

**CITY OF EL PASO, TEXAS
AGENDA ITEM
DEPARTMENT HEAD'S SUMMARY FORM**

DEPARTMENT: City Manager's Office

AGENDA DATE: April 17, 2018

CONTACT PERSON NAME AND PHONE NUMBER: Performance Office, Julie Baldwin-Muñoz, (915) 212-1204

DISTRICT(S) AFFECTED: All Districts

SUBJECT:

Presentation and discussion on the Strategic Plan Goal Team Reports for the following teams:

Goal 5 (Communication)

Enrique Martinez, Department of Information Technology Services Director, 915-212-1400

Goal 6 (Sound Governance & Fiscal Management)

Maria O. Pasillas, Tax Assessor/Collector, 915-212-1737

Claudia Luján, Human Resources Assistant Director, 915-212-1241

BACKGROUND / DISCUSSION:

Goal team reporting is a continuing effort to ensure departments maintain a shared focus on achieving and sharing the progress made on strategic objectives across the eight goals as outlined in the Strategic Plan. The presentation will highlight team accomplishments and the status of key deliverables for the current fiscal year.

PRIOR COUNCIL ACTION:

December 16, 2014 original adoption; February 16, 2017, Strategic Planning Session

AMOUNT AND SOURCE OF FUNDING:

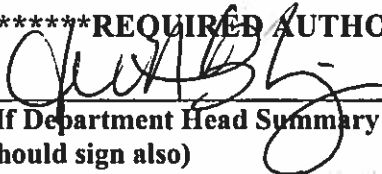
N/A

BOARD / COMMISSION ACTION:

Enter appropriate comments or N/A

*****REQUIRED AUTHORIZATION*****

DEPARTMENT HEAD:



(If Department Head Summary Form is initiated by Purchasing, client department should sign also)



