

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

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## Strategic Plan Update



June 15, 2015

# Goal 6 Sound Governance



# Goal 6 Team Members

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

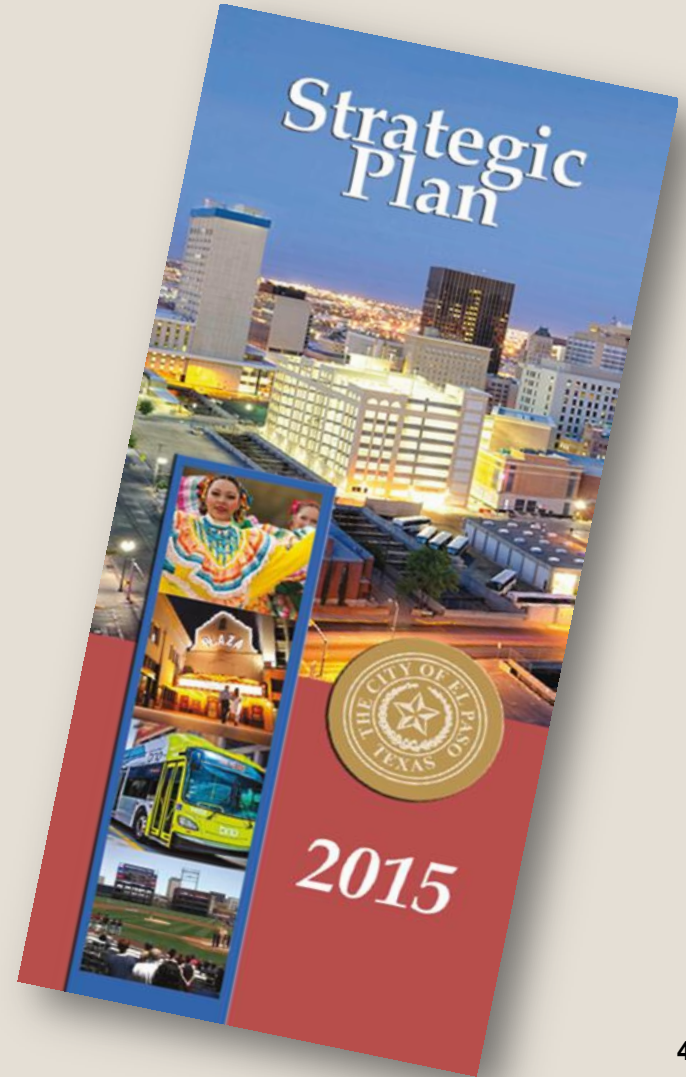


# Goal 6: Set the Standard for Sound Governance and Fiscal Management

FY 2015

## *Performance Update*

- 13 Strategies
- 23 Actions
- 10 Key Performance Indicators



# Current Year Results

## 1) Launched key organizational tools:

- Lean Six Sigma
- Mid-Year Operations Report
- Goal Teams

## 2) 100 employees trained

- Directors/mid-level managers to examine/affirm organizational core values

## 3) Internal Customer Feedback:

- 16 internal service surveys
- 950+ responses received to date



# Current Year Results


- *GFOA Distinguished Budget Presentation Award FY15, for 20<sup>th</sup> time!!*
- *Texas Comptroller Platinum Leadership Circle Award FY15 for transparent reporting*
- *FY14 Comprehensive Annual Financial Report submitted to GFOA for Certificate of Achievement for Excellence in Financial Reporting*



# Current Year Results

- Implemented “Budget Week”
  - 1,700 + staff hours saved
  - reduced budget phase from 8 weeks to 5 weeks
- Implemented and refined **City Council streaming video** across all platforms
- Completed **agenda alignment** with strategic goals

SIRE Public Access

Agenda | Minutes 

CONSENT AGENDA - APPROVAL OF MINUTES:

1. **Goal 6: Set the Standard for Sound Governance and Fiscal Management**
  - 1.1. [Approval of Minutes for the Regular City Council Meeting of March 31, 2015, the Legislative Review Meeting of the Whole of March 30, 2015, and the Special City Council Meetings of March 30, 2015.](#)

