

DEPARTMENTAL PERFORMANCE MEASURES

The provision of safe and reliable services to customers while maintaining utility systems in a cost efficient and reliable manner is a top priority for the Georgetown Utility Systems Administration Department. Performance measures have been created to monitor Operations & Maintenance (O&M), Customer Care, Systems, Projects, Resource, and Financial Metrics across the Georgetown Utility Systems. The evaluation of the aforementioned metrics helps ensure the maximization of customer value and optimized performance of the utility systems.



AWARDS/ACCREDITATIONS

Recognized and certified by the American Public Power Association (APPA) as a *Reliable Public Power Provider (RP3)* at the Platinum Level. This certification recognizes excellence in Reliability, Safety, Workforce Development, and System Improvement.

Received the *Public Service Innovation Team Award* from the CenTex Chapter of the American Society of Public Administration (ASPA) in recognition of the City's contracts to move to 100 percent renewable energy in 2017.

HUMAN RESOURCES

DEPARTMENT DESCRIPTION

Resources (HR) Human Department develops and delivers innovative human resource programs and services designed to support the City of Georgetown's statement. Department's core services and competencies include recruitment, staffing, employee relations, organizational development, and employee development. The Department also oversees safety, compensation and benefits, performance wellness, management, and policy interpretation. This is all done with an emphasis on customer service based on respect and integrity.



MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Launched an employee tuition reimbursement program.
- ✓ Distributed an employee total compensation statement reflecting City's full investment beyond salary.
- ✓ Increased wellness program participation from 15% to 51% of employees through implementation of tracking portal.
- ✓ Established the first stand-alone employee service awards event.
- ✓ Implemented NEOGOV Onboarding to streamline new hire onboarding process.
- Created a successful employee safety expo.
- ✓ Implemented NEOGOV Perform module moving employee performance evaluations online.
- ✓ Established bimonthly upward feedback meetings.
- ✓ Administered 360 degree development tool for directors and CMO.
- ✓ Completed online supervisory education and in-person effective hiring training sessions.
- ✓ Delivered 9 information sessions across City organization explaining employee pay and benefits.
- ✓ Implemented dental administrator and funding methodology change.
- ✓ Partnered with Finance and IT on ERP study and RFP deployment.
- ✓ Hosted and facilitated Central Texas Municipal HR Roundtable.



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Partner with Finance and Information Technology on Enterprise Resource Planning selection, negotiation, and implementation.
- Update personnel policies and procedures.
- Complete and deliver findings of clinic feasibility study.
- Enhance risk management customer experience.
- Finalize new employee orientation enhancement.
- Review and improve pre-employment process.
- Launch supervisory series training third phase and assure training for new supervisors going forward.
- Develop additional training including emerging leader and general skill development programs.
- Implement online midyear performance evaluations.
- Develop 360 degree development tool for all supervisors.
- Partner with CMO to administer 2018 employee survey.
- Evaluate and develop wellness incentive transition plan.

Notable Budget Item(s)

Business Systems Analyst for ERP Implementation \$69,000



HUMAN RESOURCES CITYWIDE SERVICES

This department represents the pooled funds available for benefits payouts for terminated employees, as well as, market adjustments for employees funded through the Joint Services Fund. Training for City-wide issues, such as supervisory training and safety are also included here, as is property and liability insurance for the City.

DEPARTMENTAL PERFORMANCE MEASURES

Turnover Rate: Some turnover is healthy (e.g., retirement), but the turnover rate is a standard measure in which large variations can indicate retention problems and a higher risk to human capital investment. The Human Resources Department continuously monitors turnover rate in order to identify trends that may indicate a systematic issue. Typically, less than 20% indicates satisfactory retention of employees.

In FY2018, the department will use the turnover rate to develop performance measures that will evaluate success.

LEGAL & CITYWIDE INSURANCE

DEPARTMENT DESCRIPTION

The Legal Department provides inhouse legal services for the City Council, Staff, Boards, The Department Commissions. supervises outside counsel, issues legal opinions on the City Charter, City ordinances, policies procedures, and represents the City in litigation and administrative matters. The Department also provides advice and training on legal issues to City staff and provides annual ethics training for the City Council, Boards, and Commissions. The Legal Department serves as a legal resource to staff regarding standard open records.



MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

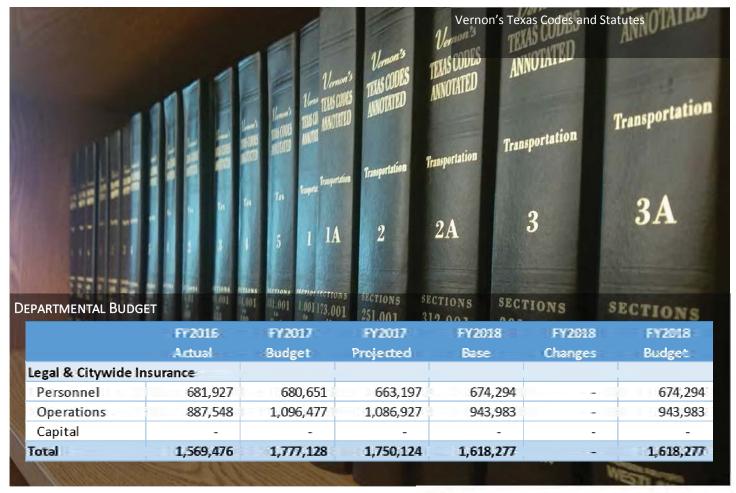
- ✓ Issued opinions or presentations on various legal issues including Open Meetings Act, Public Information Act, ethics, parliamentary procedure, and conflicts of interest.
- ✓ Negotiated and drafted agreements, contracts and documents including several Interlocal Agreements.
- ✓ Assisted with the negotiation and drafting of amended development agreement packages and economic development agreements for significant projects.
- ✓ Assisted with the negotiation and drafting of real estate transactions.
- ✓ Effectively managed and coordinated Contract Attorneys for significant projects.