2018 GOAL TEAM REPORT

GOAL 6

Set the Standard for Sound Governance and
Fiscal Management



Goal 6 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

Rankings + Accolades

1

**BEST RUN
CITY IN
TEXAS**

WalletHub, July 2017

#2

**NATIONWIDE IN
TOP
EMPLOYMENT
GROWTH RATE**

Texas A&M Real Estate Center,
August 2017

2

**IN THE
U.S. FOR
JOB AND
INCOME
GROWTH**

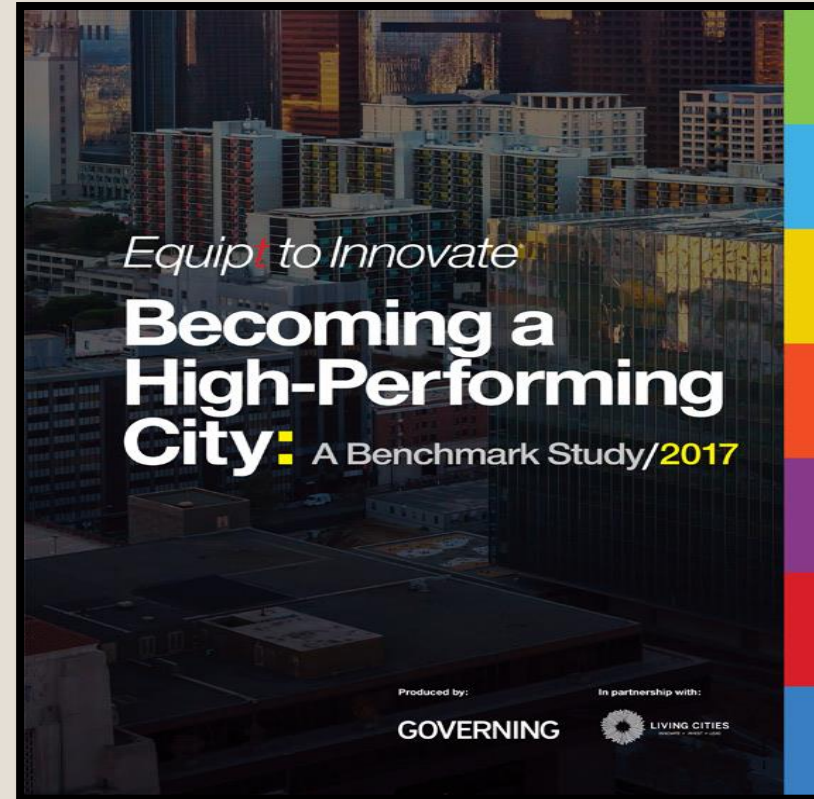
Forbes, February 2017



FY17 Notable Achievements

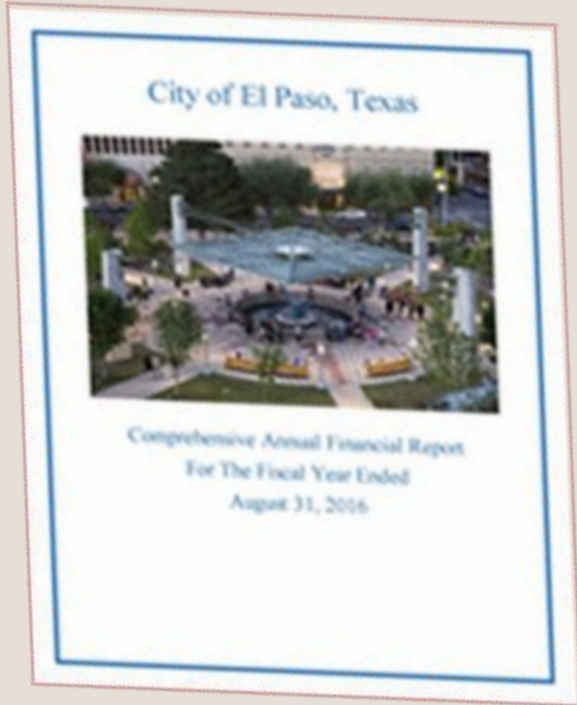


23rd consecutive
year



Top performer in
Smartly Resourced
category

FY17 Notable Achievements



2016 CAFR

No Financial Audit Findings!

**19th Consecutive Year of AGA
Excellence in Financial Reporting
Award!**



Notable Achievements



Achievement of
**Excellence in
Procurement**
Award - 4th
consecutive year



ProcureCon
**EPIC Innovator of the
year Award for EP
Marketplace**



Bruce D. Collins selected as
**2018 Minority Small Business
Co-Champion of the Year**

FY17 Accomplishments

EP Marketplace:

3,112 Purchase Orders

Cost Avoidance of

FY17 \$250,827

FY18 YTD \$195,858

The screenshot shows the City of El Paso Marketplace website. At the top, the logo and name "City of El Paso Marketplace" are visible, along with a user account icon and a shopping cart icon. Below the header is a search bar with the text "Search by keyword or part number" and a magnifying glass icon. A navigation menu on the left lists various categories: Home, All Suppliers, 1-HUB Certified Businesses, Classroom and Science, Construction, Electrical Supplies, Equipment Maintenance Agreements, Equipment Rental, Facilities Maintenance, Furniture, Healthcare Products, Heavy Equipment, Janitorial Supplies, and Office Supplies. The main content area features a "Welcome" message from the "Purchasing & Strategic Sourcing Department" with the tagline "Changing the paradigm of how the City does business". Below this is a "Featured Suppliers" section displaying a grid of supplier logos, including 1-800-Radiator & A/C, Advertising Promotional Products, API National Service Group, AVX, David's, Desert Drywall, Diamond Catering, DS Integrators, Hellas, Henderson Fire Protection Inc., KLOG, NRS, Sarabia's, Sergio Lewis, and Toro.



FY17 Accomplishments

Investment Earnings Grew

Strong financial management:

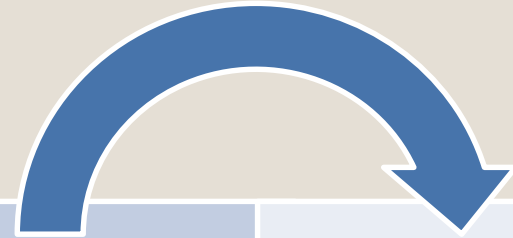
- bank balances
- securities investments

