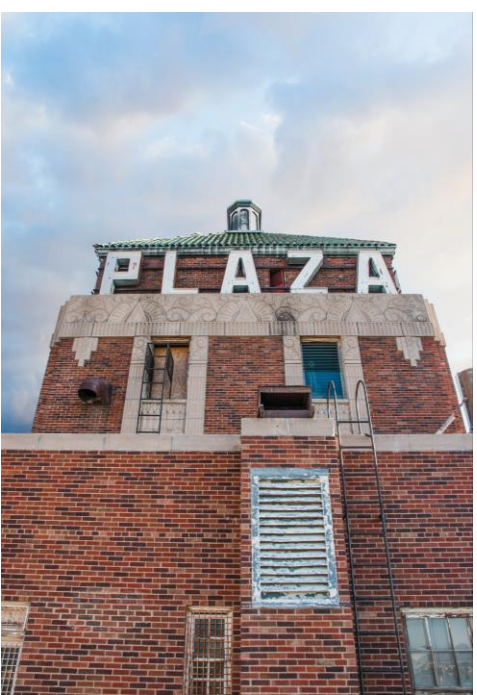
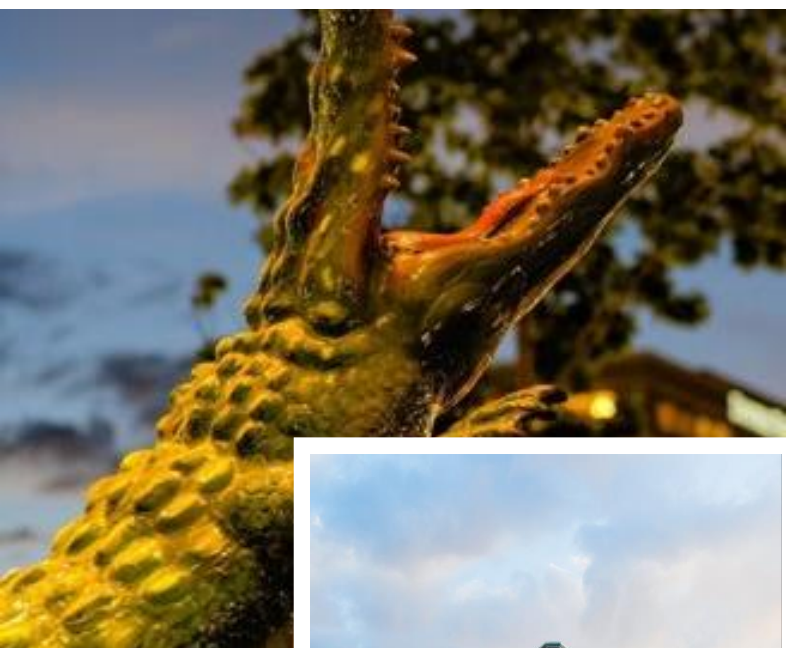


FY20 GOAL TEAM REPORT



GOAL 6

Set the Standard for Sound Governance and Fiscal Management



POWERED BY THE 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
- Tax
- Internal Audit



Table of Contents



- **Focus on Continuous Improvement**
- **COVID-19 Response & Impacts**
- **Key Accomplishments**
- **Key Performance Indicators (KPIs)**
- **FY20 Key Deliverables Update**
- **Key Opportunities/Challenges**

Focus on Continuous Improvement



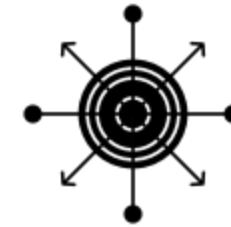
**El Paso earns the
2020 Texas Award for
Performance Excellence
distinction**

Why this matters

largest local government in Texas to undertake this comprehensive, internationally renowned continuous improvement criteria

only organization across sectors to earn the top distinction for two consecutive years

Team EP is focused.



