Office

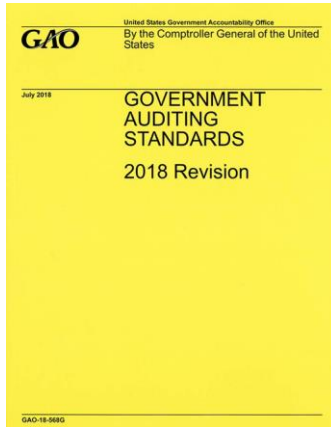
- Special Charter Election
- General Election
- Run-off Election



## City Clerk's Office

- Verified 1<sup>st</sup> petition filed on November 5<sup>th</sup> and validated 1,755 signatures
- Verified 2<sup>nd</sup> petition filed on November 5<sup>th</sup> 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.



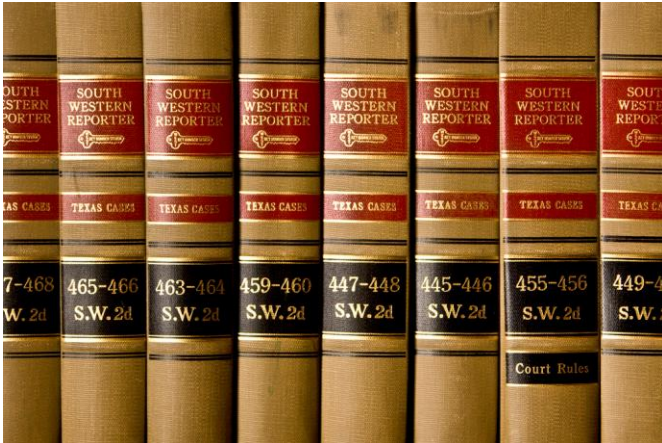
## Internal Audit

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

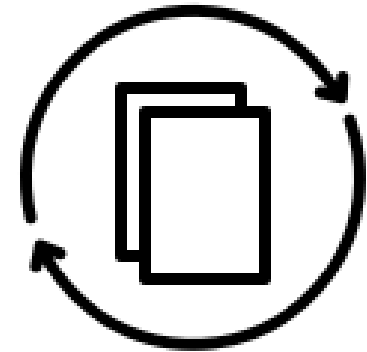
Shared Use Mobility Devise Ordinance  
Streetcar project



**\$219,227.23** Property  
Damage Claims

**\$123,734.93** Environmental  
Sanitation Liens

**\$ 78,349.97** Worker's  
Comp. Subrogation



**Processed 3,480 Open Records** Requests

Received 384 Texas Attorney General  
determinations deeming information as  
confidential.

