

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

DEPARTMENT: City Manager's Office

AGENDA DATE: May 31, 2016

CONTACT PERSON NAME AND PHONE NUMBER: Chief Performance Officer, Nancy Bartlett, (915) 212-1064

DISTRICT(S) AFFECTED: All Districts

SUBJECT:

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

Goal 6 Team (Sound Governance and Fiscal Management)
City Manager's Office, Nancy Bartlett, 915-212-1064
City Manager's Office, Mark Sutter, 915-212-1063

Goal 5 Team (Transparent and Consistent Communication)
City Manager's Office, Juliet Lozano, 915-212-1075

BACKGROUND / DISCUSSION:

Goal team reporting is a continuing effort to ensure departments maintain a shared focus on achieving strategic objectives and provides an opportunity to share the progress made toward the eight goals as outlined in the Strategic Plan and adopted by the City Council on December 16, 2014. These presentations will highlight team accomplishments and the status of key deliverables for the current fiscal year for Goal 6 (Set the Standard for Sound Governance and Fiscal Management) and Goal 5 (Promote Transparent and Consistent Communication among All Members of the Community).

PRIOR COUNCIL ACTION:

N/A

AMOUNT AND SOURCE OF FUNDING:

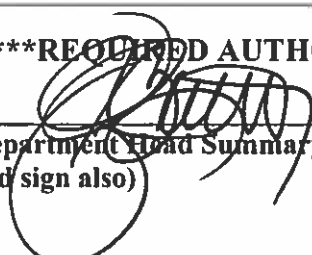
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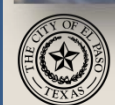
BOARD / COMMISSION ACTION:

Enter appropriate comments or N/A

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

DEPARTMENT HEAD:


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





Goal 6: Set the Standard for Sound Governance and Fiscal Management

Presented by:
Nancy Bartlett / Dr. Mark Sutter

Strategic Plan Update

May 31, 2016



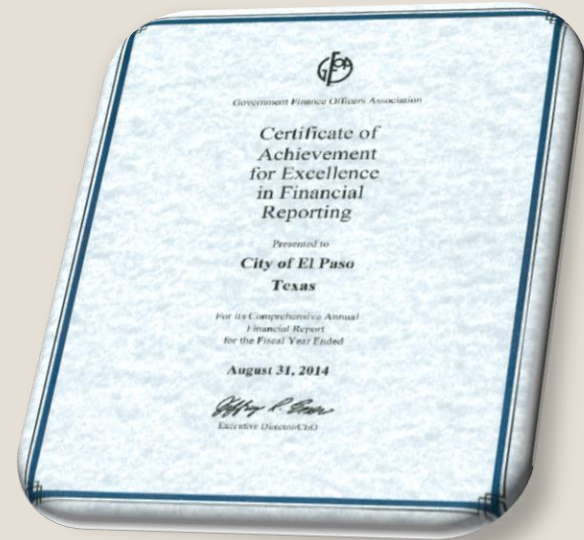
Goal 6 Sound Governance



- City Attorney
- City Manager
- Human Resources
- Information Technology
- Municipal Clerk & Municipal Court
- Office of Management and Budget
- Office of the Comptroller
- Purchasing & Strategic Sourcing
- Streets and Maintenance
- Tax

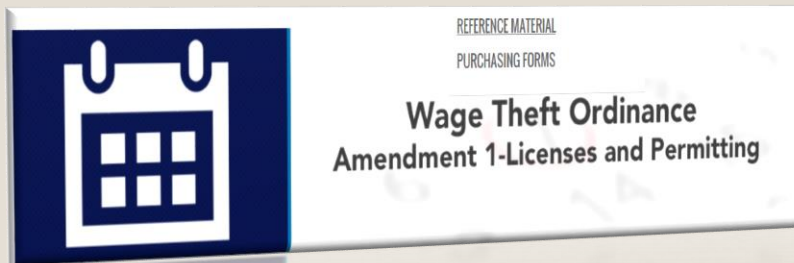
Current Year Results

- FY2016 GFOA Distinguished Budget Presentation Award (22nd time)
- GFOA Certificate of Achievement for Excellence in Financial Reporting (FY14) in August 2015 (17th year)
- Conducted November 3, 2015 Special Election and May 7, 2016 Special Election, District 2
- Completed training for all departments using agenda software (SIRE)



