

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

DEPARTMENT: Human Resources/ City Manager's Office

AGENDA DATE: November 28, 2017

CONTACT PERSON NAME AND PHONE NUMBER: Claudia Lujan, 915-212-1241

DISTRICT(S) AFFECTED: All

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

SUBJECT:

Management Report

BACKGROUND / DISCUSSION:

Update on Employee Programs and Initiatives

PRIOR COUNCIL ACTION:

AMOUNT AND SOURCE OF FUNDING:

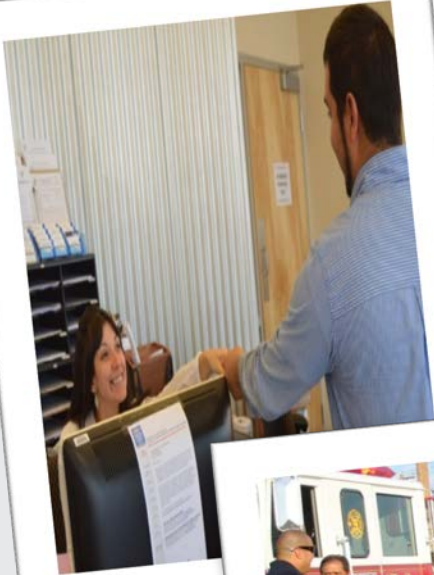
*****REQUIRED AUTHORIZATION*****

DEPARTMENT HEAD:

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



City of *El Paso* Operational Briefing: *Workforce Focus*





Our Culture



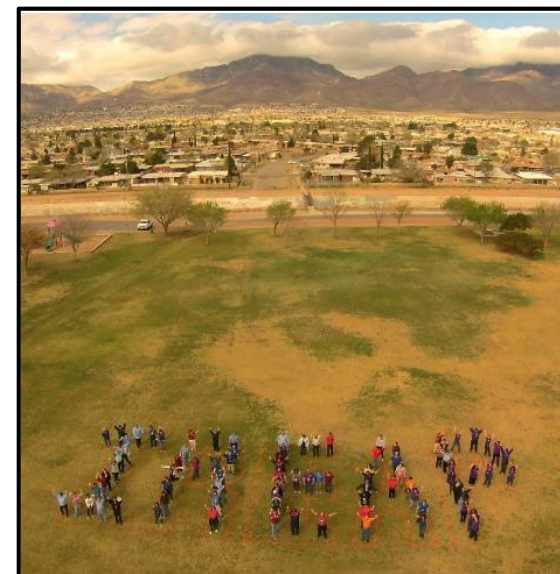
- Team-oriented
- Results-driven
- Organizational learning valued
- Mission-centered:

Delivering outstanding services



Engaging Workforce in *Mission, Vision & Values*

- Constant messaging
- Embedded in operations
- Recognition programs

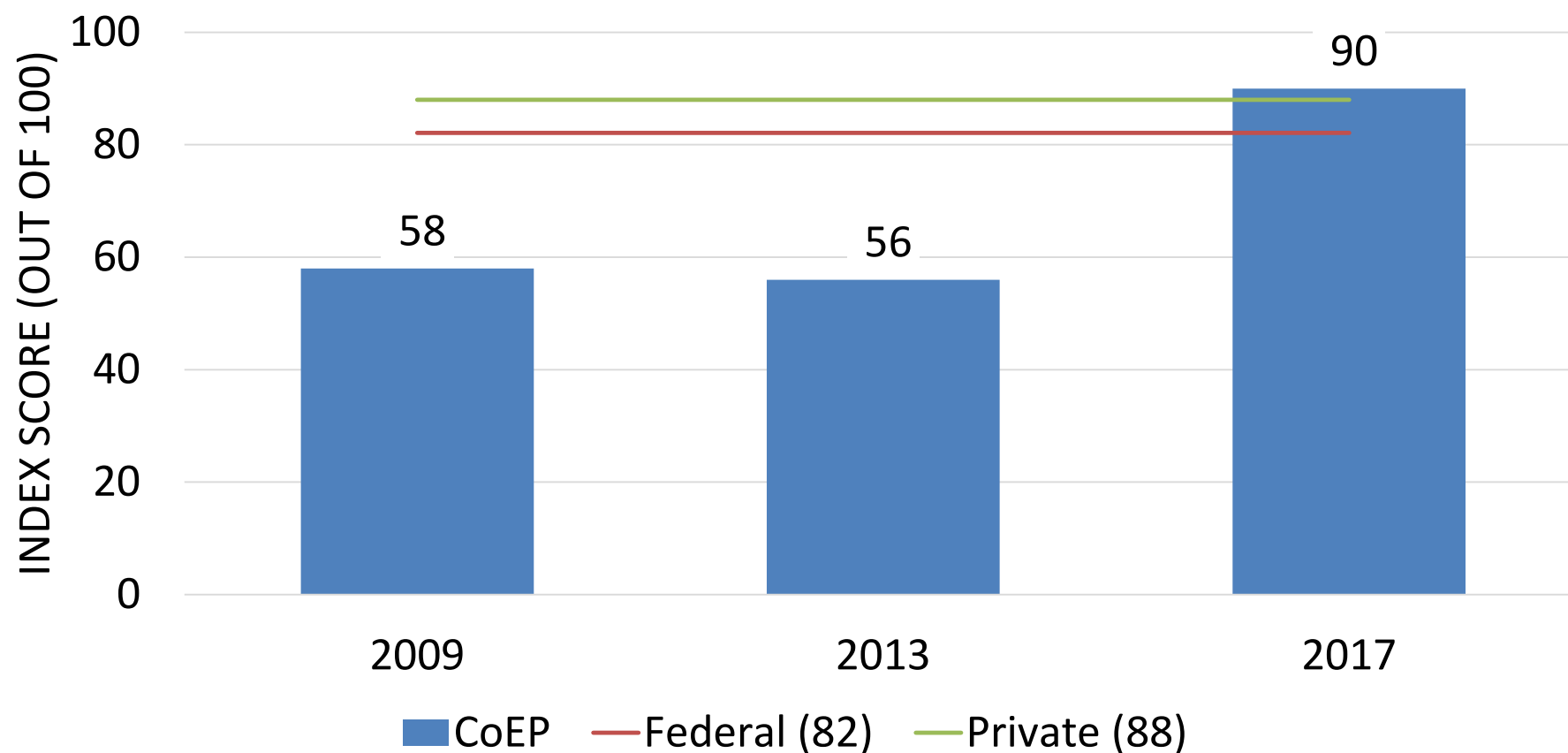


MY.ELPASOTEXAS.GOV
WORK · LEARN · CONNECT



Key Engagement/Satisfaction Indicator

I understand how my work contributes to the City



"Delivering Outstanding Services"



Workforce Profile

- **6,195** total employees; 14% are exempt (salaried) and 86% are nonexempt (hourly)
- **2,254** employees covered under two collective bargaining units: Uniform Police and Fire
- Average age of workforce both uniform and civilian is **43**
- City attracts employees at various stages of career- all committed to public service and better community outcomes



Everything from **A**nimals to **Z**oning

- Law enforcement
- Fire protection and EMS
- Refuse collection
- Street maintenance
- Traffic maintenance
- Parks and libraries
- Recreational and cultural programming
- Capital Improvements

27 departments
Over 200 services



Building capability and capacity

- Developing leaders at all levels
 - Revamped New Employee Orientation (NEO)
 - Strategic Briefing Reviews
 - Learning and development system
 - Cross-functional teams, including:
 - Lean Six Sigma Program
 - Goal Teams
 - Customer Service Committee