Municipal Clerk, Richarda Duffy Momsen, (915) 212-0049
2. CONSENT AGENDA - REQUEST TO EXCUSE ABSENT CITY COUNCIL MEMBERS:

CONSENT AGENDA - RESOLUTIONS:
3. **Goal 2: Set the Standard for a Safe and Secure City**
  - 3.1. [That the City Council declares that the expenditure of District 5 discretionary funds in an amount not to exceed TWO THOUSAND AND NO/100 DOLLARS \(\\$2,000.00\) to pay towards the costs of conducting Safety Town at the Pebble Hills Regional Command, an annual safety educational program targeted for children who reside in the City of El Paso, and this expenditure serves the municipal purpose of providing age appropriate safety instruction to the residents of the City of El Paso, which benefits and instills community pride and safety awareness, and is authorized, and](#)

That the City Manager be authorized to accept donations for sponsorship of the event, to negotiate and sign contracts as approved by the City Attorney, and to appropriate and ensure that the funds are properly expended for the municipal purpose.

**District 5**  
Representative Michiel Noe, (915) 212-1020
4. **Goal 3: Promote the Visual Image of El Paso**



# Current Year Results

- Launched EP MarketPlace - provided training to **all departments**; **200 employees** participated
- **Two** HUB (Historically Underutilized Businesses) workshops promote HUB presence in EP MarketPlace

The screenshot displays the EP MarketPlace website. At the top, the logo "EP MarketPlace" is visible on the left, and user information "Tony Ramos" with a profile icon, "\$0.00" balance, and a "Sign Out" button are on the right. Below the header, there are navigation tabs for "Categories" and "Suppliers", and a search bar. The main content area features the text "Purchasing & Strategic Sourcing Department 'Changing the paradigm of how the City does business'" and a "Switch to Category" link. On the left side, a vertical list of categories includes: 1-HUB Certified Businesses, Classroom and Science, Electrical Supplies, Equipment Rental, Facilities Maintenance, Furniture, Office Supplies, Play Equipment, Public Safety, Technology, Vehicle Part and Fuel, and Z - Green Certification and Ecolabeling. The central "Suppliers" section is a grid of 24 supplier logos, including ASC, AmSan JANPAK, ANIDGER, APPLIED, BAZAAR UNIFORMS, BSH SPORTS, US Gaming, CDWG, CSR DISTRIBUTING, ExerPlay, Inc., FacilitiesConnection, Fisher Science Education, GRAINGER, GraybaR, HAWORTH, HODD, FACILITIES MAINTENANCE, HermanMiller, Hertz Equipment Rental, Insight PUBLIC SECTOR, Knoll, AUTO PARTS, Office DEPOT, Pencil Cup Office Products, Inc., Safeware, Shelby Distributions Inc., and SUN CITY PUBLIC SAFETY. The City of El Paso logo is in the bottom left corner.



# Goal 6 – Key Performance Indicators

Key Performance Indicators	SP Link	2013 Actual	2014 Actual	YTD	Target
% executive and professional vacant positions filled internally	6.1.2	84%	70%	62.43%	70%
Change in % of workers comp. claims as compared to prior FY	6.3.1	15.36%	-4.05%	-7%	-5%



# 6.1 Recruit and retain a skilled and diverse workforce

## 6.1.2 Sustain a strong pool of management leadership via formal succession planning

- Monitored and maintained active eligible list for key positions

## 6.1.3 Implement policies / practices to enhance ability to attract, retain, and reward top talent

- Active partnerships with Fort Bliss, UTEP, Texas Workforce Solutions and other institutions to attract top talent

Measure	YTD	Target
% executive / professional vacant positions filled internally	62.43%	70%
% probationary employees becoming permanent employees	93%	85%
% turnover rate	7%	10%



## 6.2 Implement employee benefits and services that promote financial security

### 6.2.1 Implement a comprehensive fitness program

#### “Shape it Up”:

- September 1, 2015
- Parks and Recreation, Human Resources, EPPD
- Monthly HR trainings and P&R Fitness courses
- Payroll processing in place
- Online fitness calculator in beta stage