# Key Accomplishments



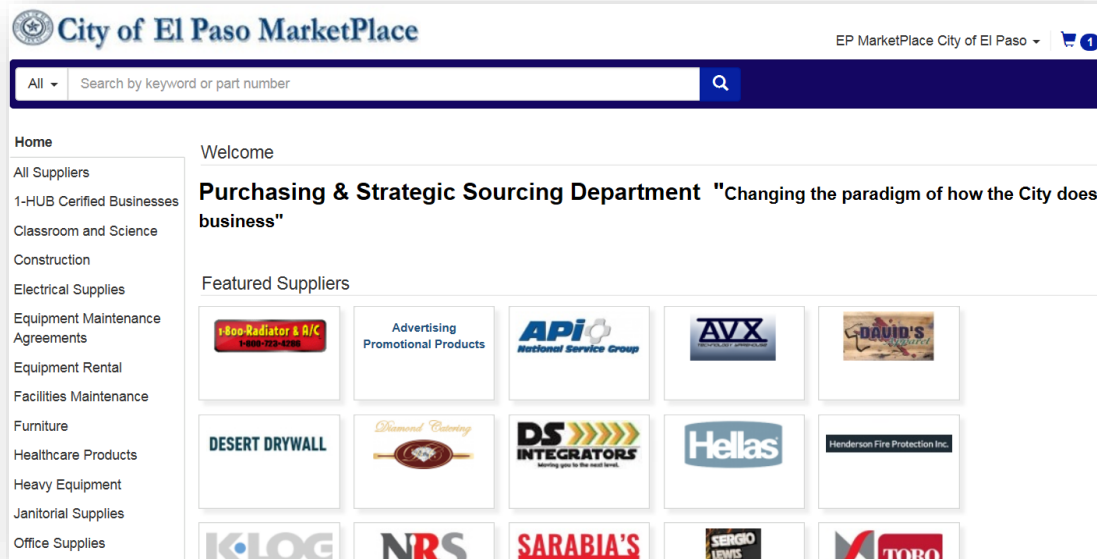
977 Attendees

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

FY19 QTR 2	\$3,872,132
FY18	\$6,459,485
FY17	\$3,508,119



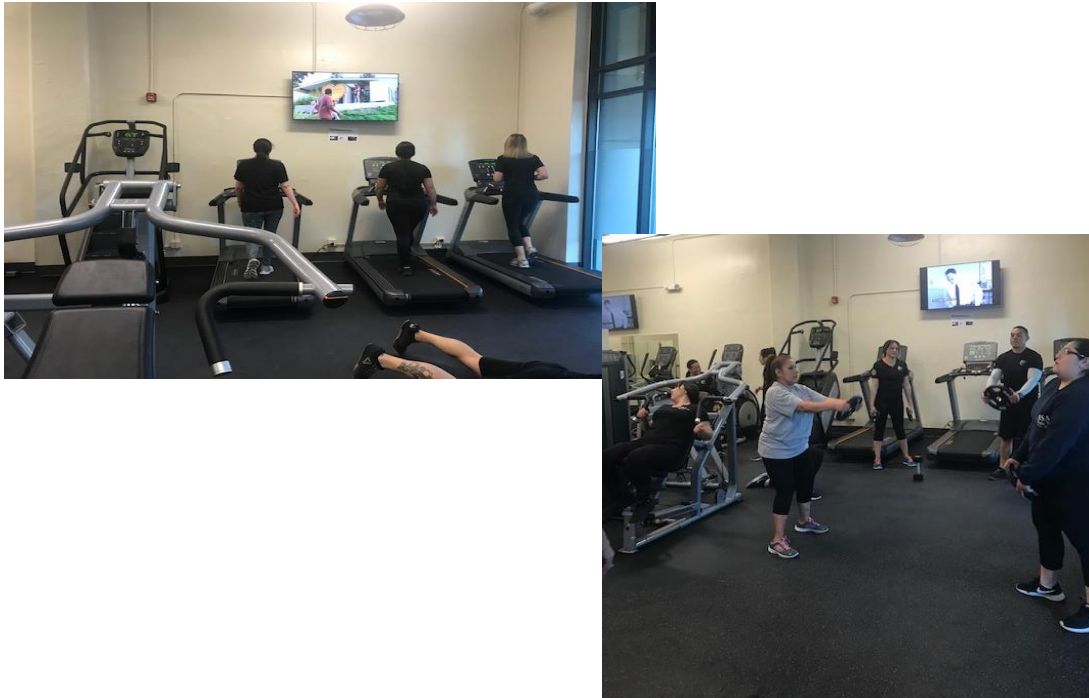
## Federal and State Grant Revenues

FY19 QTR 2	\$28,821,506
FY 18	\$90,128,945
FY17	\$67,602,359



# Key Accomplishments

## Opened Shape It Up Gym



- Increased Wellness Classes
- Added Wellness Coordinator

## 1<sup>st</sup> 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 8<sup>th</sup> grade to HS Seniors

## Neighborhoods & Businesses

# Goal 6- Key Performance Indicators

Key Performance Indicator	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Thru Q2)	Annual Target
% turnover rate	10.3%	10.04%	10.16%	5.16%	10%
% of employees participating in wellness program	11.22%	13.37%	14.67%	13.73%	16%
# of sick leave hours used	339,103	340,739	339,128	182,037	337,960
# of workers compensation claims	1,384	1,399	1,314	649	1,182
HSA Participation	146	1,664	1,906	2,952	3,450

# Goal 6- Key Performance Indicators

Key Performance Indicator	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Thru Q2)	Annual Target
Increase number of participating vendors in EP Marketplace	57	57	74	32	50
EP Marketplace Spend	\$1,823,939	\$9,234,217	\$12,403,355	\$12,595,541	\$10,000,000
% Local Spend	59%	48%	52%	61%	↑10%
Actual Revenue Compared to Budget (GF annual measure)	101.33%	99.46%	100.83%	100.06%	100%
Total portfolio investment earnings per quarter (NEW)	\$1,075,797	\$3,508,119	\$6,459,485	\$3,872,132	\$9,000,000
% of contracts and agreements executed within 30 days of Council approval (City Clerks)	93%	95%	94%	94%	96%



# Goal 6- Key Performance Indicators

Key Performance Indicator	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Thru Q2)	Annual Target
% of filed record internal requests provided within 1 hr.	88%	86%	87%	87%	90%
% of legal documents completed within 10 working days	98%	97.83%	95.08%	94.1%	90%
% of responses prepared within 10 working days	99%	97.42%	96.17%	98.7%	90%
% of complaints prepared within 10 working days	95%	99.25%	96.58%	99.15%	90%
Tax Office average phone wait time (minutes)	2:41	1:44	1:28	0:33	1:30

# FY 19 Key Deliverables Update

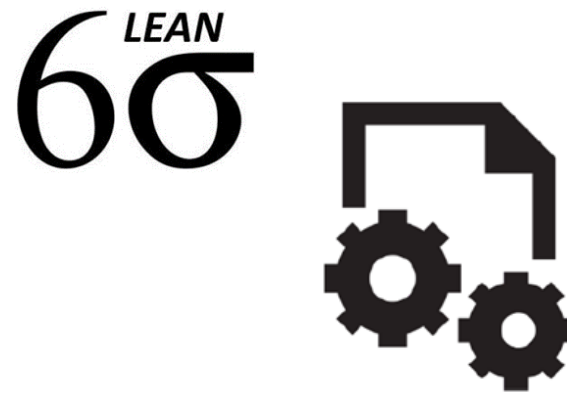
*Strategy: Implement programs to reduce organizational risk*

