HIGH PERFORMING GOVERNMENT

FY22 GOAL TEAM REPORT | GOALS 5 AND 6

GOAL 5 | 2 DEPARTMENTS

Information Technology | Strategic Communications

INFORMATION TECHNOLOGY

- COVID has impacted technology equipment purchases with significant delays to fill orders, in some cases up to 10 months, and with increased costs. Due to forward looking planning, IT has been able to accommodate some of the immediate small project needs for tech, but moving forward, there will be schedule and cost impacts to projects for the next 1-3 years.
- User Experience (UX) Division - New team with software developers, designers, data scientists, web developers, and researchers. Development and design for the user, creating accessible technology. Over 26 projects since June 2021 that modernize systems, simplify processes, optimize for mobile use.
- The Civic Innovation Corps is a 10-week summer internship program mobilizing the next generation of technologists to create civic impact in state and local governments across the US. Program fellows work across four main project areas: software engineering, data, product management, and design. In this first year of applying with the program, **THREE** fellows have accepted placement with the CoEP IT User Experience (UX) Team.
- Citizen Relationship Management (CRM). Activities and training have been ongoing. Onsite vendor-led training was held the week of March 21 with various groups – City Leadership, District office staff 311, Service delivery process owners, and Council Request (CR) team members. A soft launch for the Council Request (CR) process is scheduled for the end of May.
- The City website upgrade included an exhaustive review, a technology upgrade, major content cleanup, and a mobile-friendly visual redesign. The MyElPaso employee intranet was also thoroughly reviewed resulting in a redesigned, easily searchable, recategorized, mobile friendly site, accessible without VPN.

STRATEGIC COMMUNICATIONS (COMMUNICATION AND PUBLIC AFFAIRS)

- **Response and Recovery**
  - Transitioned from virtual to hybrid to in-person media press conferences, interviews, and community meetings.
  - Hosted media roundtables to provide comprehensive information about complex topics.
- **Key Service Impacts**
  - Increased accessibility via virtual technology.
  - Reduction/delays in technical support from outside vendors such as translation and captioning services.
  - Increased equipment costs and delays in delivery.
  - Difficulty finding experienced talent.
- **Key Accomplishments**
  - The Strategic Communications staff are involved at some level in nearly every service, program, project, and CFT. The following is a shortlist of some of the campaigns from the first two quarters of FY 2022.
    - COVID-19
    - Job Fairs
    - Emergency Preparedness
    - PowerFlu
    - Live Active El Paso
    - Public Health Programs/Services
    - El Paso Streetcar
    - WinterFest and Elf on the Shelf
    - Military Affairs
    - Redistricting Process
    - El Paso Bond
    - Recycling Challenge
    - El Paso Museum of History Exhibits
    - Utilities Education
  - Our campaigns are part of a comprehensive approach to include press releases, media pitches, media availability/interviews, print collateral, social media/electronic collateral, email newsletters, radio, and TV PSAs.
  - Our most recent bi-annual resident survey found that most people obtain their information from TV news. To that end, we have also increased our staff's media availability, not just for TV news but for all media.
  - We have also worked to increase our social media outreach. This fiscal year to date we have seen a 20 percent increase in our social media.
  - Our social media reach has also remained steady:
    - Facebook reach for Q1 and Q2 was 655K per month
    - Instagram reach for Q1 and Q2 was 155K per month
    - Twitter impressions for Q1 and Q2 was 354K per month
    - YouTube reach for Q1 and Q2 was 814K per month
  - Strategic Communications works closely with all City Departments and programs, but also with many partners to promote a variety of City programs and services for our region, including:
    - El Paso Chihuahuas
    - El Paso Locomotive FC
    - El Paso Better Business Bureau
    - Paso del Norte Foundation
    - LiftFund
    - Emergence Health Care Network
    - Fort Bliss
    - El Paso County
    - Texas Tech
    - The Hospitals of Providence
    - YWCA
    - TFCU
    - El Paso Chamber of Commerce
    - Hispanic Chamber of Commerce
  - Some of the most entertaining videos staff have worked on including the Elf on the Shelf, Chihuahuas, and Loco videos to promote the Streetcar, City services, and more.