Measure	YTD	Target
% employees participating in “Shape It Up!”	FY16 Launch	10%

## 6.3 Implement programs to reduce organizational risks

### 6.3.1 Mitigate organizational risk/costs

- Verified 96.6% of Safety coordinators in place at departments; Safety Specialist hired for Zoo
- Completed 10 ergonomic assessments, including recommendations and scheduled follow up

Measure	YTD Thru April	Target
% of departments that reduce Total Incident Rate (TIR) by 10%	52%	33% Annually



## 6.4 Implement leading-edge practices for achieving quality and performance excellence

### 6.4.1 Align organizational practices and systems using nationally recognized performance criteria

- Improved internal processes and reporting
- Continual implementation of best practices recommended by GFOA's Governmental Budgeting and Fiscal Policy Committee

Measure	YTD	Target
% of Government Finance Officers Association recommended budget best practices implemented	89% (Implemented 26 of 29 by current calendar year)	100% (29 of identified best practices by current calendar year)



# 6.5 Deliver services timely and efficiently with focus on continual improvement

## 6.5.1 Streamline and improve efficiency of city operations and staffing structure

- Completed inaugural round of training in Lean Six Sigma organizational assessment methodology:
  - Parks and Recreation Permitting Process
  - Asphalt Repairs
  - Irrigation Repair Work Order Process
  - 10 more projects underway



Measure	YTD	Target
# Lean Six Sigma projects completed	3	13 by December 2015

## 6.6 Ensure continued financial stability and accountability through sound financial management, budgeting, and reporting

### 6.6.1 Provide timely financial reporting and processing

- Completed grants training on OMB Super Circular effective FY15:

61 staff members participated across City and two outside agencies

Measure	YTD	Target
% financial reports submitted by 15 <sup>th</sup> working day of each month	25%	85%
% bank reconciliations submitted by 17 <sup>th</sup> working day of each month	0%	85%
% of capital projects report submitted by 15 <sup>th</sup> working day of each month	25%	85%
% of grant reports submitted by 15 <sup>th</sup> working day of each month	N/A	85%



## 6.6 Ensure continued financial stability and accountability through sound financial management, budgeting, and reporting

### 6.6.1 Provide timely financial reporting and processing

- Identifying opportunities to improve turnaround time for quarterly financial forecast reporting
- Developed and implemented new automated reporting instrument at the beginning of FY15
- Reduced employee interactions from up to ten to two

Measure	YTD	Target
Number of working days it takes from month-end close to provide council a Quarterly Report (Statutorily 45 days).	37 days Q1 & Q2 average	30 Days





## 6.6 Ensure continued financial stability and accountability through sound financial management, budgeting, and reporting

### 6.6.3 Provide accurate budgets and financial forecasts

- Implementing proactive practices and processes
  - Current year actuals by month and YTD actual
  - Focused on departmental in depth analysis
  - Providing continuous training and professional development

Measure	YTD (Thru Q2)	Target
% Variance of quarterly General Fund year-end revenue projections as compared to Adopted Budget.	0.08%	+/-1.00%
% Variance of quarterly General Fund year-end expenditure projections as compared to Adopted Budget.	-0.17%	-2.00% to 1.00%



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

### 6.7.1 Increase efficiency of procurement processes to reduce cycle time

- Continue working on the low bid and best value process to achieve the key performance measures

Measure	YTD	Target
# of days from first advertisement to award Of low bid	78 days	Within 60 days
# of days from first advertisement to award of best value <i>(excludes construction projects)</i>	74.14 days	Within 67 days



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

### 6.7.2 Leveraging technology to expedite delivery of goods and services

- Launched EP Marketplace in January
  - 200 employees trained
  - 37 suppliers currently participating

Measure	YTD	Target
Process 5% of eligible cooperative procurements through the EP Marketplace	\$160,966	\$400K in goods/services procured for FY15 (Launch Year)



# 6.8 Support transparent and inclusive government

## 6.8.2 Administer and record municipal legislation

- Monitored timeliness, compliance and accuracy of backup material submitted for agenda items available online
- Provided efficient execution and distribution of Council approved legislation

Measure	YTD	Target
% of City Council approved legislation executed	98%	98% within 14 days



