



# 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

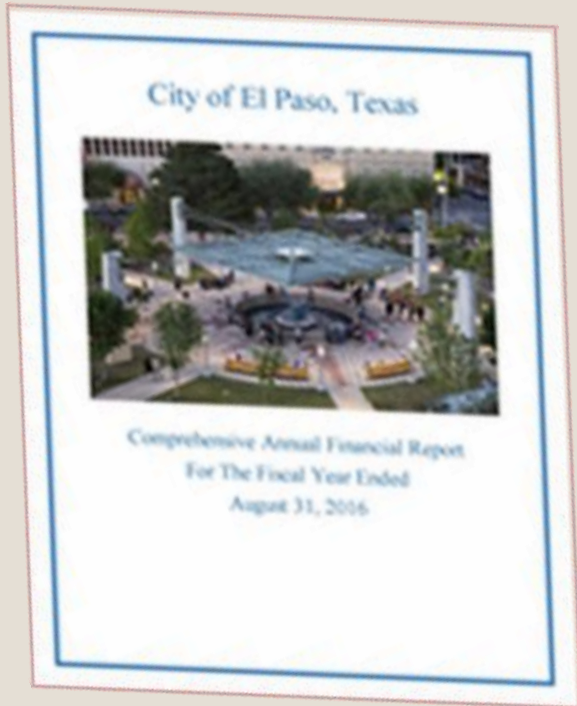


23<sup>rd</sup> consecutive  
year



Top performer in  
*Smartly Resourced*  
category

# FY17 Notable Achievements



## 2016 CAFR

**No Financial Audit Findings!**

**19<sup>th</sup> Consecutive Year of AGA  
Excellence in Financial Reporting  
Award!**



# Notable Achievements



Achievement of  
**Excellence in  
Procurement**  
Award - 4<sup>th</sup>  
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 displays 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 containing the number "1". Below the header is a search bar with a dropdown menu set to "All" and the text "Search by keyword or part number". 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 logos for various vendors, 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.