LSS Organizational Reach

Lean Six Sigma (LSS) Training & Project Reach				
	Green Belt Training	Yellow Belt	Sponsor/Champion Training	LSS Projects
Airport		x	x	x
Animal Services	x	x	x	x
City Attorney			x	x
City Manager	x		x	x
Community & Human Development	x	x	x	x
Capital Improvement Department	x	x	x	x
Economic Development	x	x	x	
Environmental Services	x	x	x	x
Fire	x	x	x	x
Human Resources	x	x	x	x
Information Technology	x	x	x	x
International Bridges	x	x	x	x
Internal Audit	x		x	x
Library	x		x	
Mass Transit	x		x	
Municipal Clerk & Municipal Court	x	x	x	x
Museums & Cultural Affairs	x		x	x
Office of the Comptroller		x	x	x
Parks & Recreation	x	x	x	x
Planning & Inspections		x	x	x
Police	x		x	x
Public Health	x	x	x	x
Purchasing	x	x	x	x
Streets & Maintenance	x		x	x
Tax	x		x	x
Zoo		x	x	
City Wide Projects				x

- LSS Green belts are leading projects across the City
- 46 Green Belts have completed training
- 75 Yellow Belts have completed training
- 340+ employees engaged



Employee Spotlight: *Customer Service Committee*

- Training
- Pledge & Standards
- Video series





Strategic Investment

- 20** IN 2020 Adding 300 additional police officers over next 10 years
- Staffing plans aligned with new Quality of Life Facilities
 - Comprehensive Compensation Study underway
 - Position Review Committee
 - One-time lump sum or % increase in each of last 3 years
 - Final year of three year plan to get all part-time employees to \$10 per hour
 - Increase in key operational areas (grants, audit, legal, contract compliance, CID)



Learning & Development System



- Training catalog with refreshed categories
- **128%** increase in professional development training (*FY15 baseline*)
- Continued growth in Tuition Assistance Program
- Refuse Operator Achieving Driving Success (ROADS) Academy
 - Steady decrease in auto claims paid