Current Year Results

- Issued 2015 property tax statements complying with Senate Bill #1 increasing residential homestead exemption
 - Partnered with ESD adding delinquent City liens resulting in collections of \$116,708

[illegible]

- Adopted and implemented the Wage Theft Ordinance

Current Year Results

- Processed 4,235 open records requests through April FY16 in accordance with the Texas Public Information Act
- Refined ORR process:
 - Yellow Belt Lean Sigma Six Project
 - All Legal staff trained on Texas Public Information Act on site by Texas Attorney General staff
 - Upgraded WebQA software system to process more efficiently
 - Augmented staff dedicated to processing requests



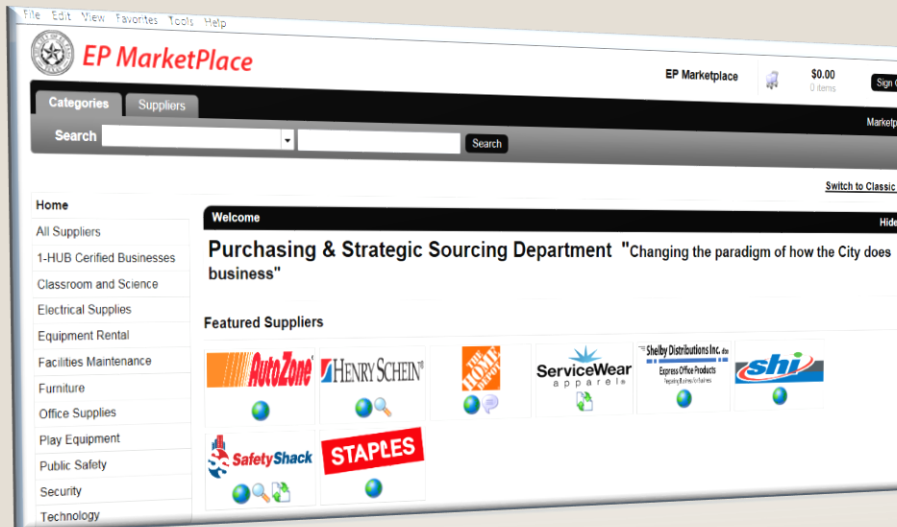
Current Year Results

- Provided legal advice and transactional work for Design-Build alternative procurement construction method
- Settled El Paso Electric rate case in terms favorable to City
- Assisted City's Application for Defense Economic Adjust Assistance Grant (DEAAG)
 - \$2M award for partnership with Enviro Water Minerals Company to convert waste concentrate to drinkable water



Current Year Results

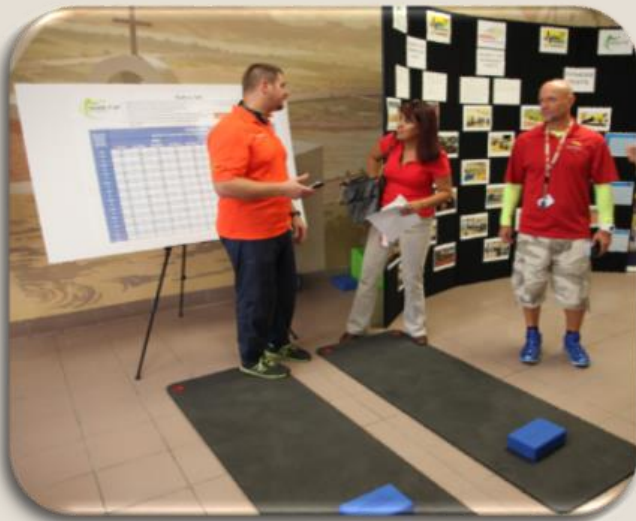
- Established Grant Steering Committee
 - monthly meeting to improve and standardize financial/program compliance
- Implemented monthly Financial Statement reviews as of February 2016
- Reduced printing costs, check stock and employee hours through Automatic Clearing Housing (ACH) for all City vendor payments
 - estimated annual savings of \$16,457 and 255 staff hours