Leadership
Strategy
Customer

Knowledge Management

Workforce
Operations

Focus on Continuous Improvement



TEXAS AWARD FOR PERFORMANCE EXCELLENCE

2019 - LARGEST municipality to ever earn this distinction

2019 - El Paso becomes the FIRST state recognized "Community of Excellence"

2020 - ONLY organization across sectors to earn distinction two consecutive years



Results focused on our
Plan, People and Process

Focus on Continuous Improvement

Our **PARTNERS** in **EXCELLENCE**

El Paso is a recognized leader in applying the Baldrige Continuous Improvement framework

Hosted Examiner training in the fall
120 participants from various organizations in our community:

El Paso County

University Medical Center

El Paso ISD, Canutillo ISD, Socorro ISD, Ysleta ISD, UTEP



Focus on Continuous Improvement



Achievement of Excellence in Procurement

Of the 10 largest cities in Texas, the City of El Paso is only 1 of 3 to win this award

6th CONSECUTIVE YEAR



25th Annual GFOA Distinguished Budget Presentation Award with Special Capital Recognition



19TH CONSECUTIVE YEAR

CITY OF EL PASO, TEXAS
COMPREHENSIVE ANNUAL
FINANCIAL REPORT



FOR THE FISCAL YEAR ENDED
AUGUST 31, 2019

Focus on Continuous Improvement

Ask Laura, our Virtual Information Officer

- Expanded Knowledgebase of Questions and Answers
- Improved Response Time to Citizens and Businesses
- Number of Conversations 7,649
- Cost Avoidance \$ 9,750

Clover mobile payment application

- Implemented 2020
- Provides single payment platform for key transactions
- Departments : Airport, Police, MCAD, ESD, Sun Metro



COVID-19 Response & Impacts



Office Of Management And Budget

- Review and approve items to maintain Fiscal Operations
- OMB assist in the Emergency Operations Center
- Coordination of financial tracking across the organization
- Coordination of budget adjustments for all City Departments impacting FY 2020 and FY 2021
- Assist with processes review of COVID-19 Operations and potential financial reimbursements
- Continuous review:
 - Economic Impact
 - Financial Constraints

COVID-19 Response & Impacts



City Attorney's Office

- Provided legal support to City departments in development of policies and processes to respond to COVID-19 impact to organization and community.
- Assistance with COVID-19 FAQs on City website and determination of essential business and essential activities based on public inquiries.
- Developed of Emergency Ordinances, Emergency Directives, and Health Directives.
- Developed health protocol and health orders for quarantine purposes.
- Review and approval of grants related to COVID-19 including FEMA and CARES Act grants to reimburse the City for COVID-19 related costs.
- Developed Police department policies for detention and citation for COVID-19 related violations.

COVID-19 Response & Impacts



Purchasing & Strategic Sourcing

Meetings with each portfolio to identify immediate and forecast need of Covid-19 related goods or services

- Developed change orders for additional cleaning services
- Awarding new contracts for additional cleaning services
- Sourcing and procuring PPE medical equipment
- Launch Live Streaming of Bid Openings
- Sharing vendor information with El Paso Purchasing Alliance (School Districts, EP County, UMC, EP Water)
- Assisted Emergency Operation Center in creating region sourcing strategy
- Coordinate sourcing effort with agencies facing the same challenges and competing for Covid-19 supplies and equipment.
 - Standardization of products
 - Sourcing cleaning supplies
 - Sourcing and procuring cleaning and medical equipment
 - Sourcing and procuring preventive equipment
- Monitoring and reporting on Order Fulfillment

COVID-19 Response & Impacts



Office of the Comptroller

- Journalize all costs related to COVID-19
- Set up electronic authorizations and workflow review and approvals for fiscal operations, treasury transactions and grants.
- Coordinate grant applications among departments to obtain maximum amount of federal and state funding available
- Realign AP process for process efficiencies
 - Reduce the amount of check runs from 5 to 3
 - Reduce redundancy and staff hours
 - Accelerate approval of vouchers - 4 to 1 day

Tax Office

- Tax Office closed to the public, accepting mail and electronic payments

City Clerk

- Increased sign-language interpretation services
- Obtained Spanish translation of Emergency Ordinances and Emergency Directives
- Publication of all Emergency Ordinances and Local Emergency Orders in the El Paso Times
- Assisting City departments with postings on the bulletin board outside City Hall
- Open to the public by appointment for notarization and filing of City related documents