From

\$1M in
FY16

To

\$3.5M
in FY17



FY17 Accomplishments

Grants Audit

No Audit Findings – Second Consecutive Year

Grant expenditures of **\$67.8 Million**

\$3.2 Million Grant Funds Recovered

eCivis Access to Community Based Organizations

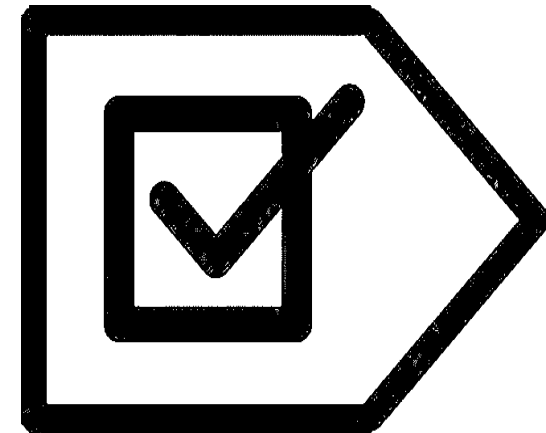
\$1,029,973 to local organizations



FY17 Accomplishments

CAFR Software Implemented

- Web-based application for simultaneous users
- Fast financial analysis during audit
- Saved hundreds of overtime hours
- Production of CAFR in-house – First time!
- Applauded by external auditors



Adapted to produce monthly financial reports

FY17 Accomplishments

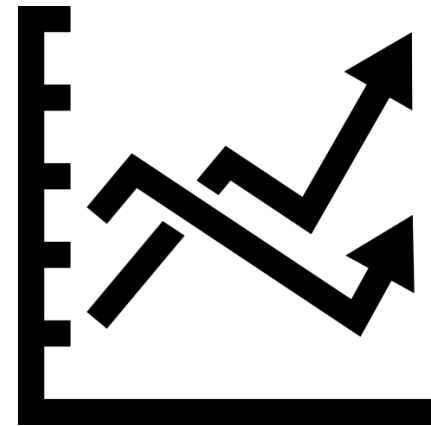
Cash Reconciliation Process

Application matches the City's business transactions with bank transactions –

Over 350,000 cash transactions

Benefits of Centralized Cash Data

- Eliminates manual processes
- Provides cash monitoring in and out of the bank
- Supports the Cash Forecasting Model
- Aids the allocation of investment earnings
- Provides data for Quarterly Investment Report



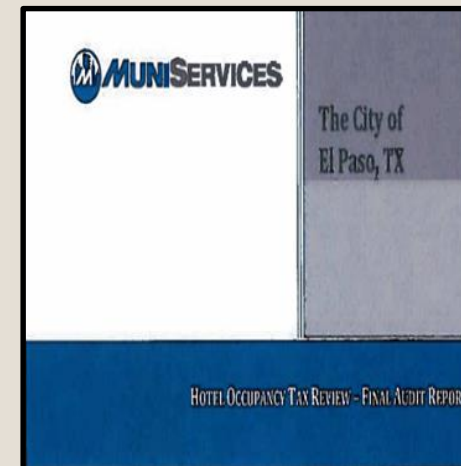
FY17 Accomplishments



1 of only 2 Texas Cities

compliant under Auditing Standards
Association of Local Government Auditors

Hotel Occupancy Tax review of
30 hotels



FY17 Accomplishments



Updated Fiscal Policies

Travel
P-Card
Grants
Investments
Debt Management



Enhanced email security

Phishing and email threats
(Cybersecurity)



Conducted **12 Tax Information sessions** at Senior Centers and collected property tax payments (20 attendees/session)

FY17 Accomplishments



General & Special Elections

- General Election
- 2 Run-off Elections conducted
- City Employees Pension Board Election

Upgraded MuniCode to MuniPro

- Simultaneously search all codes & ordinances
- Add note to any code section



City Attorney's Office

- Citywide training on Public Information Act
- Participated in the El Paso Bar Association Veteran's Clinic

Virtual “Game Changer”