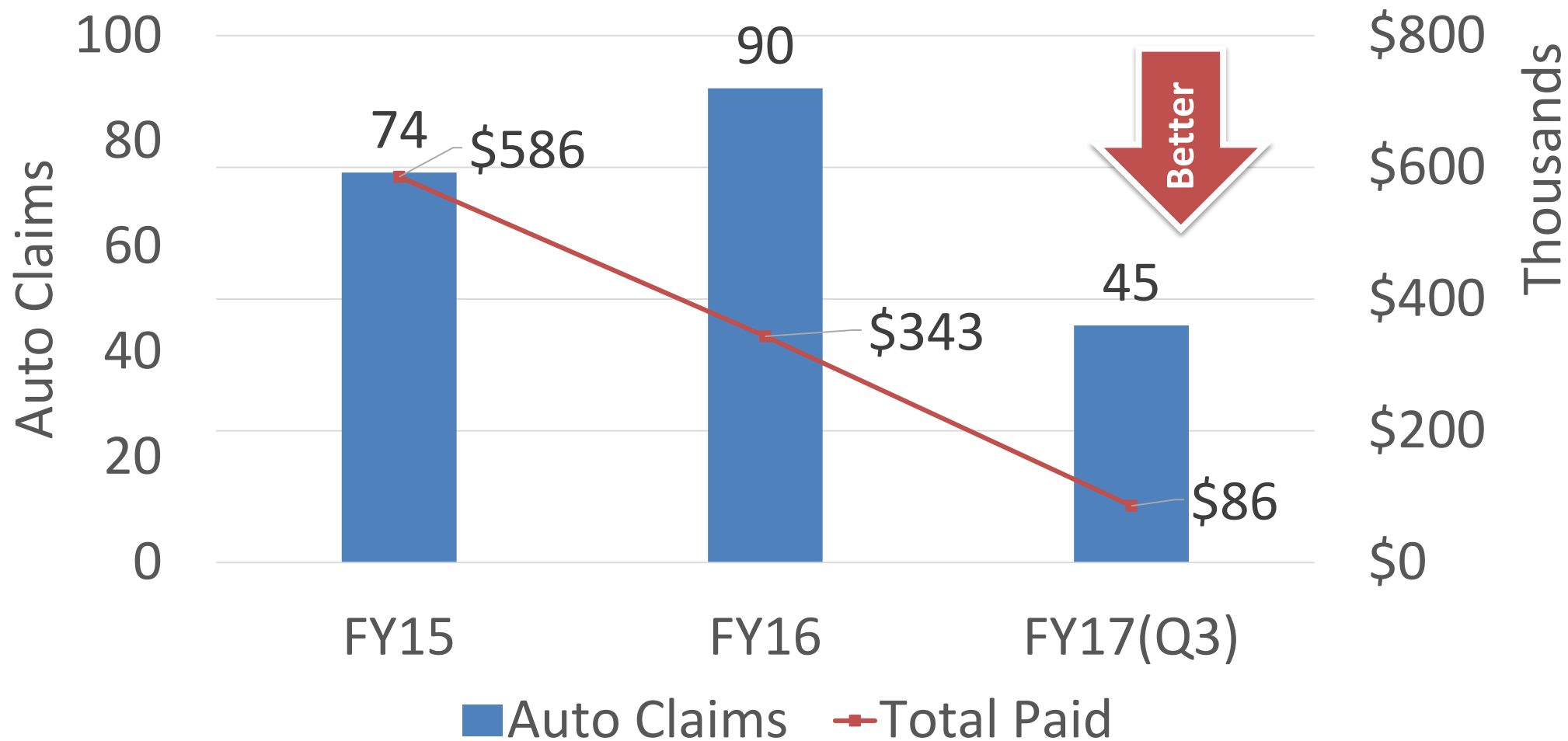


Training Categories

Category	Focus
Employee Lifestyle	Personal growth, self-help classes and wellness support
Work Compliance	Leave management & benefits, mandatory trainings and safety
Workforce Development	Understanding city operations e.g., budgeting, contract administration, presentation skills
Workforce Productivity	Business productivity and supervisory/leadership competencies