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

*Strategy: Implement programs to reduce organizational risk*

## **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
    - 3<sup>rd</sup> consecutive year!
    - Submitted to GFOA for 20th award
  - Assisting with Municipal Court financial interface to PeopleSoft
- 
- Assisting with state and federal agency audits/reviews
    - STEP Police Annual Onsite Review,
    - WIC Department State Health Services
  - Updated five fiscal policies to date
- 





# FY 19 Key Deliverables Update

*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)



# FY 19 Key Deliverables Update

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

- Provided legal support through Legal Implementation 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

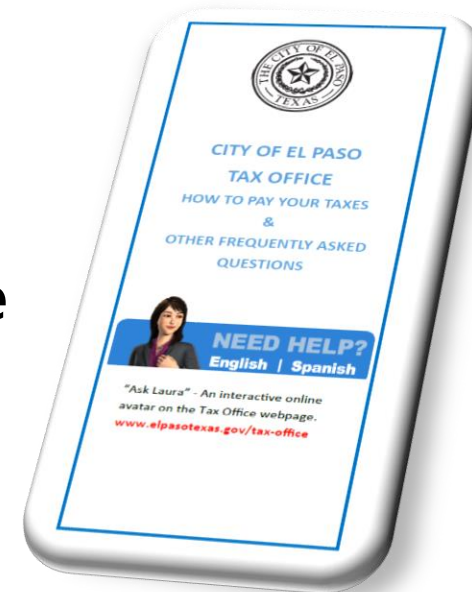
Benefits:

- 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





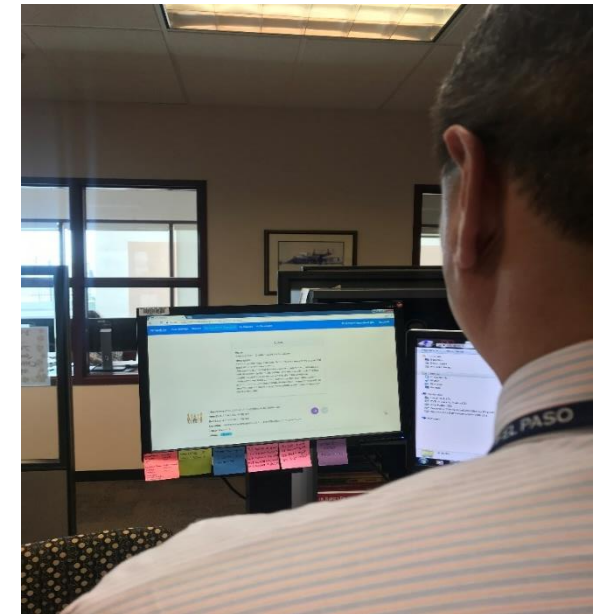
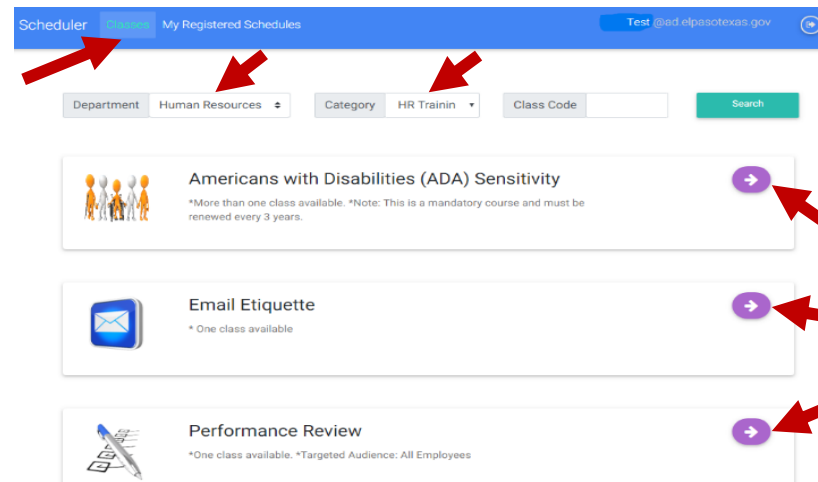
# FY 19 Key Deliverables Update

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



**Training Self-Registration developed by** 

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



# Key Opportunities/Challenges

Dept./Area

**Office of the  
Comptroller**



Purchase lease software for the implementation of GASB 87 in FY21- citywide

Implement a capital assets software application – citywide

Increase investment earning from \$6.5M in FY18 to **\$9M in FY19**

Complete the FY19 financial and grants audits with no findings

# Key Opportunities/Challenges

Dept./Area

**Human Resources**

I  HR

Rising Cost of Healthcare

Competitive Compensation Strategy

Increased Focus in Risk Management

Learning Management System





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## GOAL 6

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