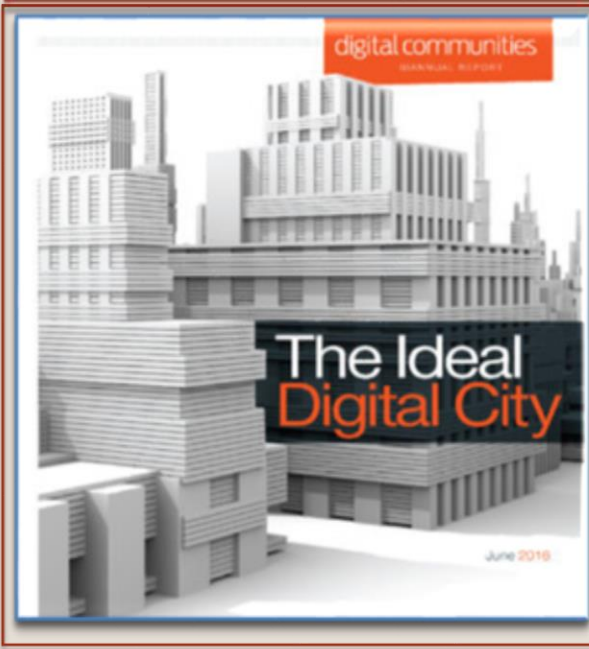
Purchasing
Launches
“Ask Laura”
January 2017
5,650 Hits
**(13,736 hits
since launch)**



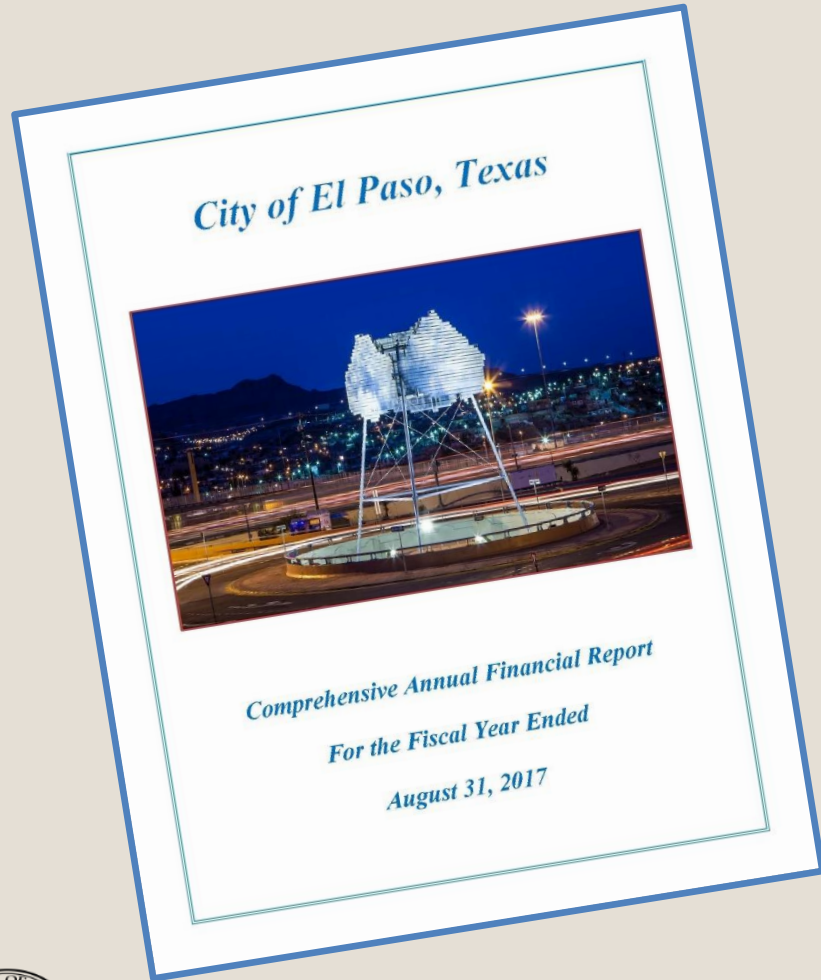
Tax Office
replicates
September
2017
1,970 hits



Planning &
Inspection
replicates
January 2018
74 hits



FY18 Accomplishments



FY17 Financial Audit

No Audit Findings

Second consecutive year!