COVID-19 Response & Impacts



- HR Developed and deployed the Telecommute Policy and process.
- Redesigned NEO to accommodate social distancing guidelines.
- Developed and deployed a “Working Remotely” training.
- Implementing the CARES Act.
- Implemented the provisions of the Families First Coronavirus Response Act (FFCRA).
 - Provided employees emergency paid sick leave (80 hours full time, prorated for part time.
 - Expanded FMLA leave.
- Updated employee portal for Covid-19.
- Continued wellness support for employees in the Del Sol clinic.
- Increased wellness broadcast messages:
 - Wellness, mental health, telecommuting, 457b information, EAP services, Teledoc services.
- Deployed wellness education classes virtually.
- Surveyed cities nationwide regarding best practices in managing Covid-19 for the workforce.

Key Accomplishments



Tax Office and IT partnered at Senior Center Visits

Conducted 9 information sessions, collected property tax payments and provided cybersecurity information.



Tax Office Mobile Bank

- Extended service to 5 days
- January 27 - 31, 2020
- 5801 Trowbridge
- Collected **\$2.9 million**
- Serving **1,076** taxpayers



Pay Your Taxes and Adopt a Pet

Tax Office and Animal Services team up to offer a unique experience to taxpayers to de-stress by adopting a pet while paying taxes.

January 30, 2020

Key Accomplishments



El Paso Tax Offices / Central Appraisal District

Panelist at Texas Association of Assessing Officers (TAAO) Conference

San Antonio, Texas

August 28, 2019

(800+ tax professionals)

Key Accomplishments



November 5th Elections

- Public Safety Bond
- District 3 Special Election

City Clerk's Office

December 14th Elections

- District 3 Special Election Run-Off
- District 6 Special Election

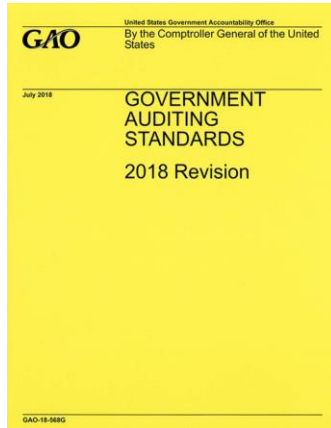


**RUN-OFF
ELECTION**

January 25th Election

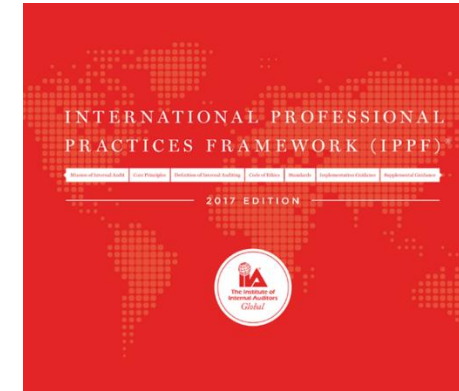
- District 6 Run-Off

Key Accomplishments



External Quality Control Review

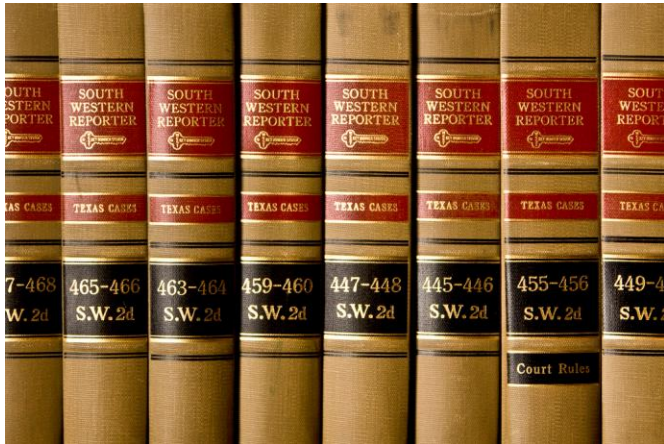
- Compliant with the International Standards for the Professional Practice of Internal Auditing
- Compliant with the Government Auditing Standards