- Increased number of vendors from 37 to 41 in EPMarketplace
 - YTD \$503,119.49 processed

Current Year Results

- Avoided monthly \$29,755 Medicare Retiree Rx Plan cost effective 03/01/2016 through RFP process
- Immediate savings of \$4,800 by hiring Sr. Safety Specialist in FY2016 who conducted Certified Forklift Training for 60 employees
- Launched *Shape it Up!* - 370 employees currently receiving incentive
- Re-implemented Supervisory Academy, May 2016



Goal 6 – Key Performance Indicators

Key Performance Indicators	2013 Actual	2014 Actual	2015 Actual	FY2016 Thru Q2	Annual Target
% employees completing required training (rolling three years)	32% SHP 69% Ethics	29% SHP 74% Ethics	47% SHP 89% Ethics	88% SHP 71% Ethics	50%
% of executive and professional vacant positions filled by internal candidates	84%	70%	65.59%	69.23%	70%
Change in % workers comp. claims as compared with prior FY	15.36%	-4.05%	-6%	18.6%	-5%



Key Deliverables Update



Strategy: Recruit and Retain a Skilled and Diverse Workforce

Objective (Action Plan)

Status

Develop and implement phase two of workforce plan for all City departments

100% of departments completed initial workforce planning documents

Deploy NEW on-line training for mandatory courses

Researching market and product of potential vendors

Deploy NEW training courses aligned with Strategic Plan & Mission and Values

- Great Customer Service!
- Critical Thinking Training
- Team Building
- Redesigned New Employee Orientation

Key Deliverables Update

Strategy: Implement Employee Benefits and Services that Promote Financial Security

Objective (Action Plan)	Status
Broaden Wellness Committee membership	Increased department representation; currently 25 members from various departments
Implementation of Shape It Up! Health and fitness program	• City Hall H2U Clinic opened and performed 187 biometric screenings • Wellness Day Off for employees who earn 200 Wellness Points • Biometric Incentive now on monthly basis versus two submission periods



**REGISTER FOR YOUR
FITNESS TEST TODAY!**



Key Deliverables Update

Strategy: *Deliver Services Timely and Efficiently with Focus on Continual Improvement*

Objective (Action Plan)	Status
Completion of 26 LSS projects	• Reduce Zoning Case Process & Initial Inspection Time • Landline Telephone & Internet Cost Reduction • Increase fines and fees collected within 30 days from conviction • Reduce overpayment of property tax refunds • Streets & Maintenance reduction in overtime

Savings: \$632,596 Cost Avoidance: \$846,982 Hours Saved: 2,415



Key Deliverables Update

To-date results

Savings: \$632,596

Cost Avoidance: \$1,283,935

Hours Saved: 30,475



WOW!!



Goal 6 – Key Performance Indicators

Key Performance Indicators	2013 Actual	2014 Actual	2015 Actual	FY2016 Thru Q2	Annual Target
% of financial reports submitted by 15 th working day of month	25%	50%	50%	75%	85%
% Variance of quarterly GF actual revenue projections as compared to adopted budget	-0.91%	-3.03%	+0.6%	-0.46%	+/-0.5%
% Variance of quarterly GF actual expenditure projections as compared to adopted budget	-0.43%	-1.02%	-2.17%	-0.01%	-1 to 0%