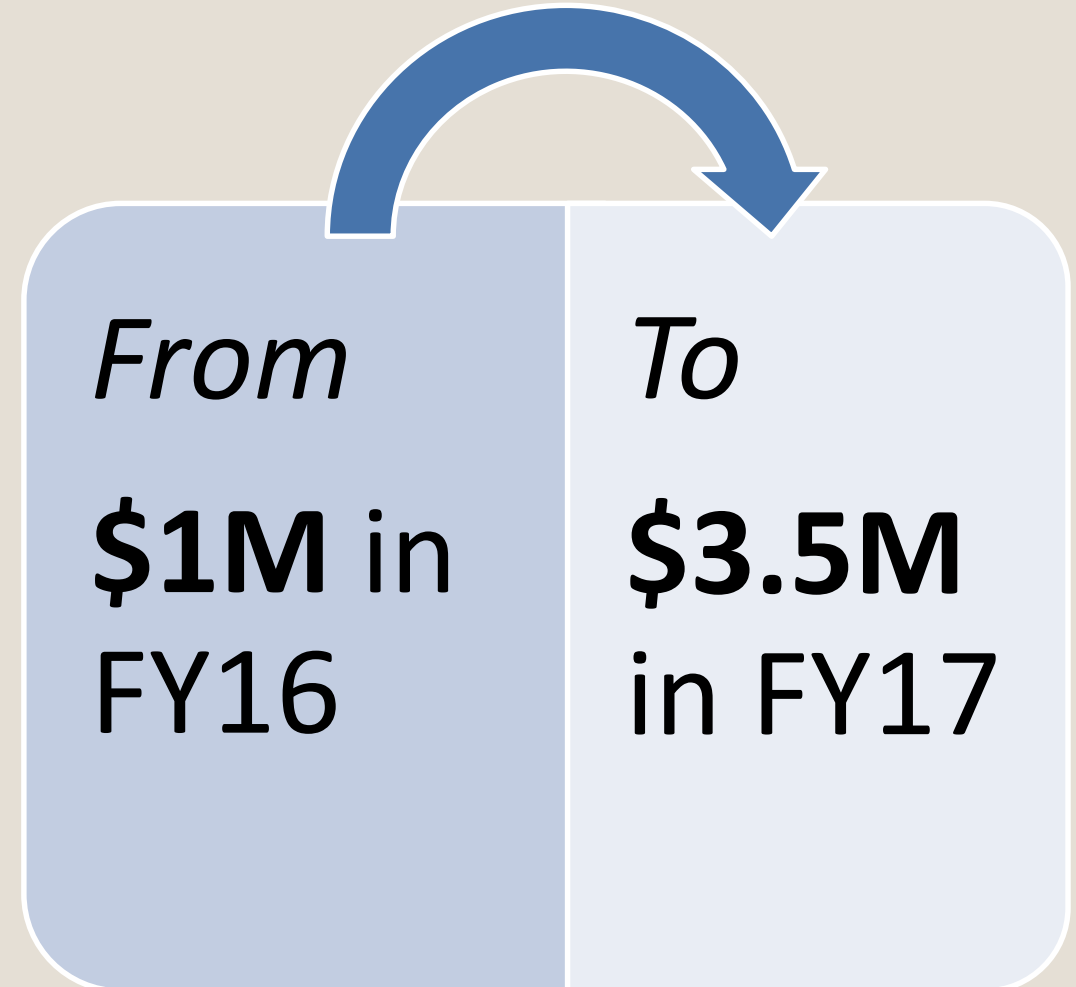


# FY17 Accomplishments

## Investment Earnings Grew

### Strong financial management:

- bank balances
- securities investments





# 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

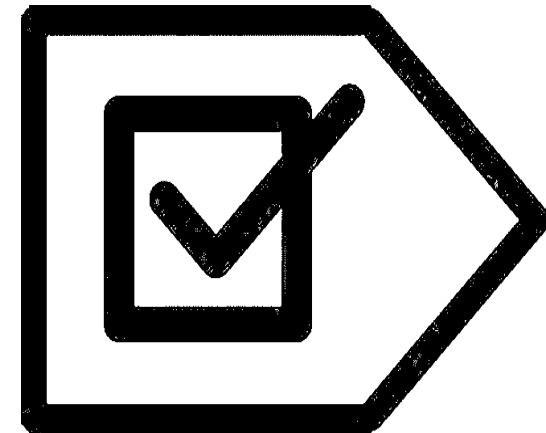
**\$1,029,973** to local organizations



# 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

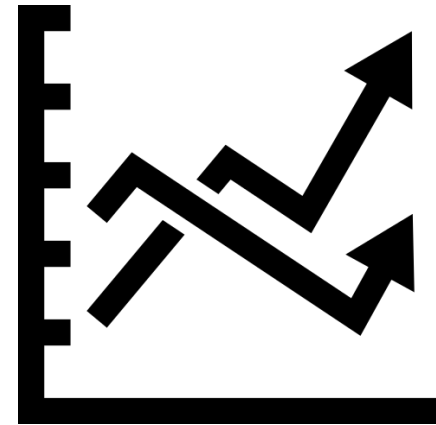
## Cash Reconciliation Process

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