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GOAL 6 | 8 DEPARTMENTS

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- Communications worked to support our local businesses and military and veteran communities with our partners from the BBB, Paso del Norte, LiftFund, Chambers, and Fort Bliss.
- We also work closely with our Live Active EP team and countless partners including Emergence, Texas Tech, Hospitals of Providence, YWCA, and TFCU to talk about physical, mental, and financial wellbeing.

CITY ATTORNEY

- **Key Service Impacts**
  - Backlog is impacting the ability to prosecute priorities like noise violations
- **Open Records**
  - 40% increase in Open Record Requests
  - 60% decrease in the number of days we respond from 6.53 days to 2.63 days
  - Added additional training and notification system resulting in the ORR days decreasing
- **Key Accomplishments**
  - Charter Committee - Upon Council instruction to initiate a review of the City Charter to determine what amendments are needed the CAO began working with staff to identify provisions that needed to be updated, corrected, streamlined and aligned. Since January, 2022, the CAO has worked with the City Clerk, HR team, the Communications division and other staff to provide research, history, best practices/benchmarks and context regarding Council's submitted provisions to the 9 person Charter Committee in their biweekly meetings to enable the committee to provide its advice to Council on recommendations for the 2022 election on proposed Charter Amendments that will provide the best results for the community and the organization.
  - Redistricting - Every ten years in conjunction with the Decennial Census the City is required to assess its district boundaries to assure that they are in compliance with federal constitutional principles and voting laws. This process is fundamental to assuring the citizens of El Paso are represented and have a voice in their governance. The City Attorney's Office assisted the Commission with legal guidance regarding the legal criteria on which it was basing its decisions. The process included numerous meetings and substantial coordination between City of El Paso departments and the community. As a result, the Commission has made three map recommendations to City Council for adoption. All three

maps are in accordance with Texas and federal voting rights laws. The Districting Process ensures that the community is properly represented with equal population across its eight Districts.

- Providing Safe and Beautiful neighborhoods by leading and establishing statewide entertainment district composing of Arlington, Ft. Worth, San Antonio, Dallas for examining best practices for noise and crime mitigation
- Additional Savings in Outside Counsel Expenses – through streamlining and establishing best billing practices for outside counsel
- Real Estate Process - The CAO guided and supported the implementation of streamlined, consistent and legal processes to ensure that the City's real estate transactions meet all legal standards, are accurate, beneficial and efficient. Through this process, the CAO assisted in preparing 66 updated leases and will continue to finalize the lease updating process in collaboration with the City's Real Estate staff.
- Winter Storm Yuri - The City successfully argued that the El Paso based customers would be subsidizing costs incurred by gas utilities in other parts of Texas that were more severely impacted by Winter Storm Uri. The City secured a separate recovery for El Pasoans to ensure that the West Texas Customers only pay their proportionate share of the extraordinary cost of gas that TGS incurred associated with Winter Storm Uri. This resulted in severing the West Texas TGS customers from the $3.3 billion dollar bond. West Texas customers will only pay the extraordinary costs uncured by our region, totaling $59 million, through a surcharge rate for a period of 36 months. Savings of
- CAO collaborated with Airport to lease 4 EPIA sites that included buildings that had been abandoned for years. The 4 sites will produce approximately $2.5M for Airport.
- For class action opioid settlement, the city is to receive $1,419,358.36

CITY CLERK

- Increasing access to services by automating forms required by board members
- Launch the new boards and commissions webpage
- Refresh the City Council request to speak forms