Goal 6 – Key Performance Indicators

Key Performance Indicators	2013 Actual	2014 Actual	2015 Actual	FY2016 Thru Q2	Annual Target
% of PD vehicles and equipment operational and available	N/A	N/A	79%	81%	85%
% of ESD's ASLs vehicles and equipment operational and available	N/A	N/A	82%	80%	80%



Goal 6 – Key Performance Indicators

Key Performance Indicators	2013 Actual	2014 Actual	2015 Actual	FY2016 Thru Q2	Annual Target
% of routine legal documents prepared within 10 working days	90%	90%	88%	99%	90%
% of initial responses to claims prepared within 10 working days	80%	98%	99%	99%	90%
% of complaints for prosecution prepared within 10 working days	87%	80%	84%	84%	90%



Key Deliverables Update

Strategy: Implement Leading-Edge Practices for Achieving Quality and Performance Excellence

Objective (Action Plan)	Status
Implement best practices: • Business Preparedness and Continuity Guidelines • Inflationary Indices in Budgeting • Long-Term Financial Planning (LTFP) <i>Multi Year Financial Outlook</i>	• Continuity of Operations Plan (COOP) completed • LTFP completed; Excel Based, Interactive Dashboard (Scenario Manager) enables “what-if” analyses in real time
GFOA Certificate of Achievement for Excellence in Financial Reporting FY15	• Submitted application for FY15 award
Establish Grants Division to consolidate grant accounting across all departments	• Team members identified • Planning complete for relocation to Comptrollers’ Office



Key Deliverables Update

Strategy: *Ensure Continued Financial Stability and Accountability Through Sound Financial Management, Budgeting and Reporting*

Objective

(Action Plan)

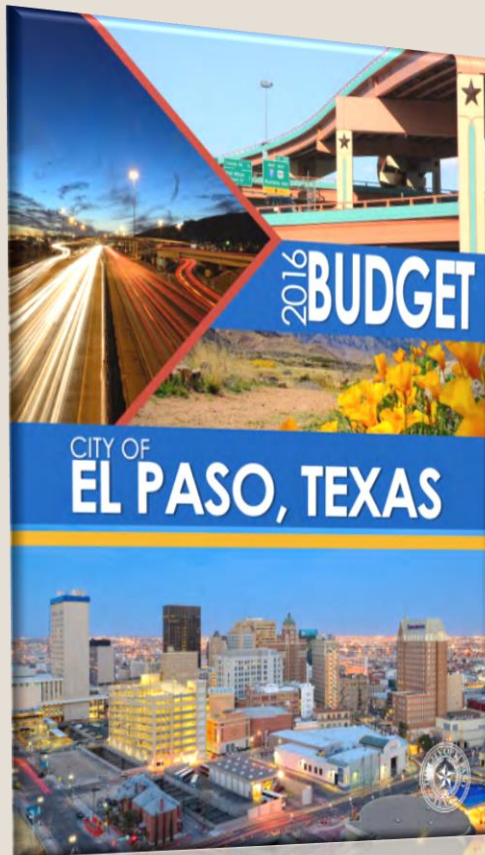
Status

Provide timely and accurate reporting

- Issued RFP for Cloud Based Reporting Software
- Issued RFQ for A-87 & Full Cost analysis for indirect Costs

Enhance automated reporting processes

- Implemented lockbox for Housing and Urban Development (HUD) Loans
- Redesigned Budget Reports including Adjusted Budget, Appropriation Level and Fund level; Reduced time to run reports by 66%



Key Deliverables Update

Strategy: *Deliver Effective & Efficient Processes to Maximize Value in Obtaining Goods and Services*

Objective (Action Plan)	Status
Meet target cycle time for delivery of goods & services procurement	74.12 average # of days for low Bid (Target 60 days) 67.75 average # of days for best value (Target 67 days)
Conduct Vendor EXPO & 12 other informational workshops focused on “How to Do Business with the City”	Conducted Vendor Expo October 2015, 308 participants including vendors & governmental agencies
Launch NEW Virtual Information Office	Completed development of specifications