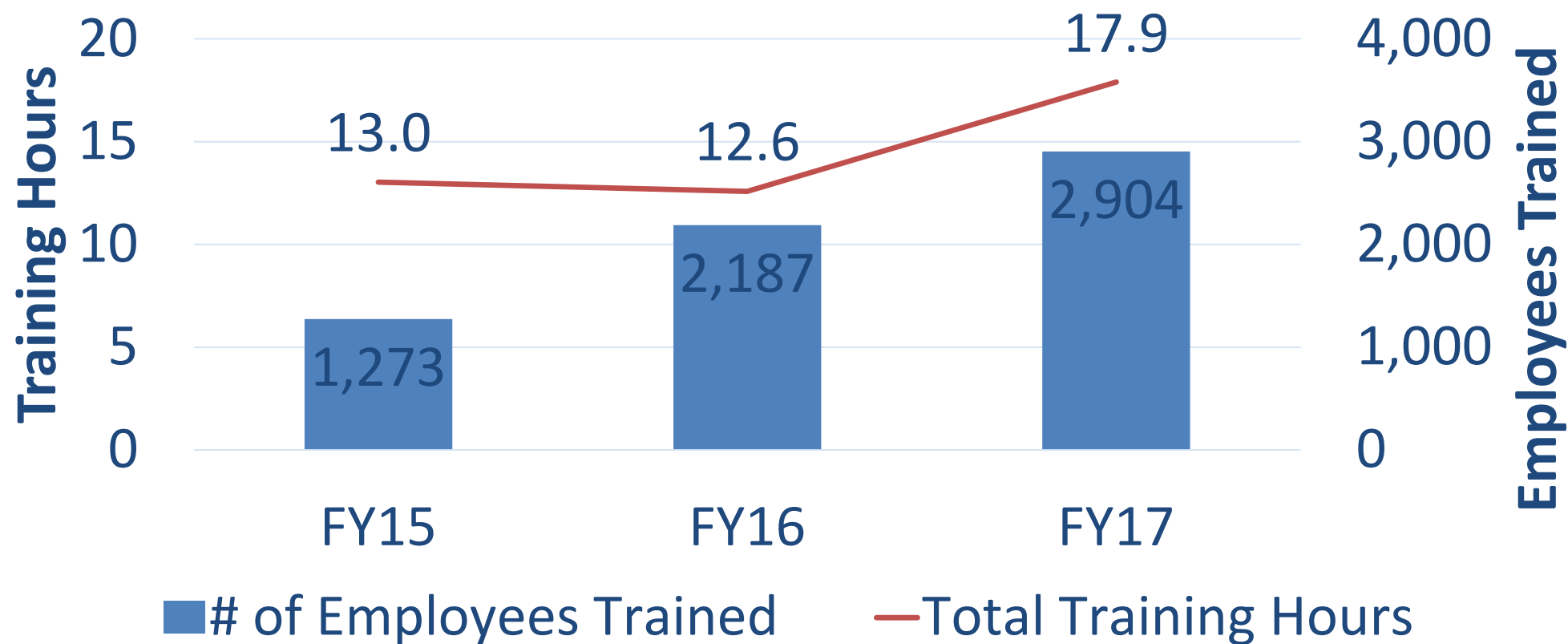


Reduction in Auto Claims



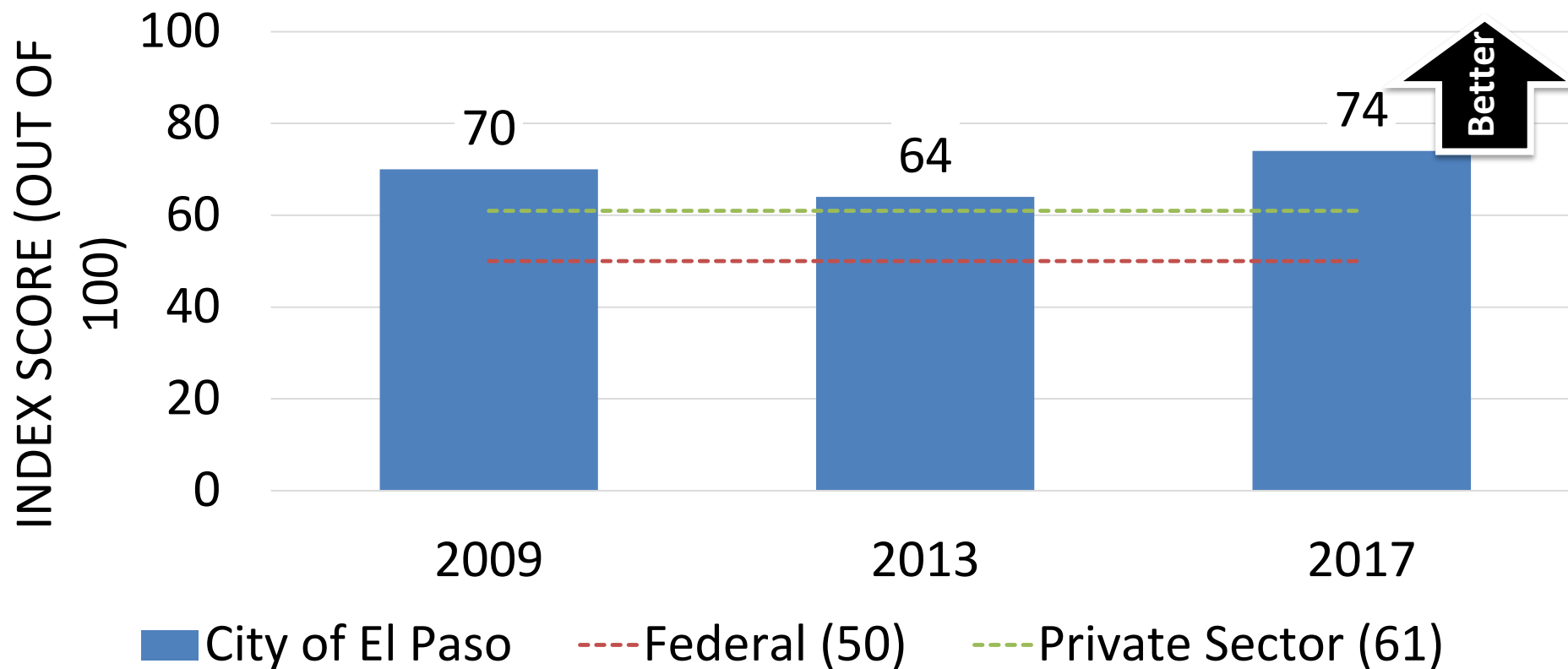


Training is Trending...





Quality of Training Provided



*Satisfaction **exceeds** federal and private sector benchmarks*

"Delivering Outstanding Services"



Key Benefits

- In addition to promotional opportunities, and family-friendly policies- employees offered:
 - ✓ Retirement benefits
 - ✓ 457 Deferred Comp
 - ✓ Medical/Vision/Dental/Life insurance for both employee and spouse/domestic partner and family
 - ✓ Paid leave (sick/vacation/personal time)
 - ✓ Tuition reimbursement, including continuing education courses
 - ✓ Three wellness centers and gym expense reimbursement
 - ✓ Employee Assistance Program (EAP) for counseling and referral
 - ✓ Free bus rides for all City employees
 - ✓ U-Matter! recognition program
 - ✓ Shape It Up! Wellness incentive program
 - ✓ Forward Drop Program (public safety pension)





Focus on Wellness

- **67%** increase in Shape it Up! Biometric incentive program
- Wellness Program participation is up from **6% to 13.3%**
- Adult Preventive visits are up from **9% to 19%**
- Sick Leave Pay is down by **8%**
- Lifestyle training courses offered





Recognizing Initiative & Excellence

Quality Improvement through Reward

Incentive Pay	3% increase to compensate employees for relevant certifications
Service Pay	Increases for time with the City 1.5% @ 5 yrs., 2% @10 yrs., 2% @ 15 yrs., 2.5% every 5 yrs. thereafter
Wellness Day	Vacation for achieved wellness points
Reward and Recognition	
Perfect Attendance	\$50 award for 6 month perfect attendance
U-Matter Award	Up to \$100 award for innovative contribution
LSS Award	Up \$100 award for completion of LSS project
Departmental Award	Examples include: Fire Department's Medal Day Ceremony,, Sun Metro's Customer Service Recognition Award, Environmental Services Employee of the Month Award