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Provide legal services in a timely and efficient manner.
- Recommend and prepare amendments to City codes and ordinances in accordance with Council direction.
- Support police and code enforcement efforts through effective Municipal Court prosecution consistent with Council objectives.
- Provide support for the City's Boards & Commissions training.
- Negotiate and provide legal review for development agreements and consent agreements.
- Issue opinions or presentations on various legal issues including Open Meetings Act, Public Information Act, ethics, parliamentary procedure, and conflicts of interest.
- Assist in the City's economic development and transportation initiatives through effective negotiation and preparation of economic incentive agreements, including participation in the Airport Business Plan.
- Continue efforts to standardize City documents.
- Work with staff to identify and address Risk Management issues.
- Continue systematic review and revision of the Code of Ordinances.





DEPARTMENTAL PERFORMANCE MEASURES

The number of *Open Records Requests* is an important measure that shows the City's commitment and dedication to transparency. The graph to the right shows the total number of public information requests received by the City. Routine requests, like police records or financial reports, are processed by other Departments which oversee those aspects of City business. The City complies with all state law requirements for handling public information requests which generally requires a response with ten business days of receipt.



PURCHASING

DEPARTMENT DESCRIPTION

Department Purchasing procures all supplies, equipment, and services for the City to meet the operational needs in serving the community. These activities include preparing bid specifications, processing competitive solicitations, establishing contracts, purchase orders to reduce cost, secure best value and make awards accordance with procurement laws. The Department conducts formal bid proceedings for procurements over \$50,000. Purchasing educates City Departments about purchasing procedures and solicits ideas to improve efficiency. Purchasing is responsible for the management of communication devices, as well as Credit Card Program. Additionally, Purchasing oversees the operation of the City's central receiving/distribution warehouses and is responsible for disposing of surplus items.



MAJOR DEPARTMENT ACCOMPLISHMENTS FOR FY2017

- ✓ Facilitated several major procurements including: Southwest Bypass Segment 1, Architectural & Engineering and the Construction Manager-at-Risk services for Fire Station #6, an Enterprise Resource Planning system, and the consolidation of citywide mowing contracts.
- ✓ Promoted external efficiency by updating procurement policies.
- ✓ Provided training to departments on Authority to Contract, Contract Change Orders and Amendments, and City credit cards.
- ✓ Improved internal efficiency by implementing standardized templates for:
 - o Invitation to Bid (ITB) for commodity single purchase and annual (ITB) purchases.
 - o Consulting Services, General Services, and purchase order terms and conditions.
 - o Contract routing form.
 - Exception to competitive procurement form.
- ✓ Implemented an Electronic Bidding policy and procedure.
- ✓ Expanded warehouse services to the new Westside Service Center.
- ✓ Increased awareness opportunities with local businesses by hosting a vendor forum.



MAJOR DEPARTMENT GOALS & STRATEGIES FOR FY2018

- Respond to Enterprise Resource Planning Needs Assessment issues related to inconsistent and decentralized processes by:
 - o Increasing departmental training efforts, including online training.
 - o Providing leadership training in procurement policy and procedures.
 - o Developing templates for RFPs and RFQs of professional and construction services.
 - o Implement a revised policy for purchases less than \$50,000.
- Develop an ethics policy and a comprehensive purchasing manual in preparation for the Achievement of Excellence in Procurement Award.
- Cross-train staff and rotate purchasing activity among team members to provide timely customer service to departments.
- Propose a policy to increase opportunities for local vendors.
- Hold a second annual vendor forum.
- Increase transparency and access for the public and vendor community through improvments to the Purchasing website.





DEPARTMENTAL PERFORMANCE MEASURES

Inventory Accuracy: One of the major goals for the Purchasing Department is to consistently have appropriate stock available for its internal customers to ensure the provision of timely and uninterrupted services to the community. Maintaining inventory accuracy at or above the industry standard of 95% allows the Department to respond accurately to particular requests, provide excellent customer service, and control expenses.

Number of Solicitations: The number of solicitations for competitive procurement indicates the increase in workload and demand as the City organization has grown with the community. State laws regarding competitive procurements over \$50,000 require time and attention from purchasing staff. The number of solicitations for FY2017 was 50.

Number of Purchase Orders: The number of purchase orders processed also indicates workload within the purchasing department. As the number of orders increases, it takes longer for staff to respond to customer needs. The number of purchase order for FY2017 was 5.887.





THIS PAGE INTENTIONALLY LEFT BLANK.