Key Deliverables Update

Strategy: Enhance the Quality of Decision Making with Legal Representation and Support

Objective (Action Plan)	Status
Contain costs of litigation and claims against the City	Working with risk management to minimize risk of loss. <i>Negotiations with Texas Municipal League on vehicle liability.</i>
Maximize collections for losses suffered by the City	- YTD Collection Amount: \$155,609.97 - YTD Worker's Compensation Subrogation Collection : \$85,054.18
Train & develop municipal law expertise 	Legal training seminars: - Riley Fletcher Municipal Law Seminar - International Municipal Lawyers Association Municipal Distance Learning Program - Texas Municipal Courts Education Center Prosecutors Conference - UT Law- Land Use Fundamentals - Texas Municipal League Economic Development Conference - Public Improvement Districts Round Table

Key Deliverables Update

Strategy: *Provide Efficient and Effective Services to Taxpayers*

Objective (Action Plan)	Status
Develop training materials	50% Complete (Target – June 2016)
Enhance Public information bulletin board on website	Go Live May 2015 – Updated monthly
Implement NEW in-house lockbox system	Postponed to FY17
Expand customer usage of website Portfolio services	Trained 85% of eligible companies



IMPORTANT TO KNOW

Delinquent property tax penalties they were caused by a very few and allowed by Texas Property Tax Code Sec. 31.09 (available in Q & A #13 on the "FAQ's page") penalty waiver unless the re a scenario descr



REFUNDS? WHERE?

You may research if you may be due a refund by visiting the "Top Services" page of this site (Texas Property Tax Code Sec. 31.11 and 31.111)

Key Deliverables Update

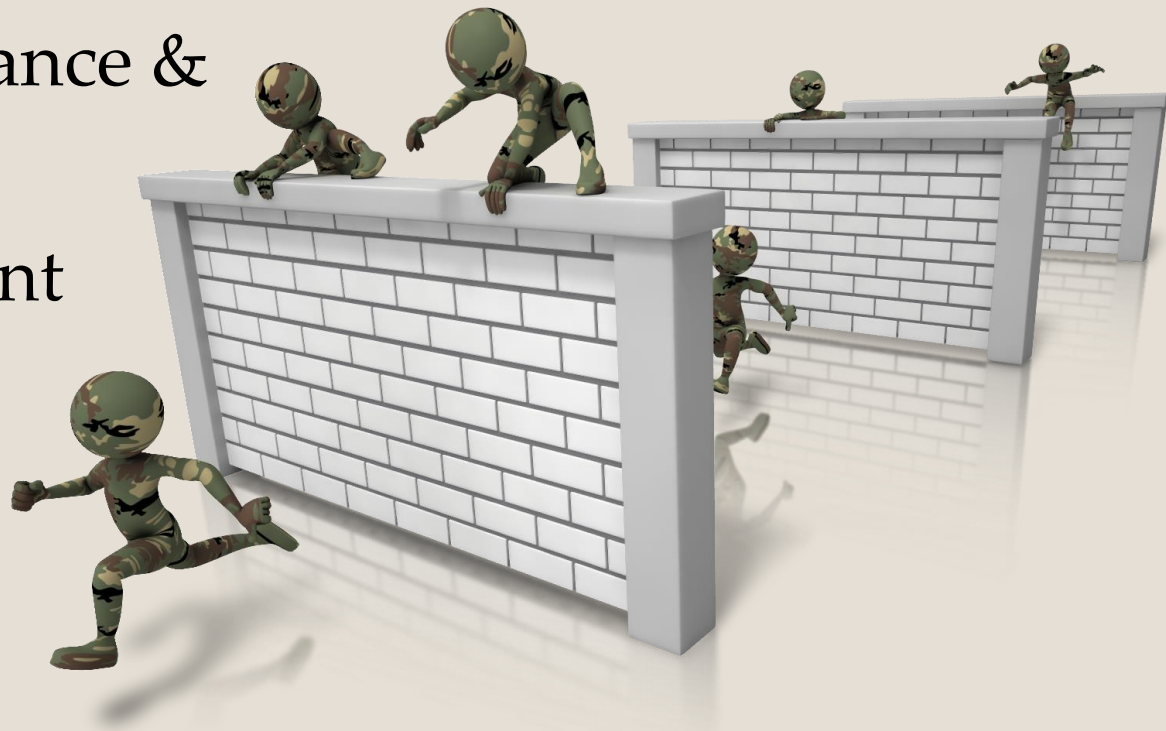
Strategy: Maintain City Fleet to Ensure Safe and Reliable Vehicles and Equipment