# 6.8 Support transparent and inclusive government

## 6.8.3 Maintain functioning boards through staff support

- Provided City Council and public with accurate board information and compliance requirements
- Ensured board meeting minutes are filed
- Ensured compliance with financial disclosures
- Provided follow-up on deadlines to avoid removal from boards

Measure	YTD	Target
% board members completing proper paperwork and training	91%	94%



## 6.9 Maximize City Clerk's efficiency and enhance customer experience through technology

### 6.9.1 Implement services that meet the needs of the customer

- Completed Municode software and website upgrade allowing for search functionality and optimized mobile user experience
- Finalizing department training for agenda software (SIRE)

Measure	YTD	Target
Implement improved online search capabilities for ordinances and resolutions	100%	Completed 04/30/2015
Departments working with agenda software (SIRE)	98%	100% by 07/30/2015



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

## 6.10.1 Manage and comply with Texas Public Information Act

- Received and processed a total of 3,348 open records requests through the Web QA system
- All records received YTD were processed within 10 business days or less

Measure	YTD	Target
Open records requested processed through WebQA	100% Compliance (3,348 Open Records)	100% Compliance



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

## 6.10.2 Engage staff in the defense, resolution, and response to claims and lawsuits

- Provided weekly updates on legal task at Legal Implementation Team (LIT) meetings with City Manager
- Prepared and delivered monthly litigation and transactional legal reports to City Council

Measure	YTD	Target
Monthly litigation reports delivered to City Council	7	12 annually
Monthly transactional reports delivered to City Council	7	12 annually





# 6.11 Provide efficient and effective services to taxpayers

## 6.11.1 Implement improvements that meet the needs of the customer

- ✓ Implemented information/training sessions at Senior Centers: 12 classes attended by 300 senior citizens
- ✓ Partnered with Auto agent: reduced number of erroneous payments from 560 to 40, reducing 520 Tax Office man hours
- ✓ Placed mobile bank outside the Central Appraisal District accepting cash payments: collected \$928K and assisted 385 taxpayers (3 days)

Measure	YTD	Target
Average Phone call wait time (minutes)	2.36	2.30
% of payments received electronically	15%	20%
Overpayment refunds issued	1,491	2,000



# 6.12 Maintain city fleet to ensure safe and reliable vehicles and equipment

## 6.12.1 Meet readiness needs of customer departments

- ✓ Total fleet maintenance cost increased 11% as a result of an aging fleet
- ✓ ASL drop rate: 27% 3<sup>rd</sup> Qtr. decreased two percent from 29% 2<sup>nd</sup> Qtr.
- ✓ Stocked inventory parts demand: 82.6% 1<sup>st</sup> Qtr. increased 83.3% 2<sup>nd</sup> Qtr.

Measure	YTD	Target
% of PD vehicles and equipment operational and available	79%	85%
% of ESD's ASLs vehicles and equipment operational and available	81%	80%



# 6.13 Maintain systems integrity, compliance, and business continuity

## 6.13.1 Ensure adherence to vendor recommended best practices and updates

- Enhanced Security and high availability of Enterprise Applications

- PeopleSoft
- Accela
- Kronos



Measure	YTD	Target
Maintain backup methodology	97%	100% by end of FY2015
Revise IT security policies for Enterprise Applications	60%	100% by end of FY2015
Ensure business continuity for Enterprise Systems	97%	100% by end of FY2015



# Cross-Functional Teams

Team Name	Purpose	Impact
<b>Legal Implementation Team</b> <i>(Core members: Executive Leadership &amp; City Attorneys)</i>	Identify, coordinate and advance initiatives/ projects	Determine recommendations and solutions
<b>Process Improvement Team</b> <i>(Performance Office, Black Belts and Green Belts)</i>	Focus on streamlining business processes and operations	Efficiencies gained without sacrificing customer service or quality
<b>Shape It Up! Team</b> <i>(Core members: Human Resources, Parks &amp; Recreation, Health and City Manager's Office)</i>	Administer, monitor, track and report results of program and make recommendations going forward	Healthier employee population, positive impact on future health care costs