Hotel Occupancy Tax (HOT) Audits

- Audited 90 hotels, \$548,704.43 YTD
- Collected \$2,439,408.41 to Date (HOT Audits + Delinquent HOT Hotels)
- Franchise Fee Audits & Sales Tax Discovery Audits in progress

Key Accomplishments



Provided legal support for **key initiatives and projects**

Implementation of SB2
Sale of EPE

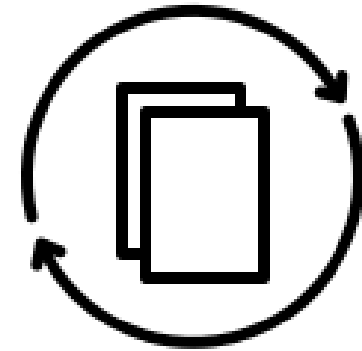
Center for Civic Engagement
Public Safety Bond
Special Election



\$113,731 Property
Damage Claims

\$84,314 Environmental
Sanitation Liens

\$36,336 Worker's Comp.
Subrogation



Processed **4,136** Open Records
Requests

Received 401 Texas Attorney General
determinations deeming information
as confidential.

Key Accomplishments



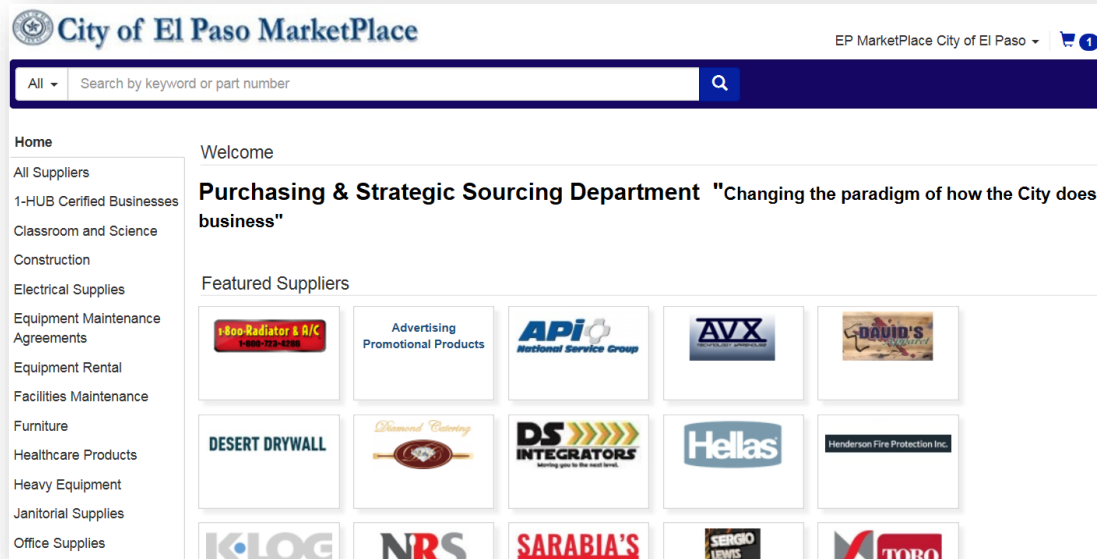
977 Attendees

199 Corporate and Governmental Exhibitors

Continued growth year over year



Key Accomplishments



EP Marketplace

3,419 Purchase Orders Issued

Cost Avoidance of

FY20 YTD \$400,023



Hire El Paso First- Local Bid Preference

In FY20 YTD, **55%** of Awarded Contracts and Purchase Orders were issued to local vendors