Objective (Action Plan)	Status
Develop Vehicle Replacement Program & funding	Completed initial draft for consistent funding plan review on 02/26/16
Initiate assessment of vehicle to technician ratio per vehicle type	Purchase Order issued on 02/10/16 for research team to collect data , perform interviews and surveys
Complete Phase Two of Fuel Pumps, installation of transmitters for automated fueling	Process led to agreement to complete installation & repair of 2,000 automated fuel transmitters initiated on 01/19/16



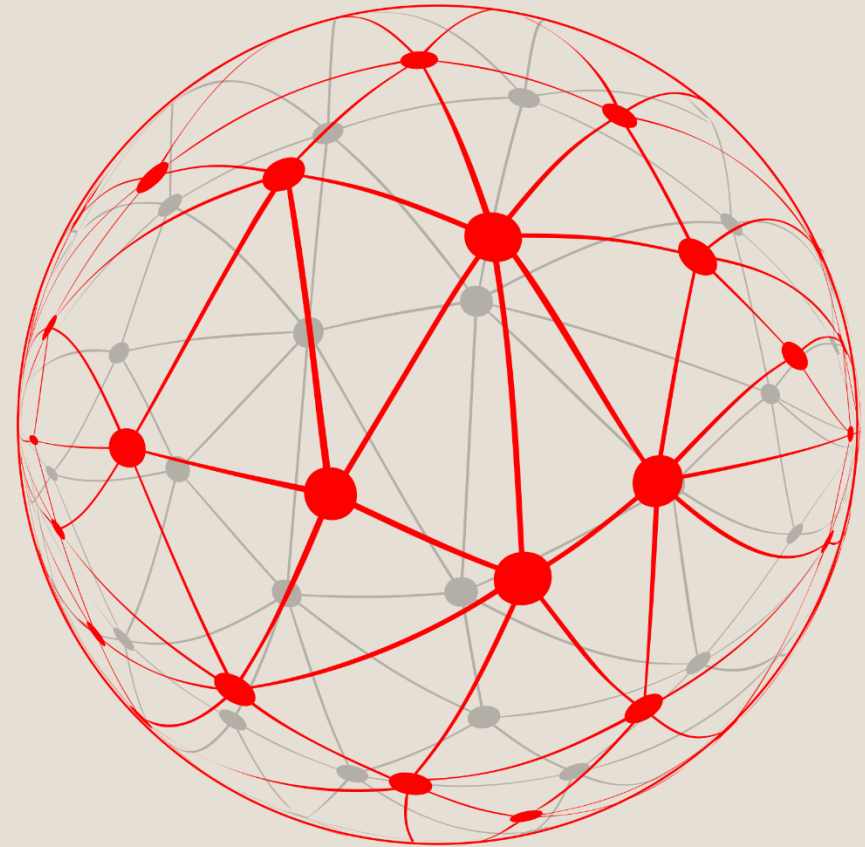
Opportunities/Challenges

- Reduce monthly reporting from 15 to 10 working days through software automation & process improvement
- Deferred maintenance & new facilities
- Vehicle replacement planning



Opportunities/Challenges

- Cybersecurity
- Long-term compensation planning
- Capability for electronic submittal of all procurement methods
- Contract compliance (citywide)



Continual focus...

Additional insights?