CITY MANAGER

Office of Management and Budget

- Received 27th Consecutive Annual GFOA Distinguished Budget Award
- Increased over four times on Chime In! response rate despite 100% Virtual survey
- Continue youth engagement through the 4th Year of the Youth Strategic Advisory

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Performance Office

- Expanding learning and development resources for our workforce is a key priority area for Senior Leadership. This focus, led by our Learning Team, resulted in a new recognition as a 2022 BEST organization by the Association of Talent Development demonstrating our ability to
    - **B**uild talent, **E**nterprise wide, **S**trategically driven & **T**alent development culture
- Deployed new learning management system 'eplearners.com' with dynamic, on-demand and instructor-led learning content accessible to all our workforce:
    - 9,000 personal development courses
    - 3,000 learning hours per month on average
    - 100 unique city courses offered
    - Spanish options available
- Building in-house expertise: redesigned and delivering new White Belt and Green Belt Lean Six Sigma (LSS) training led by our Performance Team
    - Over 650 have engaged in process improvement project work since the program's deployment
    - By 2022, will attain 100% reach in assistant directors and above in Lean Six Sigma learning path (process improvement focus)

HUMAN RESOURCES

- Wellness program continues expansion and membership:
    - Added one-on-one health coaching, wellness education classes, fitness membership reimbursement, and group fitness classes.
    - Wellness education classes increased by 450% in FY21, group fitness classes increased by over 350% in FY21.
- Centralization of human resources service requests and questions through an online system.
- Exams for civil service positions have been moved to an online process, reducing wait time for candidates.
- Updated digitized onboarding and off boarding process, providing a centralized effort for our workforce in obtaining equipment, badges, and items needed to make their first day of employment a smooth transition.

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- Implementation of an online performance evaluation, giving our workforce the opportunity to receive feedback and share their achievements.
- Development of the HR4VETS program with a 13.8% employment rate, added military occupational specialties on all city job postings.

INTERNAL AUDIT

- The City has recovered $2,908,826.11 in Hotel Occupancy Tax payments.
- Implemented the new City of El Paso Employee Anonymous Hotline with a new hotline contractor.
- Identified another 20 El Paso area hotels for a new round of HOT Audits.

OFFICE OF THE COMPTROLLER

- Received the 21st certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Developed and published the first Popular Annual Financial Report (PAFR). This report is important because it makes financial information readily accessible and easy to understand for citizens without a background in public finance. The report is fun to read because aside from providing financial information it showcases the City as a destination.
  https://www.elpasotexas.gov/assets/Documents/CoEP/Office-of-the-Comptroller/Fiscal-Reports/Financial-Reports/Previous-Cafrs/2021-PAFR-Final-02-25-22.pdf
- 6th year with zero financial findings.

PURCHASING & STRATEGIC SOURCING

- Purchasing launched its first Annual Procurement Forecast, highlighting the City's upcoming procurement opportunities in construction, goods & services, and professional services. The Forecast will provide more time for businesses to prepare for City projects.
  - 12-month forecast of over 100 procurement opportunities to help businesses plan
  - Business Resource Listing included in the forecast
- The City's new Online Bidding System has launched (May 3, 2022), which provides an opportunity for vendors to submit their responses electronically through a secure portal.

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    - Vendor Management has been holding presentations and trainings to tell vendors about change to online bidding with the total number of registered vendors at 1,230
- Purchasing is using a new system to capture suppliers' information for payment. This system will allow suppliers to update their information on demand and reduce the City's risk of fraudulent payments.
    - Automate and secure the collection of W9 and ACH information for payees/suppliers
    - Validating payee information and disbursing payment through Wells Fargo

TAX OFFICE

- Re-opened office to the public on September 1, 2021. Previously taking cash payments by appointment basis and dedicated staff to assist taxpayers with online payments over the phone. Staff has been working at the office throughout the pandemic.
- Wells Fargo branches no longer accepting property tax payments.
- Another successful peak season despite COVID and workforce challenges.