FY18 Accomplishments

**CITY OF EL PASO, TEXAS
VENDOR PERFORMANCE REPORT**

Form: Vendor Contract Number

CONTRACT NUMBER: _____
CONTRACT TITLE: _____
VENDOR ID: General or Contract Compliance
VENDOR NAME: _____
VENDOR ADDRESS: _____
POINT OF CONTACT E-MAIL ADDRESS: _____ PHONE: _____ FAX: _____
PHONE/FAX NUMBERS: _____
CONTRACT AMOUNT (\$): _____
% COMPLETED / COMPLETED: _____ Rating (0-100)
ESTIMATED COMPLETION DATE: _____

Technical Performance:
(Unsatisfactory - (0-2); Poor - (3-4); Fair - (5-6); Good - (7-8); Excellent - (9-10))

Completion of major tasks/milestones/deliverables on schedule
Responsiveness to changes in technical direction
Ability to identify risk factors and alternatives for alleviating risk
Ability to identify and solve problems expeditiously
Ability to deliver goods or services in accordance with specifications
Ability to employ standard tools/methods

Average: _____

City Comments for Technical Performance: _____ Choose One

Management Performance:
(Unsatisfactory - (0-2); Poor - (3-4); Fair - (5-6); Good - (7-8); Excellent - (9-10))

Overall communication with staff
Effectiveness and reliability of vendor's Key Personnel
Ability to recruit and maintain qualified personnel
Ability to manage multiple and diverse projects/tasks from planning through execution
Ability to effectively manage subcontractors
Ability to accurately estimate and control costs to complete tasks
Ability to resolve problems
Use of management tools (e.g. costs/schedule, task management tools)

Average: _____

City Comments for Management Performance: _____ Choose One

Page 1

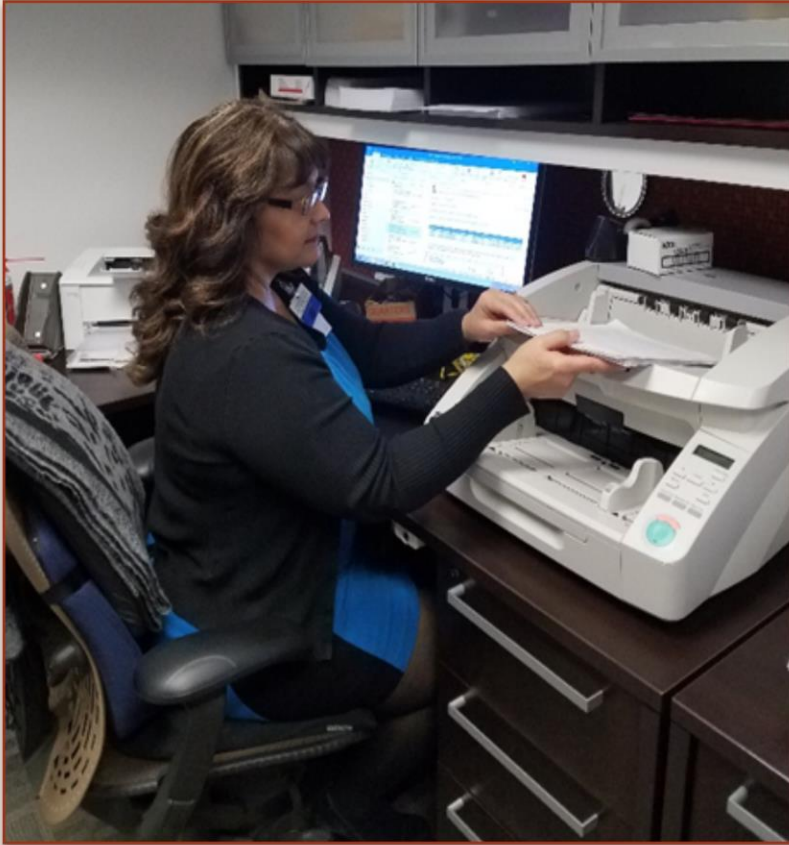
Hosted the 7th
annual **Cooperative
Purchasing EXPO**

**806 Attendees
188 Exhibitors**

Launched **Vendor Performance
Tracking System**
January 2018



FY18 Accomplishments



Implemented New in-house electronic lockbox to process mailed tax payments - *September 2017*

- Faster distribution of funds to entities
- Imaging
- Reduced errors
- Reduced manual processing
- Improved quality control and accountability