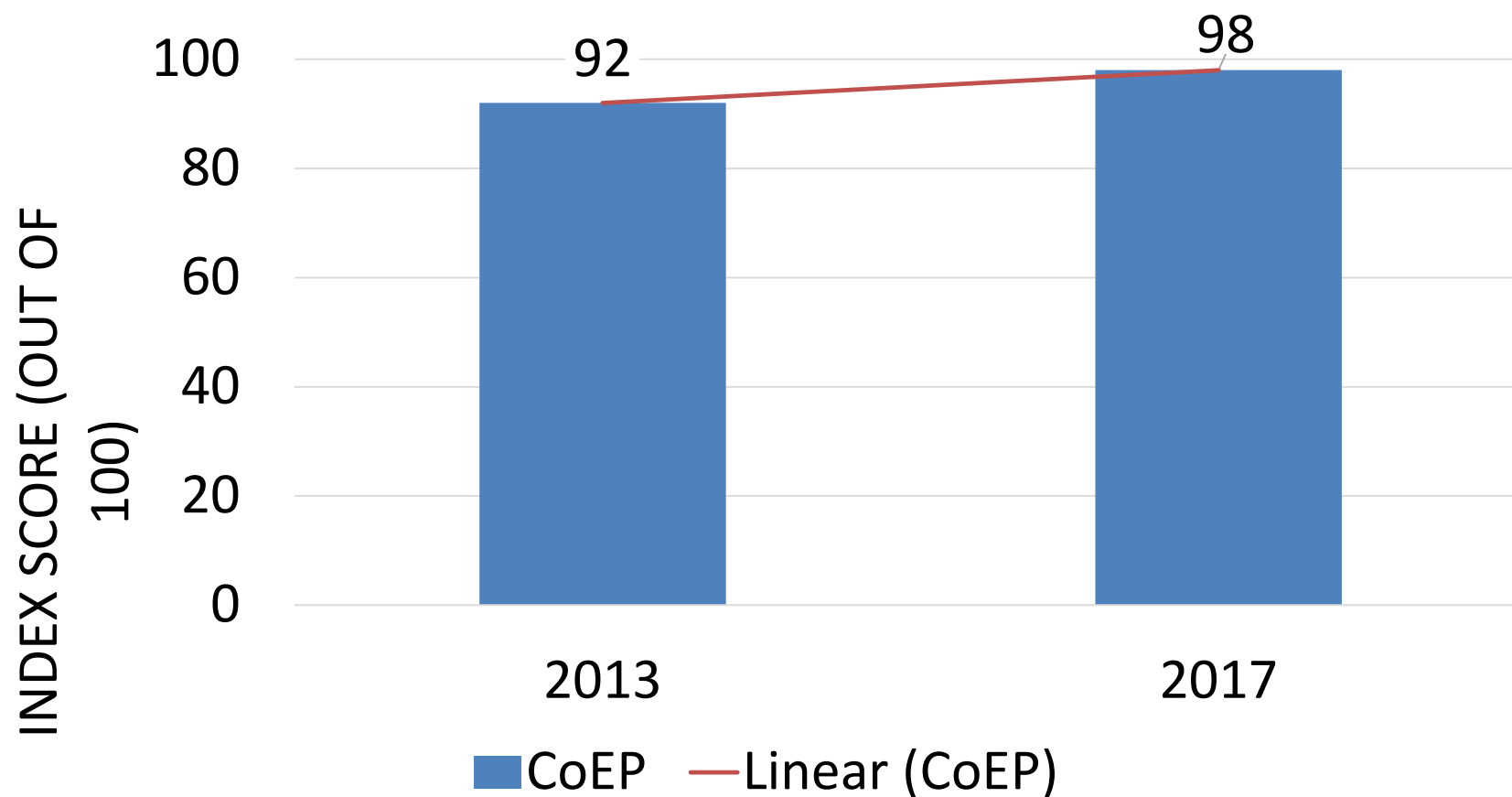
Empowering Employees

- ELIMINATE unnecessary work/tasks
- DEVELOP meaningful training
- EXECUTE professional development plans
- PROVIDE tools and resources