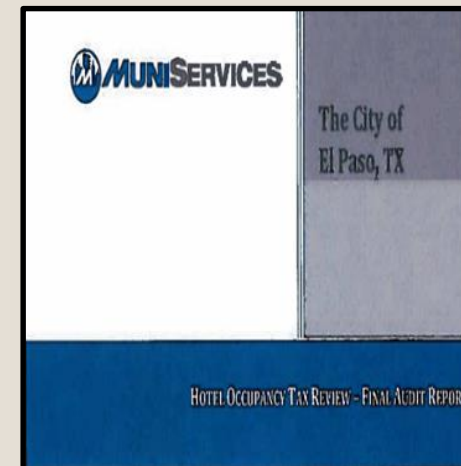
# FY17 Accomplishments



## **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



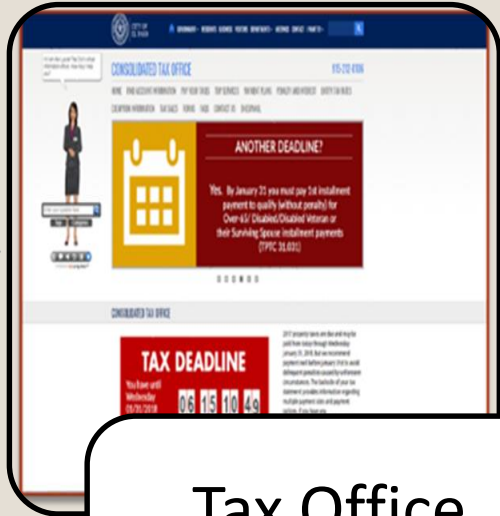
## City Attorney's Office

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

# Virtual “Game Changer”



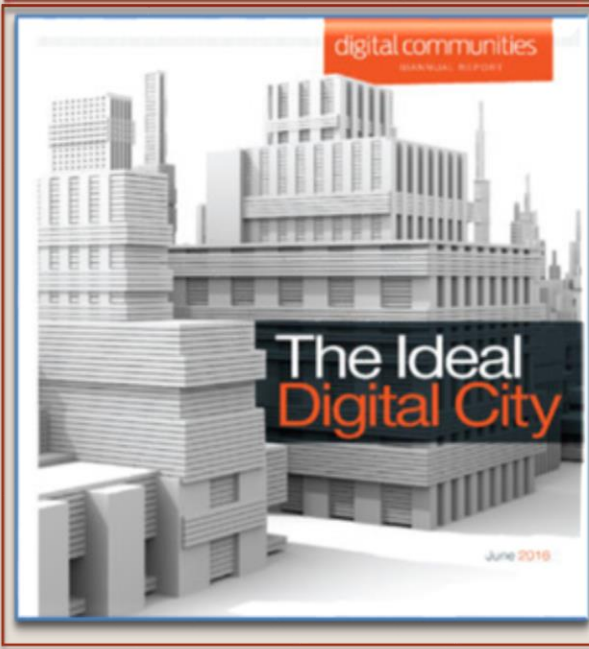
Purchasing  
Launches  
“Ask Laura”  
January 2017  
5,650 Hits  
**(13,736 hits  
since launch)**



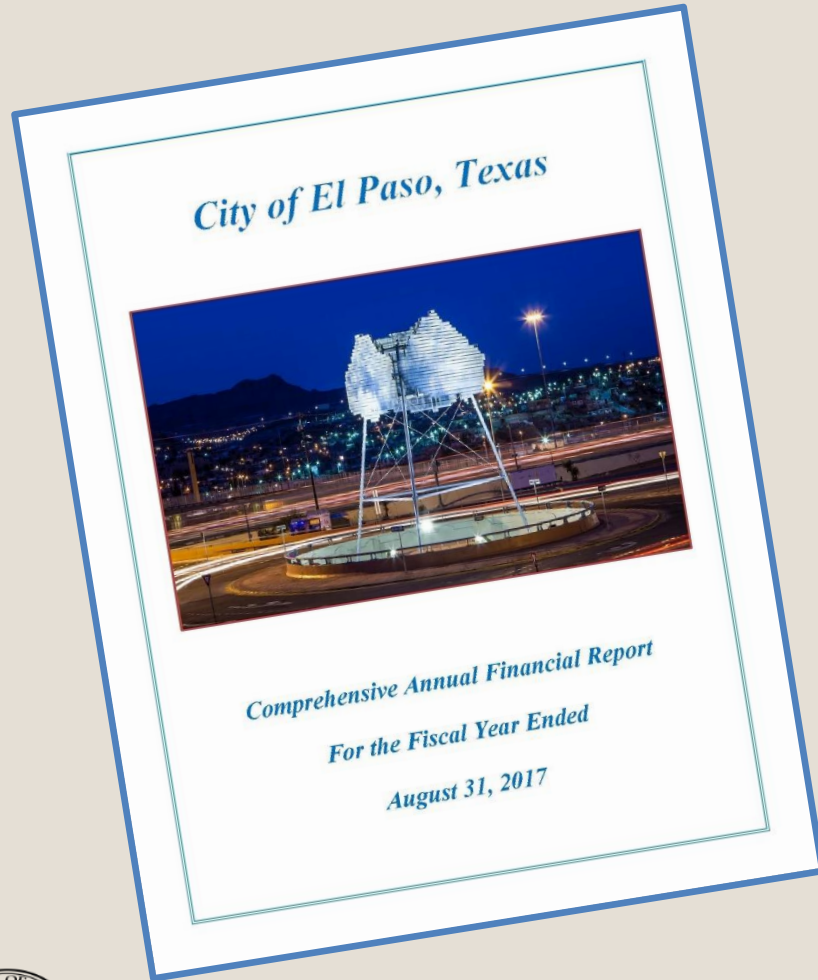
Tax Office  
replicates  
September  
2017  
**1,970 hits**