FY18 Accomplishments



Tax Office mobile bank

- January 29-31, 2018
- Collected **\$1.7 million**
- Serving **811** taxpayers



Internal Audit activities:

- Ground ambulance claim reviews
- Hotel Occupancy Tax



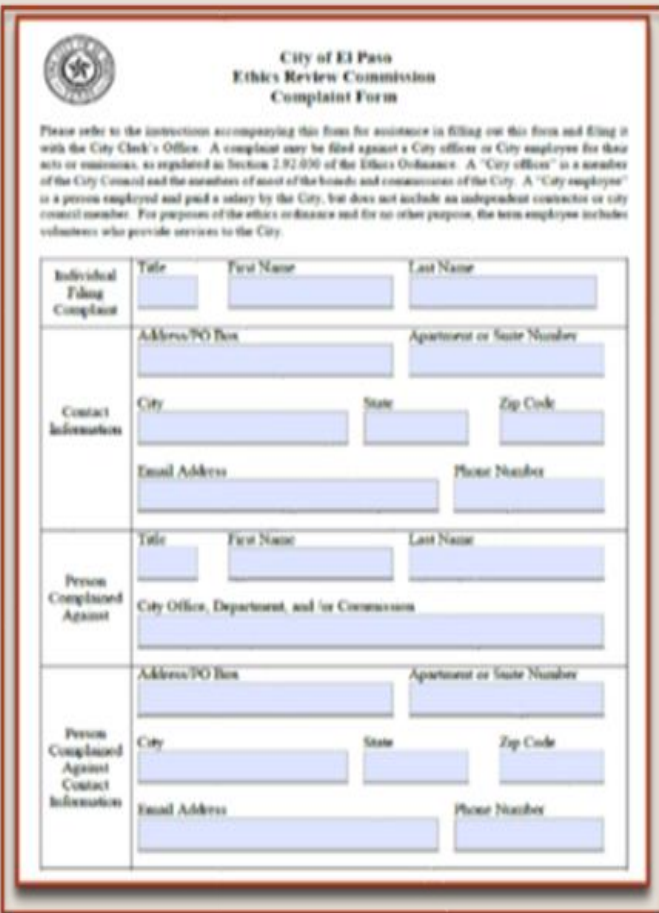
City Attorney's Office

- Collection efforts yielded **\$284,952**

FY18 Accomplishments

Enhanced Ethics Commission website

- ✓ FAQs
- ✓ More user-friendly
- ✓ Complaint Form submitted electronically



The image shows a sample of the City of El Paso Ethics Review Commission Complaint Form. The form is titled "City of El Paso Ethics Review Commission Complaint Form" and includes instructions for filing. It contains several sections for providing information, including:

- Individual Filing Complainant:** Fields for Title, First Name, and Last Name.
- Contact Information:** Fields for Address/PO Box, Apartment or Suite Number, City, State, Zip Code, Email Address, and Phone Number.
- Person Complained Against:** Fields for Title, First Name, and Last Name, and a field for "City Office, Department, and/or Commission".
- Person Complained Against Contact Information:** Fields for Address/PO Box, Apartment or Suite Number, City, State, Zip Code, Email Address, and Phone Number.

Public Information Center

- 🏠 Home
- 🔍 Find information
- 📄 Submit a Public Information Request
- 👤 My Account

Frequently Asked Questions

- Requestor's Rights and City's Responsibilities under the Texas Public Information Act
- Requesting a police report, accident report or other police records
- Requesting birth, death, marriage or divorce records
- Charges for Public Information Requests
- Request status

Welcome to the City of El Paso's Public Information Management and Tracking System

Written requests for existing information to the City of El Paso may be submitted by clicking on Submit a Public Information Request below or as described [here](#).

The City Attorney's Office is responsible for Public Information Records Requests. All requests must be made in writing.