Key Accomplishments

Investment Earnings

FY 20 QTR 2	\$ 4,282,010
FY 19	\$11,128,086
FY 18	\$ 6,459,485
FY 17	\$ 3,508,119



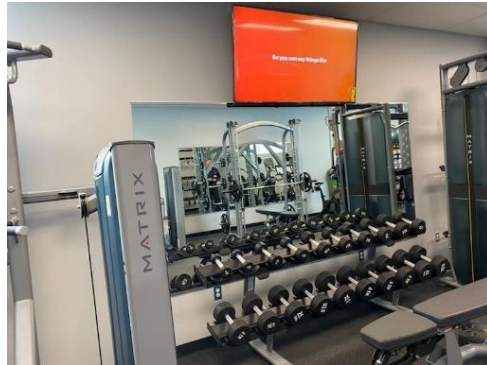
Federal and State Grant Revenues

FY 20 QTR 2	\$15,613,765
FY 19	\$63,358,686
FY 18	\$90,128,945
FY 17	\$67,602,359



Key Accomplishments

MSC Shape It Up Gym Completed, Ready to Open



- Increased Wellness Classes
- Added enhanced fitness equipment
- Implemented 6-week employee fitness challenge
- Deployed virtual wellness, at-home workout classes

2nd Annual Employee Health & Financial Wellness Fair



- Over 1,000 employees
- 68 Health & Wellness Vendors

Key Accomplishments

Conference Presentations

- NFBPA Conference: Emerging Leaders
- ICMA Conference: Careers in City Government



Tuition Assistance Program



- **189** Employees Participating
- **166 College & 23 Certification** - to date
- **\$241,824** Invested to date
- Informational sessions offered monthly
- Annual employee Education Fair

Key Accomplishments

Employee Engagement Events

- Veterans Luncheon
- Thanksgiving Luncheons



Youth Focus

- Partnership with five schools (300 students)
- Classroom settings and multiple interactive sessions
- Closer look at city services and how we budget

Launched Strategic Budget Advisory

- Bloomberg Philanthropy Innovation Training
- Defining El Paso
- Closer look at City Services
- How we Budget
- Survey Feedback



Key Performance Indicators

Key Performance Indicator	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 (Thru Q2)	Annual Target
% turnover rate	10.3%	10.04%	10.16%	5.16%	5.36%	10%
% of employees participating in wellness program	11.22%	13.37%	14.67%	14.76%	14.35%	16%
# of sick leave hours used	339,103	340,739	339,128	343,678.58	175,506.13	337,960
# of workers compensation claims	1,384	1,399	1,314	649	724	1,182
HSA Participation	146	1,664	1,906	2,952	3,483	3,450

Key Performance Indicators

Key Performance Indicator	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 (Thru Q2)	Annual Target
Increase participating vendors in EP Marketplace	57	57	74	32	31	50
EP Marketplace Spend	\$1,823,939	\$9,234,217	\$12,403,355	\$20,416,199	\$21,649,771	\$10,000,000
% Local Spend	59%	48%	52%	69%	55%	↑10%
Actual Revenue Compared to Budget (GF annual measure)	101.33%	99.46%	100.83%	100.06%	57.3%	100%
Total portfolio investment earnings per quarter (NEW)	\$1,075,797	\$3,508,119	\$6,459,485	\$11,128,086	4,282,010	\$7,000,000
% of contracts and agreements executed within 30 days of Council approval	93%	95%	94%	94%	98%	96%
Tax Office average phone wait time (minutes)	2:41	1:44	1:28	0:33	1:05	1:30

FY20 Key Deliverables Update

Strategy: Implement programs to reduce organizational risk

- Conduct annual risk assessment of city buildings
- Actively oversee case management of workers' compensation claims
- Provide driver training to reduce vehicle accidents
- Provide ongoing department specific safety training

Strategy: Implement leading-edge practices for achieving quality and performance excellence

Process Improvement Program

- LEAN SIX SIGMA
 - Launched New Green Belt Training with UMC & UTEP
 - Developing New Yellow Belt Training with UMC
 - Internal White Belt Training – 146 White Belts
- HUMAN CENTERED DESIGN
 - Innovation training held in March



FY2020 thru Q2
\$863,658 in cost avoidance
4,731 capacity hours added

FY20 Key Deliverables Update

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

- Complete the FY20 audit with no financial findings
- Submit the CAFR to GFOA for 20st award
- Implement GASB Statement No. 84, Fiduciary Activities
- Begin implementation of GASB Statement No. 87, Leases
- Complete implementation of the Capital Assets System
- Update all financial policies