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**

From: (Type in 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 (\$):	Rating (0-10)
% COMPLETED / COMPLETED:	
ESTIMATED COMPLETION DATE:	
Technical Performance:	
Unsubstantiated - (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:	Rating (0-10)
Unsubstantiated - (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. Check here for risk.	
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**

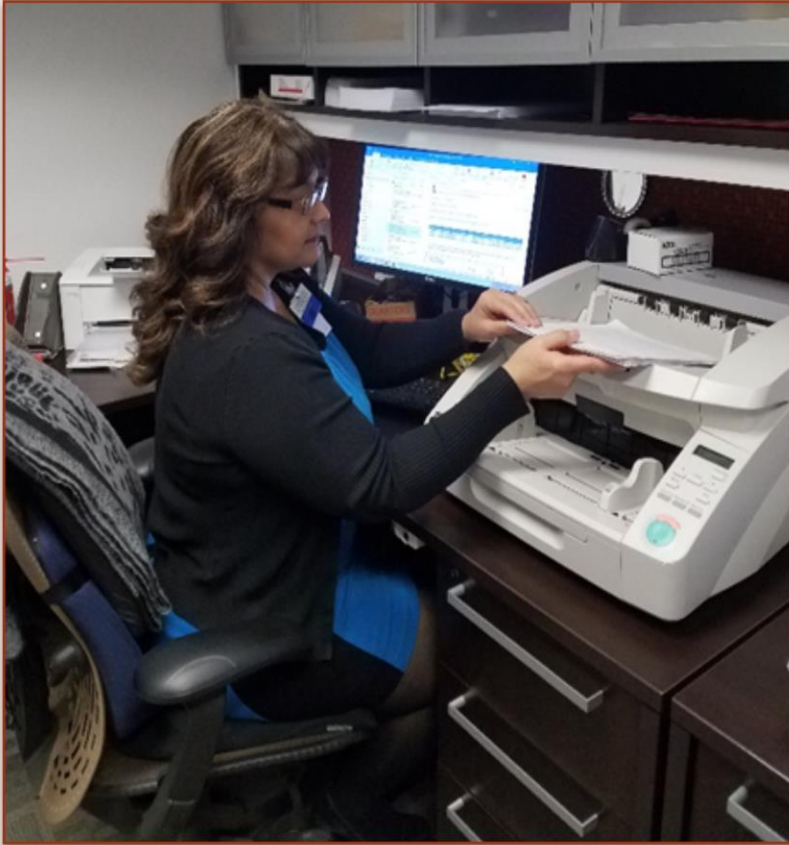
**806 Attendees**  
**188 Exhibitors**



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



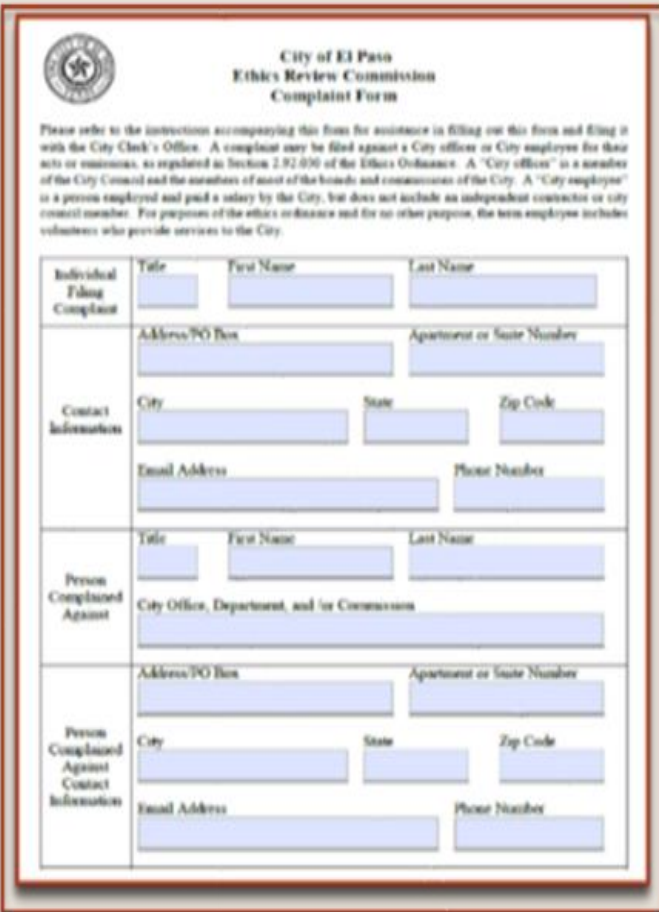
## City Attorney's Office

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

# FY18 Accomplishments

## Enhanced Ethics Commission website

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



The image shows a complaint form from the City of El Paso Ethics Review Commission. 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:

- 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, Last Name, and 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

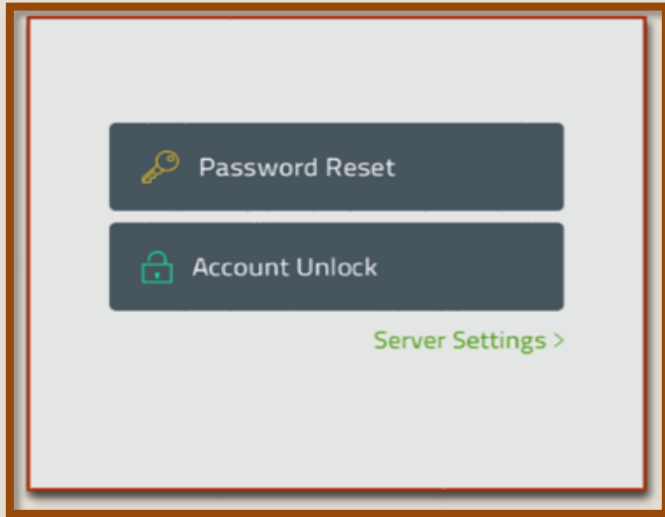
#### Pay For My Open Records

> 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



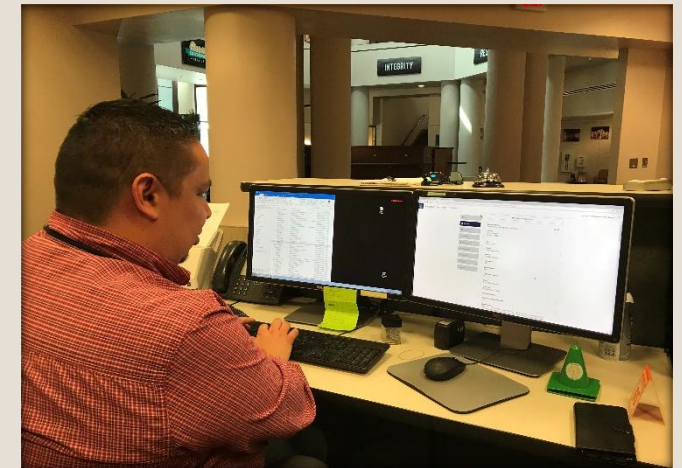
Consolidated medical and prescription insurance benefits

# 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
<b>% of executive and professional positions filled by internal candidates</b>	66%	62%	64%	40%	<b>70%</b>
<b>% City-wide Turnover</b>	9%	10%	10%	5%	<b>10%</b>





# Goal 6- Key Performance Indicators

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



# Goal 6- Key Performance Indicators

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




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

# FY18 Spotlight

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



# FY18 Spotlight

## Strategy



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

## Key Deliverable Update

- 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** (20<sup>th</sup> time)



# FY18 Spotlight

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



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



# 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 85<sup>th</sup> Texas Legislative Session which impacted the City departments.

# FY18 Spotlight

Strategy	Key Deliverable Update
<p data-bbox="129 468 1082 746"><b>Maintain systems integrity, compliance, and business continuity</b></p> <div data-bbox="349 771 968 976"></div> <div data-bbox="349 991 968 1272"></div>	<p data-bbox="1233 464 1964 521"><b>Accela upgrade to version 8</b></p> <ul data-bbox="1360 539 2270 772" style="list-style-type: none"><li>• New User Interface, more user-friendly</li><li>• Improved Ad-hoc reporting capabilities</li><li>• Performance improvements</li><li>• Additional Browser compatibility</li></ul> <p data-bbox="1233 858 2372 915"><b>PeopleSoft Billing and Accounts Receivable</b></p> <ul data-bbox="1360 933 2244 1229" style="list-style-type: none"><li>• Engagement of Third Party Consultant</li><li>• Review of functionality</li><li>• Provide solutions to existing concerns</li><li>• More efficient processes</li><li>• Historical data corrections</li></ul>

# 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