Submit a Public Information Request

> Any request for information is considered a public record and your request may be made public

View My Public Information Requests

> Check the status of submitted requests

Proactive Pages

> Find public information for frequently requested records and follow pages to receive automatic updates

Public Archive

> Search through previously submitted requests

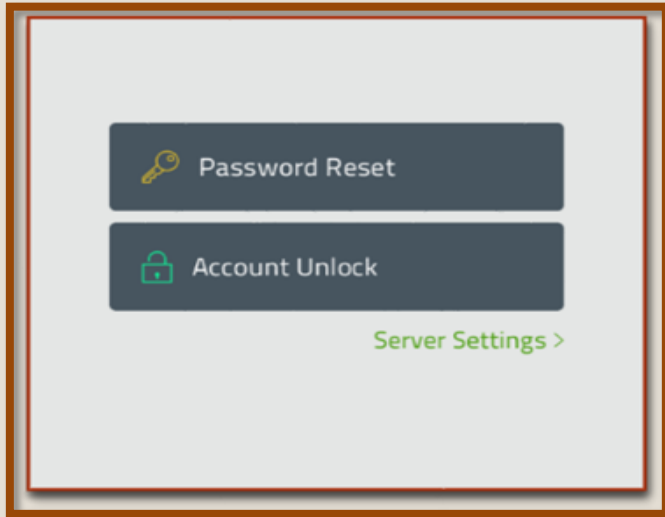
Pay For My Open Records

> Make payment for open records requests online

- Implemented open records website interface
- **3,339** requests processed for records pursuant to Texas Public Information Act thru Q2



FY18 Accomplishments



User account self-service portal enhancements, mobile access available



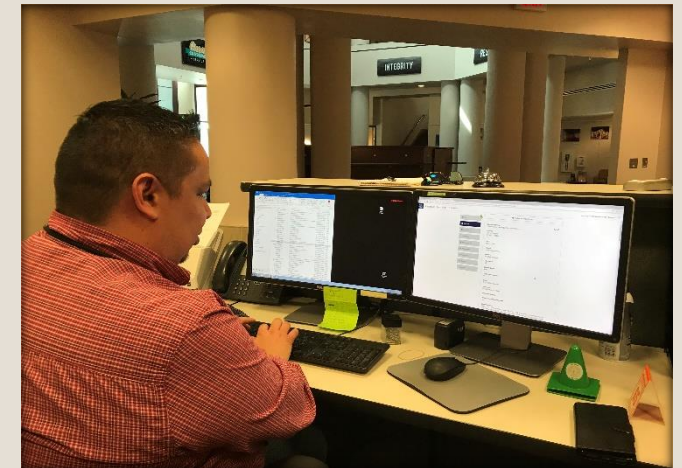
Consolidated medical and prescription insurance benefits

FY18 Accomplishments



Revamped training program

HR participated in 4 community job fairs



City Clerk's Office
Verified a petition
containing 1,974
signatures of registered
voters

FY18 Accomplishments



- **Investments Portfolio Continues to Grow!
\$75 Million at 9/1/17**

\$346 Million at 11/30/17

\$504 Million at 3/28/18

- **Expected earning over **\$5M****

Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Thru Q2	Annual Target
% of executive and professional positions filled by internal candidates	66%	62%	64%	40%	70%
% City-wide Turnover	9%	10%	10%	5%	10%



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Thru Q2	Annual Target
% financial reports submitted by 15th working day of month	25%	78%	92%	100%	85%
% variance of GF actual revenue as compared to adopted budget	0.71%	1.33%	-0.67%	Annual Measure	+/- 0.5%
% variance of GF actual expenditure as compared with adjusted budget	-1.97%	-0.76%	-0.74%	Annual Measure	-1 to 0%



Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Thru Q2	Annual Target
% of employees participating in Shape It Up program	N/A	12%	13%	9%	15%
% of employees participating in HSA	2%	3%	30%	34%	35%
# of workers compensation claims	837	870	921	457	850




Goal 6- Key Performance Indicators

Key Performance Indicator	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Thru Q2	Annual Target
% routine legal documents prepared within 10 working days	88%	98%	97% (765 documents)	95% (696 documents)	90%
% initial responses to claims prepared within 10 working days	99%	99%	98% (108 responses)	99% (94 responses)	90%
% complaints for prosecution prepared in 10 working days	84%	95%	99% (702 complaints)	100% (989 complaints)	90%