FY20 Key Deliverables Update

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

City Accelerator Inclusive Procurement Cohort

- Phase I of Minority, Woman, Veteran Business Enterprise strategy is currently underway
 - Surveyed close to 400 businesses on certification value and program interest
 - Developing web-based business toolkit

Hire El Paso First

- Continued outreach efforts with strategic partners

Purchasing Expo

- 9th Annual Cooperative Purchasing Expo – Held
 - 500 Leadership Development Keynote Speaker Gary Bradt

Purchasing Ticketing System

- Initiated Pilot program with 5 participating departments

FY20 Key Deliverables Update

Strategy: Support transparent and inclusive government

- Agenda and meeting management software conversion
- Online submittals of reports filed by elected officials, board members and staff

FY20 Key Deliverables Update

Strategy: *Support transparent and inclusive government* (Continued)

- External Quality Control Review – Compliant under “RedBook” and “YellowBook” auditing standards.
- Franchise Fee Audits - Fees paid to the City by utility companies. *In Progress*
- HOT Audits – 20 hotels current fiscal year. *In Progress*
- Sales Tax Discovery Review – Identify businesses not currently paying Texas Sales Tax. *In Progress*

FY20 Key Deliverables Update

Strategy: Enhance the quality of decision making with legal representation and support

- Restructure of Prosecutor's Division
- Created after action litigation procedures to communicate risks across organization.
- Created contract templates and standard procedures for the processing of routine transactions.
- Appointed Open Records Division supervisor and hired more staff for division.

FY20 Key Deliverables Update

Strategy: Recruit and retain a skilled and diverse workforce

- Hold the 3rd Annual Health & Financial Wellness Fair
- Implementing hybrid online employee training



Key Opportunities/Challenges

Department/Area

Opportunities:

Office of the Comptroller



- Purchase lease software for the implementation of GASB 87 in FY21- citywide
- Implement a capital assets software application – citywide
- Update policies and procedures for best practices
- Complete the FY20 financial and grants audits with no findings

Key Opportunities/Challenges

Department/Area

Human Resources



Open new City Gym at Municipal Services Center

Organize City/County Fitness & Wellness Day

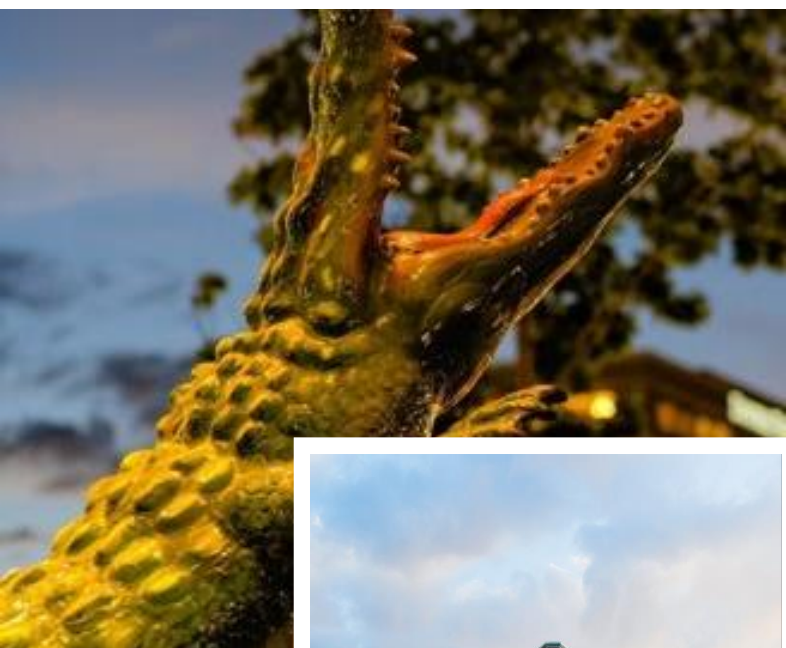
Phased-in Redeployment Workforce Strategy

Learning Management System

Increased Focus in Risk Management

Rising Cost of Healthcare

FY20 GOAL TEAM REPORT



GOAL 6

Set the Standard for Sound Governance and Fiscal Management