Key Engagement/Satisfaction Indicators

Overall, I am satisfied working with the City of El Paso

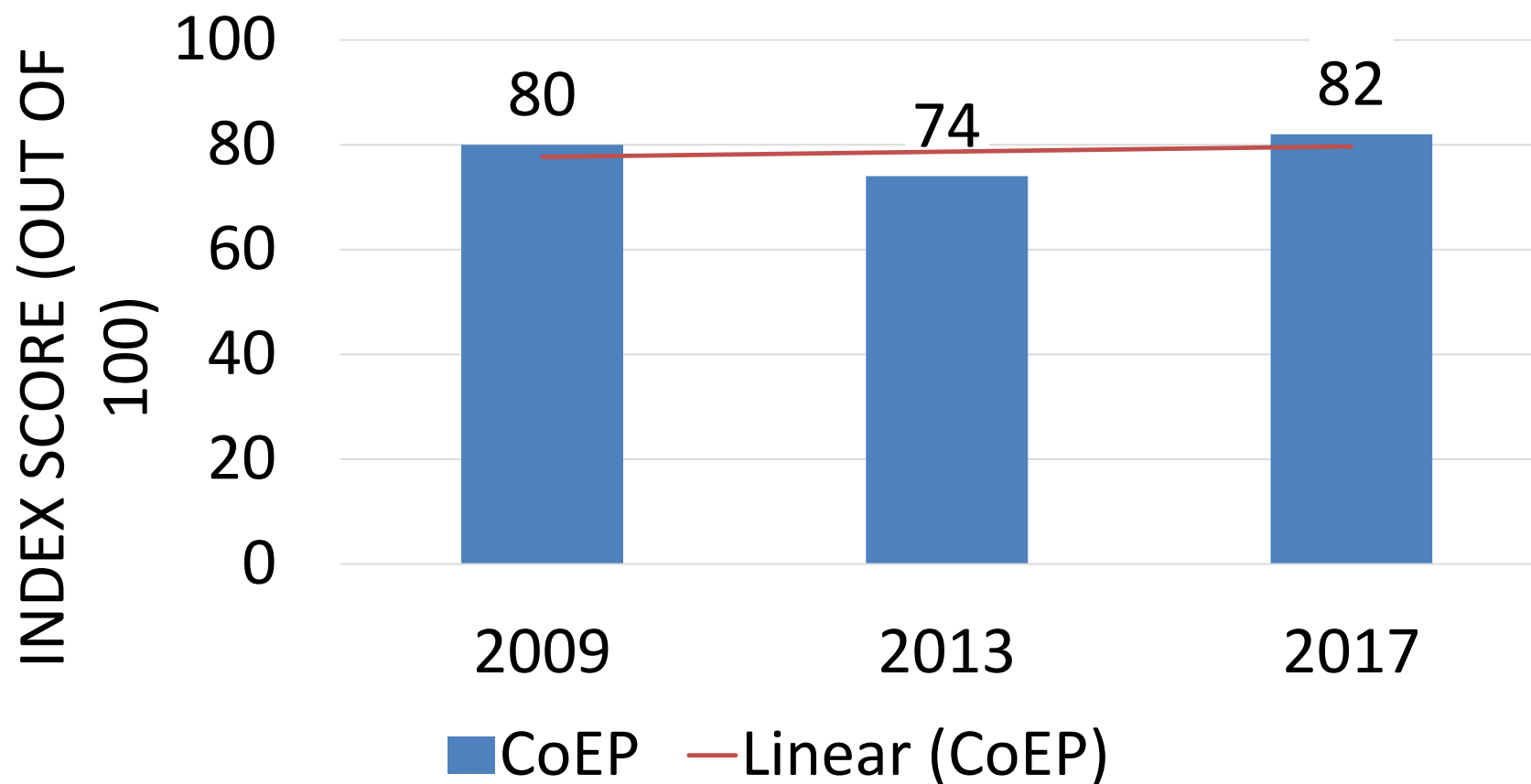


"Delivering Outstanding Services"



Key Engagement/Satisfaction Indicators

I would recommend working at the City





Year	Award/Recognition	Award Organization
2015	Best Run Cities	WalletHub
2015	Foreign Trade Zone	US FTZ Board
2015	National Tourism Quality Performance	Resonance Report
2015	Community Leadership Award	President's Council on Fitness Sports & Nutrition
2016	Best Places for Veterans to Live	WalletHub
2016	Best Cities for Raising a Family	Move.org
2016	Top 20 Metro Areas to start a business	CNBC
2016	20 Best Places to Live in the US for Quality of Life	US News & World Report
2016	The Best Cities for Parks	Livability.com
2016	Lowest Violent Crime Rate (Population>500,000)	FBI Crime Statistics
2017	Best Cities Large Cities for Families	Apartment List
2017	Best Places to Live in the United States	US News
2017	Best Airport by Region	Airports Council International
2017	Top Ranked Smartly Resourced City	Governing & Living Cities
2017	Best Places to Live in the US for Quality of Life	US News & World Report
2017	Best Run City in Texas	WalletHub
2017	2nd Fastest Employment Rate in Texas	Texas A&M Real Estate Center
2017	2nd Safest Metro Cities in America	safewise.com (used FBI data)
2017	Innovator of the Year for EP Marketplace	ProcureCon EPIC Award
2017	Best US Places to Retire	US News & World Report



EP on the Map