FY18 Spotlight

Strategy	Key Deliverable Update
<p>Implement employee benefits and services that promote financial security</p> 	<p><u>Health Plan</u></p> <ul style="list-style-type: none">• Consolidated the healthcare benefits• Increased CDHP participation by 11.5%
	<p><u>Group Fitness Classes</u></p> <ul style="list-style-type: none">• Increase participation by 25% through additional class offerings• Adding additional classes to accommodate work schedules
	<p><u>FY18 Initiatives</u></p> <ul style="list-style-type: none">• Continued Shape It Up Promotion and Enhancements for increased participation

FY18 Spotlight

Strategy	Key Deliverable Update
Implement programs to reduce organizational risks	<ul style="list-style-type: none">• Creation of Risk Management Unit• Creation of Cyber Security Taskforce<ul style="list-style-type: none">• Expansion of DoITS security team• Phishing/Spam email<ul style="list-style-type: none">✓ SpamReport@elpasotexas.gov
Deliver services timely and efficiently with focus on continual improvement	Lean Six Sigma Program through Q2: <ul style="list-style-type: none">• 10 projects completed• 13 additional projects on track to be completed• Continue to deliver additional efficiencies and cost savings





FY18 Spotlight

Strategy	Key Deliverable Update
<p>Ensure continued financial stability and accountability through sound financial management, budgeting and reporting</p>	<ul style="list-style-type: none">• Transparency Stars Program• Implementing a new Capital Assets System• Implementing monthly financial analysis with Departments to improve business processes• Earn GFOA Certificate of Achievement for Excellence in Financial Reporting Award (20th time)



FY18 Spotlight

Strategy	Key Deliverable Update
<p>Ensure continued financial stability and accountability through sound financial management, budgeting and reporting</p>	<ul style="list-style-type: none">• Earn GFOA Distinguished Budget Presentation Award (24th time)• Creation of CIP Reporting Tool• Revamped “Chime-In” for improved Citizen engagement during Budget Process  



FY18 Spotlight

Strategy

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



Key Deliverable Update

- Enhance Virtual Information Officer “Ask Laura”
 - a) Increase knowledgebase of responses
 - b) Add Purchasing Training Videos
 - c) User Input learning platform
- Increase local spend by 10%
- Publish revised Procurement Policy and update Procurement Manual

FY18 Spotlight

Strategy	Key Deliverable Update
Support transparent and inclusive government	<ul style="list-style-type: none">• Goal team reporting• Budget process - “Chime In”• Internal Audit Office - Quarterly meeting with Financial Oversight and Audit Committee (FOAC)
Maximize City Clerk's efficiency and enhance customer experience through technology	Additional Online Services <ul style="list-style-type: none">• E-Filing of Lobbyist reporting• E-Filing of Annual Financial Disclosures



FY18 Spotlight

Strategy



Enhance the quality of decision making with legal representation and support



Key Deliverable Update

- Expanded Reporting to Council and City Manager
- Continued to host interns through UTEP's Law School Preparation Institute.
- Enhanced legal review for efficient process of release of liens.
- Provided legal memorandum to City departments summarizing legislature enacted at the 85th Texas Legislative Session which impacted the City departments.

FY18 Spotlight

Strategy	Key Deliverable Update
<p data-bbox="129 472 1080 743">Maintain systems integrity, compliance, and business continuity</p> <div data-bbox="349 772 970 976"></div> <div data-bbox="349 993 970 1272"></div>	<p data-bbox="1233 465 1964 522">Accela upgrade to version 8</p> <ul data-bbox="1360 539 2270 772" style="list-style-type: none">• New User Interface, more user-friendly• Improved Ad-hoc reporting capabilities• Performance improvements• Additional Browser compatibility <p data-bbox="1233 858 2372 915">PeopleSoft Billing and Accounts Receivable</p> <ul data-bbox="1360 932 2244 1229" style="list-style-type: none">• Engagement of Third Party Consultant• Review of functionality• Provide solutions to existing concerns• More efficient processes• Historical data corrections



Key Opportunities/Challenges

- Enhancing affordable recruitment opportunities
- Long-term compensation strategy
- Capability for electronic submittal of all procurement methods
- Develop “Ask Laura” 2.0 for entire city website
- Limitations with agenda software technology and equipment





2018 GOAL TEAM REPORT

GOAL 6

Set the Standard for Sound Governance and
Fiscal Management

